

Create a Culture of Inclusion: Coach Employees to Collaborate More Effectively.

*You have successfully joined the Create a Culture of Inclusion session.
The session will begin shortly.*

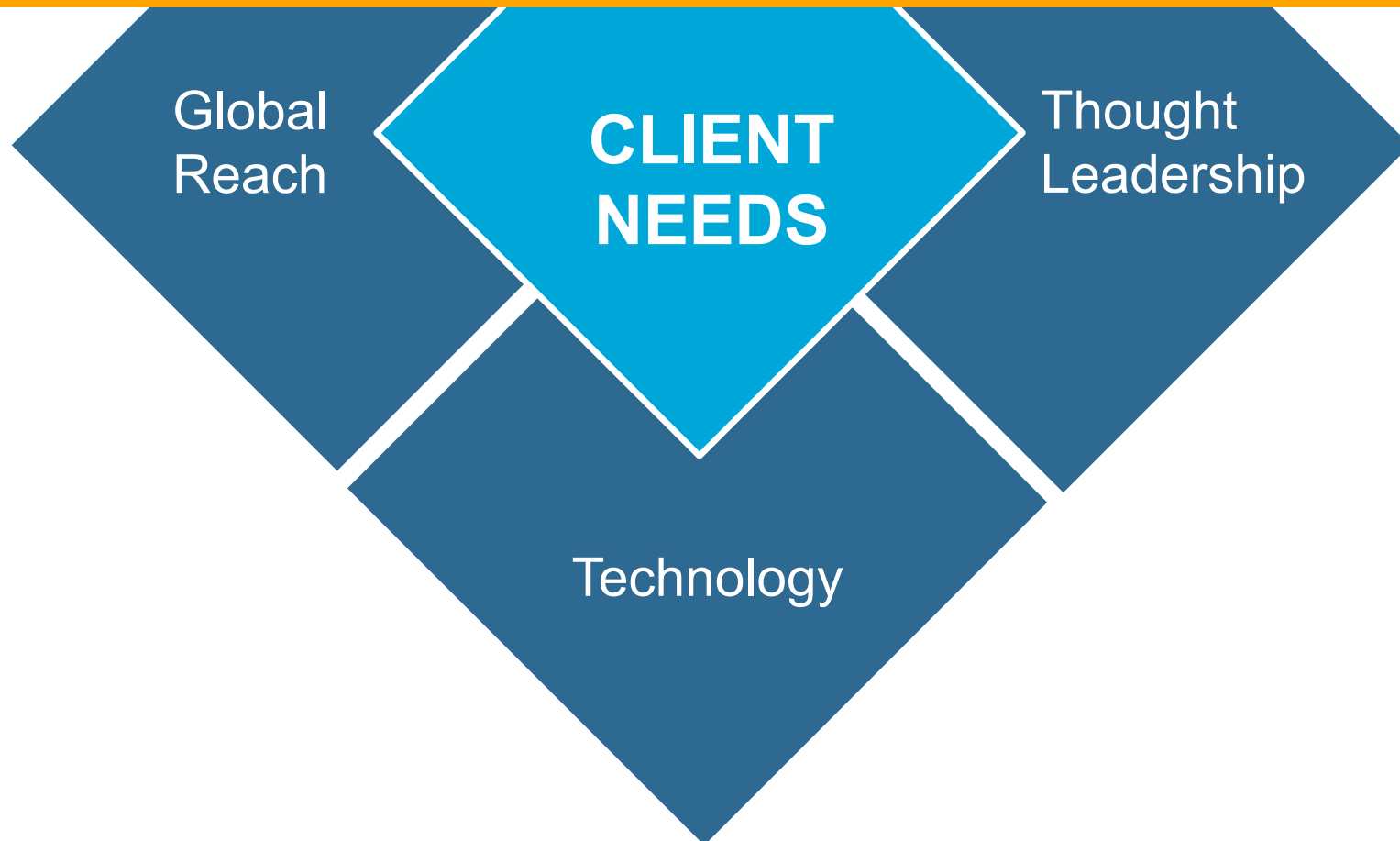


***While you wait, write in the
question box:***

**What do you hope to get
out of today's session?**

Our mission is to enable individuals, teams and organizations to work effectively across boundaries.

Aperian Global integrates Global Reach, Thought Leadership & Technology in a way that provides uniquely compelling & innovative solutions for our clients' globalization needs.



Agenda

Welcome & Objectives

Work-Style Diversity

What is your “Work Style”?

How to coach employees with different work styles

Wrap-Up & Next Steps

Your Facilitator



Keiko Sakurai
Director of Consulting
US / Japan



Participants will gain:

- Knowledge of a validated framework and common language to discuss “work-style” diversity
- Knowledge on Style-Switching: How to coach employees with different work styles



Work-Style Diversity





In your experience, are diverse teams more effective than homogenous teams?

We need both: Diversity AND Inclusion

Diversity but NO Inclusion

- Leader ignores or suppresses individual differences
- Individual differences are an obstacle to performance

Homogeneous Teams

**Average
Performance**

Diversity AND Inclusion

- Leader acknowledges and supports individual differences
- Individual differences are an asset to performance

Lower Performance

Higher Performance

Reference: Adler, N. J. International Dimensions of Organizational Behavior.
4th ed. Cincinnati, OH: South-Western, 2002. C, Milton J. Bennett 2008

Layers of Diversity

- **Internal Dimensions:** out of our control but impacts behaviors and attitudes.
- **External Dimensions:** within our control and are formed by environment, society and cultural factors/experiences.
- **Organizational Dimensions:** defined and influenced by the group/organization we work in.



These diversity elements impact our “**Work-Style**” preference



“Work-Style” preference includes how we want to:

- ✓ Communicate
- ✓ Build relationships
- ✓ Establish credibility / trust
- ✓ Make decisions
- ✓ Participate in meetings
- ✓ Present information
- ✓ Exchange feedback
- ✓ Manage projects
- ✓ Lead a team

Participate in Meetings



Person A

“When participating in a meeting, I like to prepare an agenda, but also be very flexible. I think you should speak up and agree or disagree freely so your opinion is known. Finally, I like to wrap up each meeting with a clear conclusion.”



Person B

“When participating in a meeting, I spend a lot of time preparing and individually meeting with others to prepare them for sensitive discussions. I don’t tend to speak too much unless specifically asked by someone of a higher rank – I prefer to voice my agreement or disagreement and conclusions privately after the meeting.”

Approaching a task to get results



Person A

“Anything can be done efficiently and effectively if there is a targeted goal and complete focus. When you maximize resources and time, you can make nearly anything happen.”



Person B

“It takes people to get things done. Thus, it is important to focus on building and maintaining relationships so you have trusted resources to rely on when you need to get something done.”

Leading a team



Person A

“When leading a team, I share the vision and allow them to provide input on how to achieve the end result. I prefer to empower them to find their own way as it allows them to develop new skills and grow professionally. When they face challenges, they will ask me.”



Person B

“When leading a team, I delegate tasks and provide clear directions and guidance. It is important that I check in with them regularly to ensure everything is getting done, since I am the one responsible for the output of the work.”

Work-Style Diversity

Who do you want to work with?

Delivering difficult or bad news.

Person A



“When I share difficult news, it is best to be direct so that people understand everything clearly. They will not take it personally because they know I’m only evaluating performance, not who they are.”

Person B

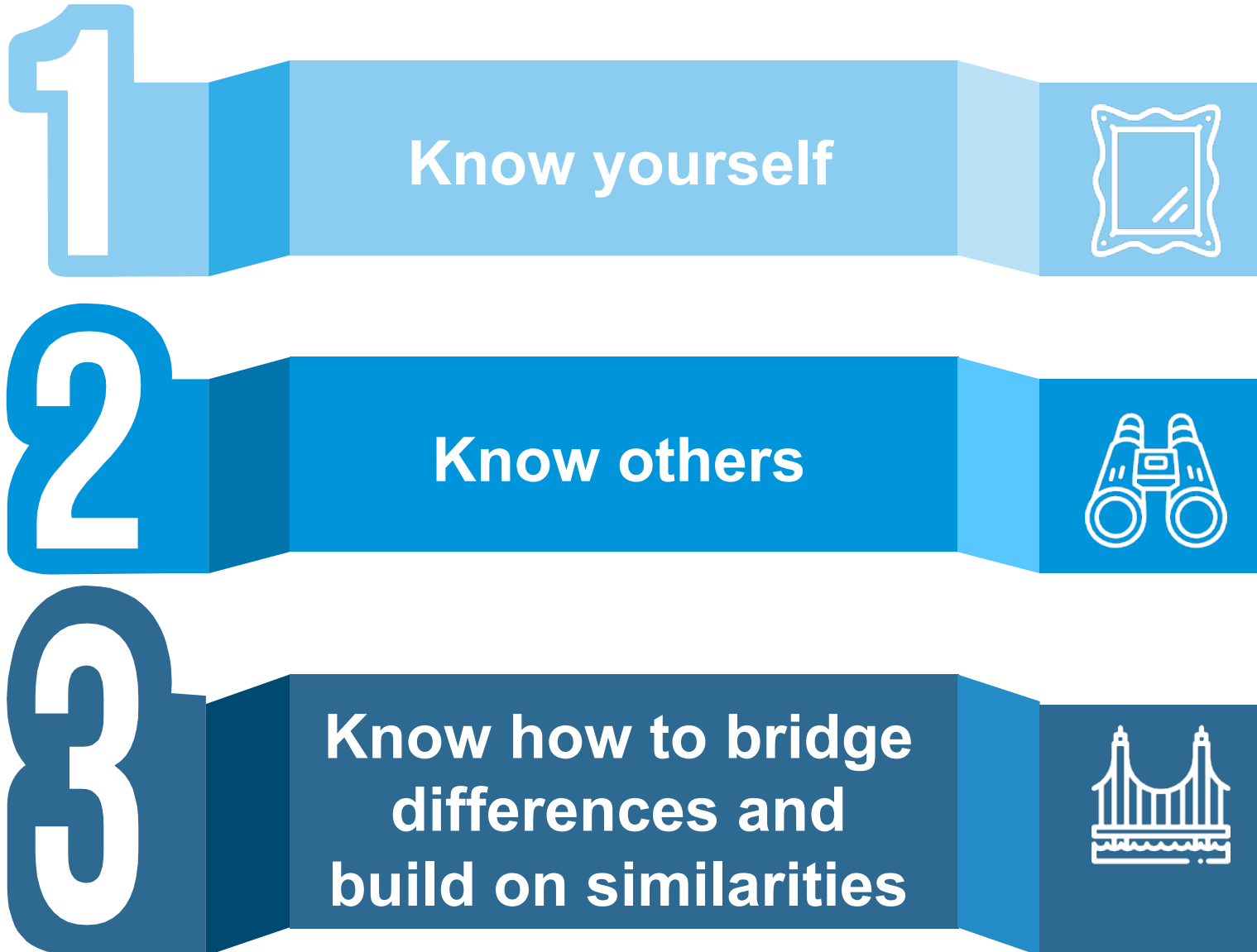


“I am not comfortable delivering bad news, but when I have no choice, I deliver it indirectly, through hints or stories. People understand if they listen closely and read between the lines.”

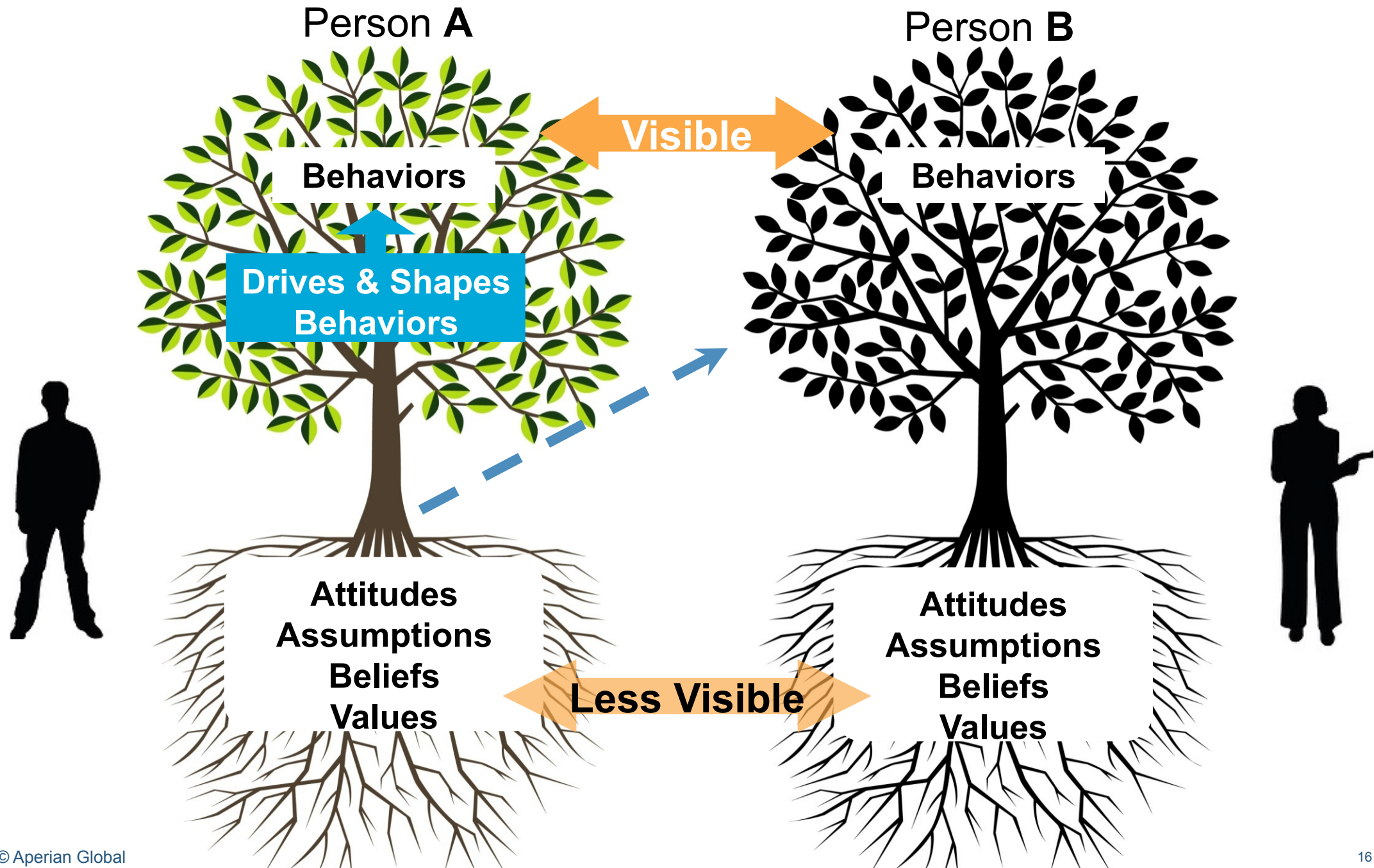
Why did you choose that person to work with?

- A.** That person's style is similar to mine.
- B.** That person's style is different from mine.
- C.** Other (Please type into the question box.)

3 key steps to collaborate across style differences



Know yourself and others, both above and below



What is your Work Style?



A group of **Mexicans** and a group of **Taiwanese** were each asked to describe behaviors and traits of a U.S. American group

Group A



Group B



U.S. Americans are:

- *Rushed, time-conscious*
- *Reserved*
- *Realistic, hard-headed*
- *Team player*
- *Quality-conscious*
- *Unemotional*
- *Serious, business-like*
- *Self-controlled*

US Americans are:

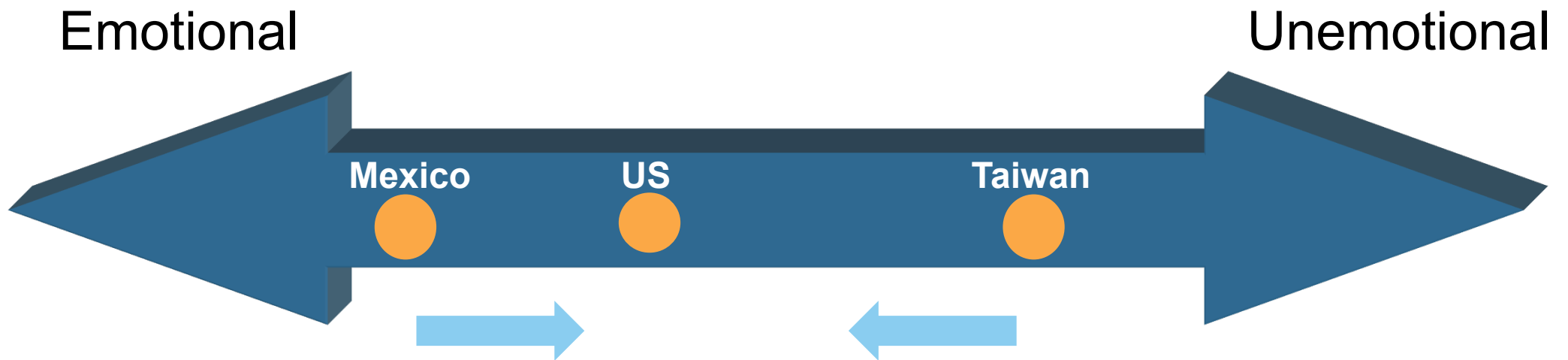
- *Relaxed, easy-going*
- *Friendly, outgoing*
- *Optimistic*
- *Independent*
- *Output-oriented*
- *Emotional*
- *Fun-loving, joking*
- *Self-indulgent*

Which culture does “Group A” represent?

A. Mexican

B. Taiwanese

Our Perceptions are “Relative”



How familiar are you with the GlobeSmart Profile?

- A.** I use GlobeSmart frequently.
- B.** I have used GlobeSmart occasionally.
- C.** I have heard of GlobeSmart but have not used it yet.
- D.** I have never heard of GlobeSmart.

Your **goal**:

To know the profile of you and your colleague in order
to **leverage** similarities and **bridge** gaps



Remember:

- Dimensions are on a continuum
- There is no “right” or “wrong” style
- Profile result is not a predictor of success



Independent

Interdependent

Egalitarianism

Status

Risk

Certainty

Direct

Indirect

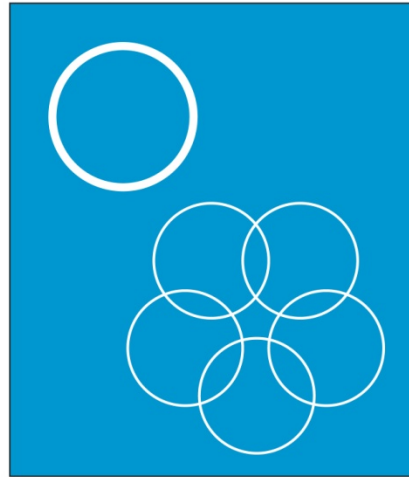
Task

Relationship

How do I derive my identity?

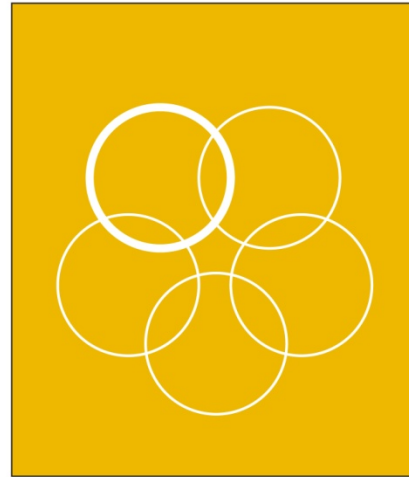
Independent

- Place great importance on individual identity
- Derive identity from personal choices and achievements
- Prefer taking action on one's own



Interdependent

- Place great importance on group harmony and cooperation
- Derive identity from group affiliation
- Feel a sense of duty, obligation, and loyalty to ascribed groups

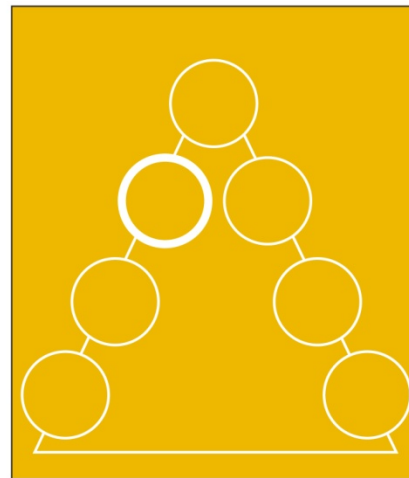
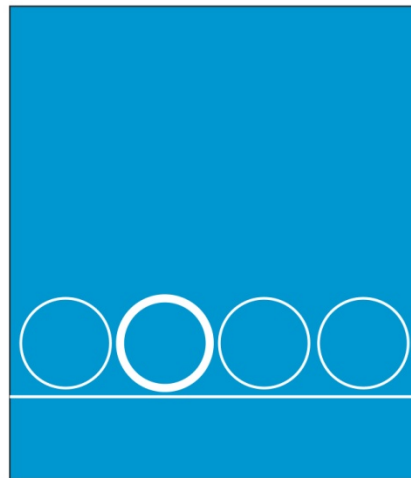


What is my preference for how my group should be structured and power should be distributed?



Egalitarianism

- Be comfortable challenging the views of superiors
- Be flexible about roles
- Treat everyone much the same
- Assume power and authority should be shared broadly among a group



Status

- Prefer not to challenge those above them
- Be deferential to superiors
- Adapt behavior depending on relative status
- Assume power and authority should be reserved for a few members of a group

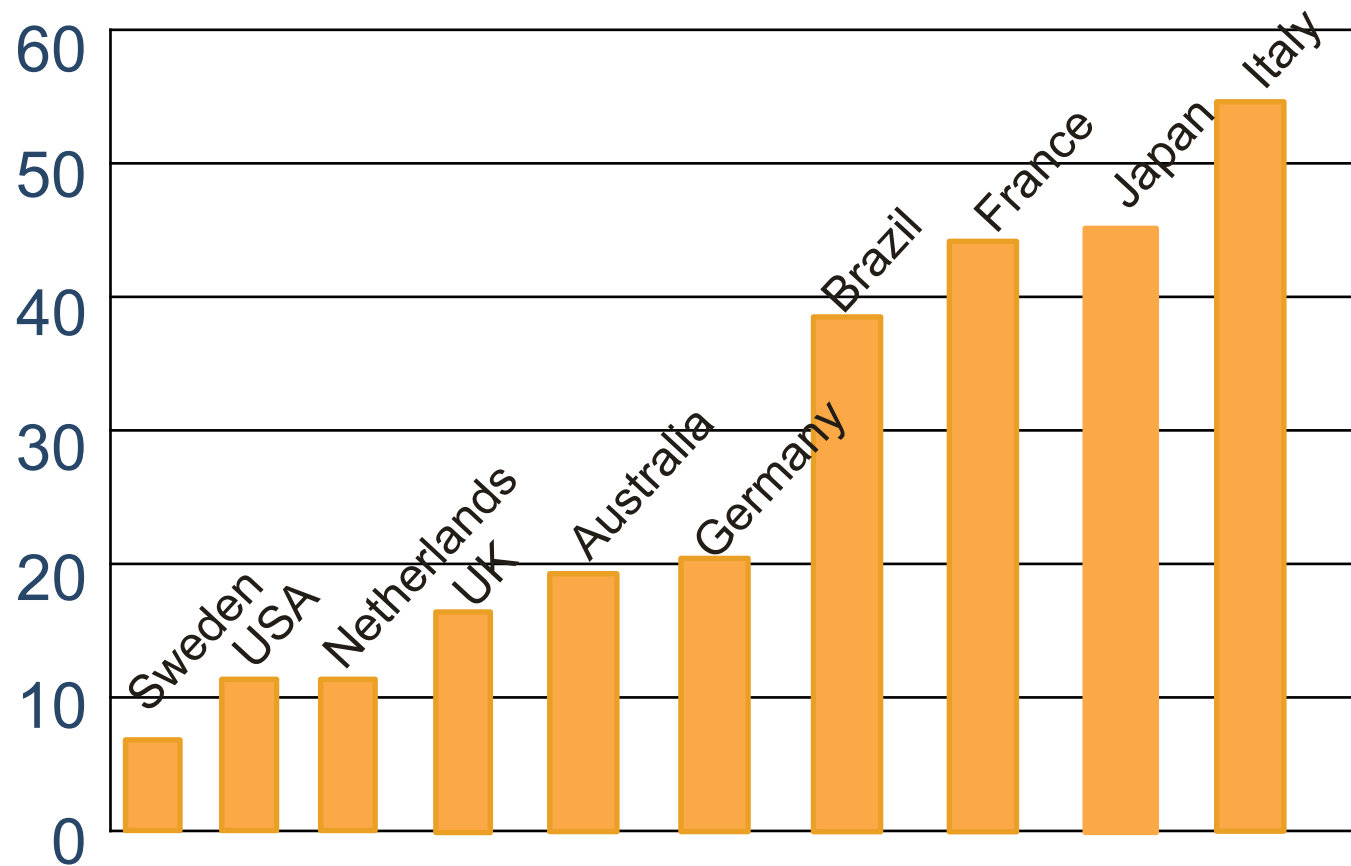
Polling Question #4

Is it important for a manager to have precise answers to the questions employees raise about their work?

A. Yes

B. No

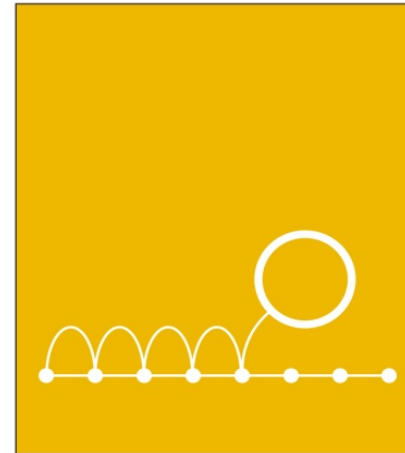
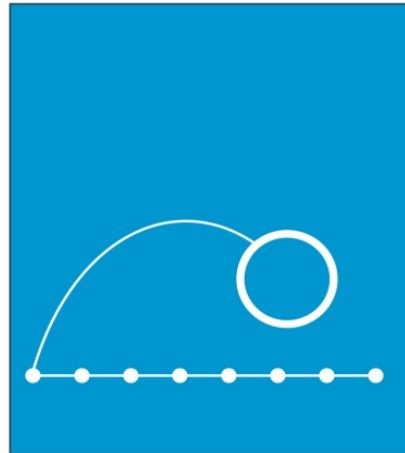
“It is important for a manager to have **precise answers** to the questions employees raise about their work.”



How do I make decisions in uncertain or ambiguous situations?

Risk

- Prefer rapid decision-making and quick results
- Place great importance on flexibility and initiative
- Value speed over thoroughness



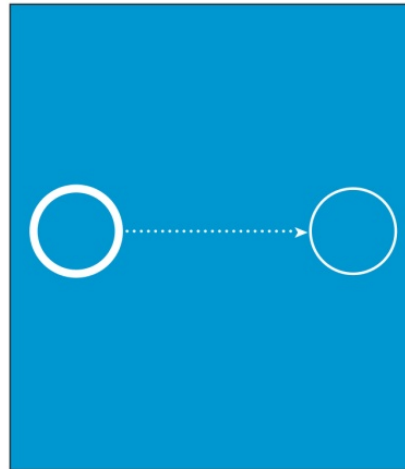
Certainty

- Spend significant time on background research
- Establish proper procedures before starting a project
- Value thoroughness over speed

How do I communicate requests, tasks, and feedback?

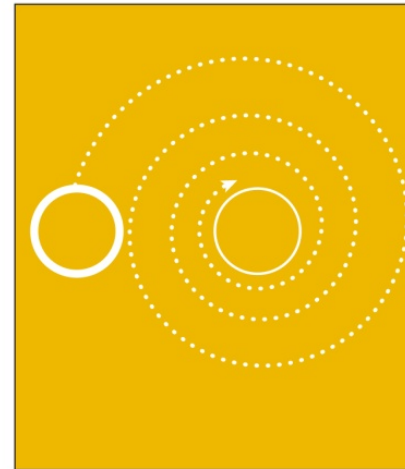
Direct

- Come to the point quickly
- Be forthright in asking questions in most settings
- Be comfortable making requests, giving direction, or disagreeing with others
- Give negative feedback directly



Indirect

- Spend time explaining the context before coming to the point
- Avoid asking questions in public settings
- Express disagreement in subtle ways
- Give negative feedback indirectly



What is going on in this conversation?



Ms. Dupont: *We will need to keep the production lines open this Saturday.*

Ms. Singh: I see.

Ms. Dupont: *Can you come on Saturday?*

Ms. Singh: Yes, I think so.

Ms. Dupont: *It will be of great help.*

Ms. Singh: Yes, Saturday is a very special day.

Ms. Dupont: *Why is that?*

Ms. Singh: It is our festival day, Ganesh Chaturthi.

Ms. Dupont: *Oh, I hope you will enjoy yourselves.*

Ms. Singh: Thank you for your understanding.



Do you think Ms. Singh will come to work on Saturday?

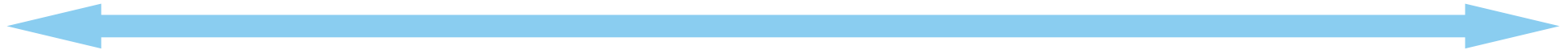
A. Yes

B. No

You are flying to Tokyo to meet a new client in the local office. How do you plan for the meeting?

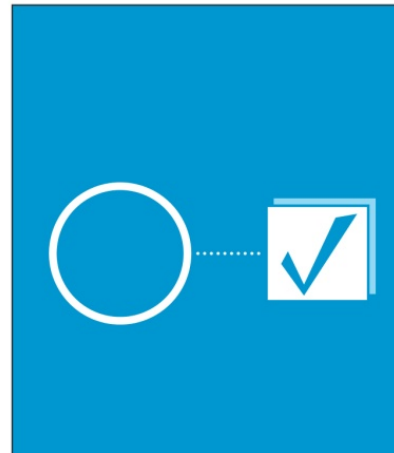
- A.** Schedule a meeting with the client during standard working hours.
- B.** Invite the client for dinner the evening before the meeting.
- C.** Schedule a lunch meeting in your office.
- D.** Other

When working on projects, do I prefer to address tasks first, or relationships first?



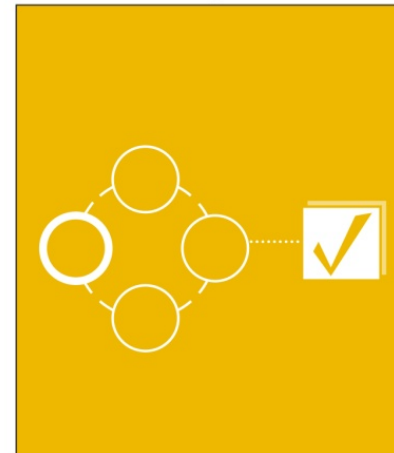
Task

- Place high value on reaching goals and objectives on schedule
- Prioritize accomplishing tasks over maintaining relationships
- Focus on what people achieve more than who they know



Relationship

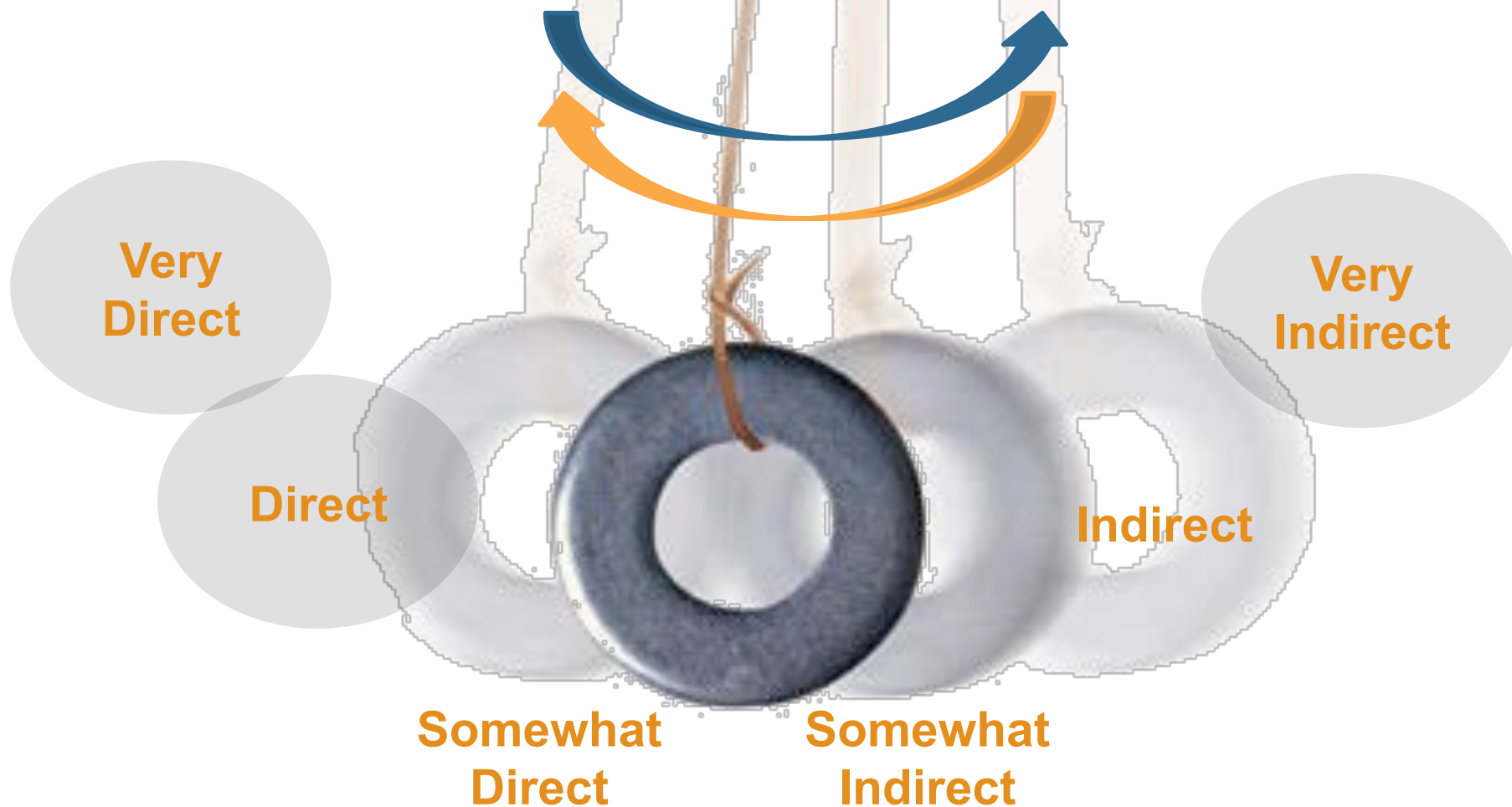
- View time building relationships as key to achieving good results
- Prioritize maintaining relationships over accomplishing tasks on time
- Focus on who people know as much as what they themselves can achieve



Sample Team Profile



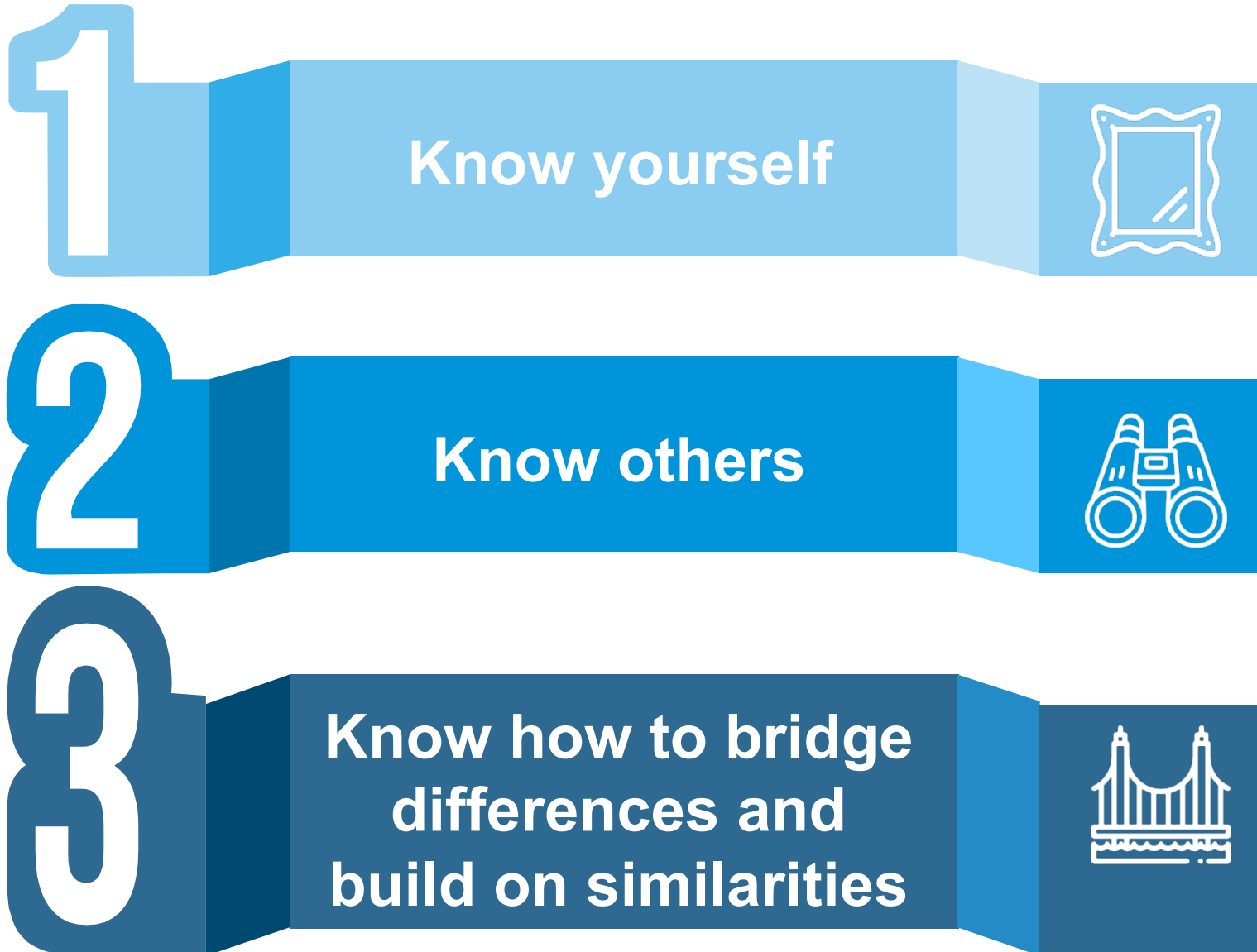
A **tactic** that allows you to adapt your style in order to bridge differences



How to coach employees with different work styles



3 key steps to collaborate across style differences



**The Golden Rule: Treat others how you want to be treated
Is this statement True or False?**

A. True

B. False

★ The Golden Rule: ★



Treat others how you want to be treated.

The Platinum Rule:

Treat others how they want to be treated.



For coaching to be effective, you need to **style-switch** based on the **coachee's work-style preference**.

The 3 areas below are especially important to style-switch to the coachee's preference.

- ✓ Establishing credibility / Building trust
- ✓ Communication
- ✓ Giving feedback

What is most important to you in establishing credibility and maintaining trust?

- A.** Accountability
- B.** Hierarchy / Seniority
- C.** Education / Technical Background
- D.** Real-Life Experience
- E.** Shared Relationships or Other Personal Characteristics

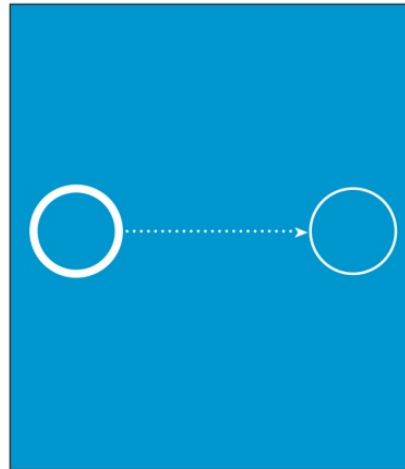
Expectations and Behaviors for Establishing Credibility

Independent	<ul style="list-style-type: none"> • Emphasize own past history, accomplishments, and vision for future 	<ul style="list-style-type: none"> • Focus on group accomplishment and mutual cooperation • Emphasize desire to work together in future 	Interdependent
Egalitarianism	<ul style="list-style-type: none"> • Present self as an eager colleague and co-worker 	<ul style="list-style-type: none"> • Have a senior manager make initial introduction • Respected 3rd party “positions” new person 	Status
Direct	<ul style="list-style-type: none"> • Mention specific achievements • Clearly outline strengths and weaknesses of one’s organization 	<ul style="list-style-type: none"> • Third party to circulate biographical information • If praise received, compliments may be modestly deflected 	Indirect
Task	<ul style="list-style-type: none"> • Talk about what needs to be done and how to do it 	<ul style="list-style-type: none"> • Emphasize the desire and eagerness to get to know each other well 	Relationship

*How do I communicate requests,
tasks, and feedback?*

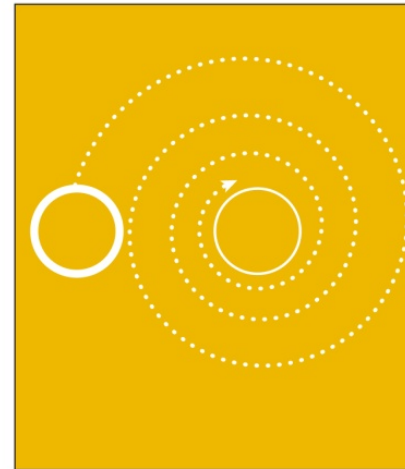
Direct

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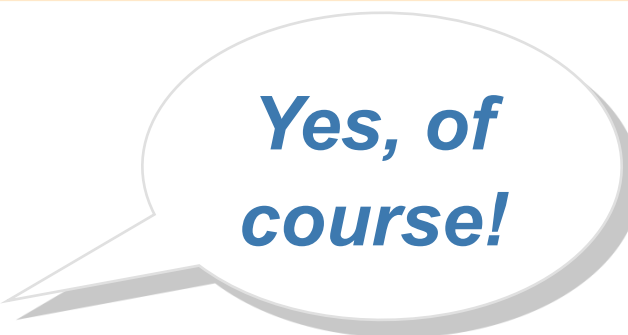
Indirect

- Spend time explaining the context before coming to the point
- Avoid asking questions in public settings
- Express disagreement in subtle ways
- Give negative feedback indirectly



Closed-ended questions → Ineffective

- *Did you get the information from the meeting?*
- *Are the new procedures useful for you?*
- *Will you and your team optimize production now?*



Yes, of course!

Open-ended questions → Effective

- ***Who*** could help you learn more about the procedures?
- ***What*** additional information can I give you?
- ***Where*** do you see potential challenges?
- ***When*** do you think you can try these new tactics?
- ***How*** can I, as your manager help you?

Explicit responses

Set realistic time expectations

"I cannot answer your question now, I need to consult with my colleagues and get back to you."

"When do you need the answer by?"

Stop and summarize

"So, from this conversation, what are the key points that you want me to action?"

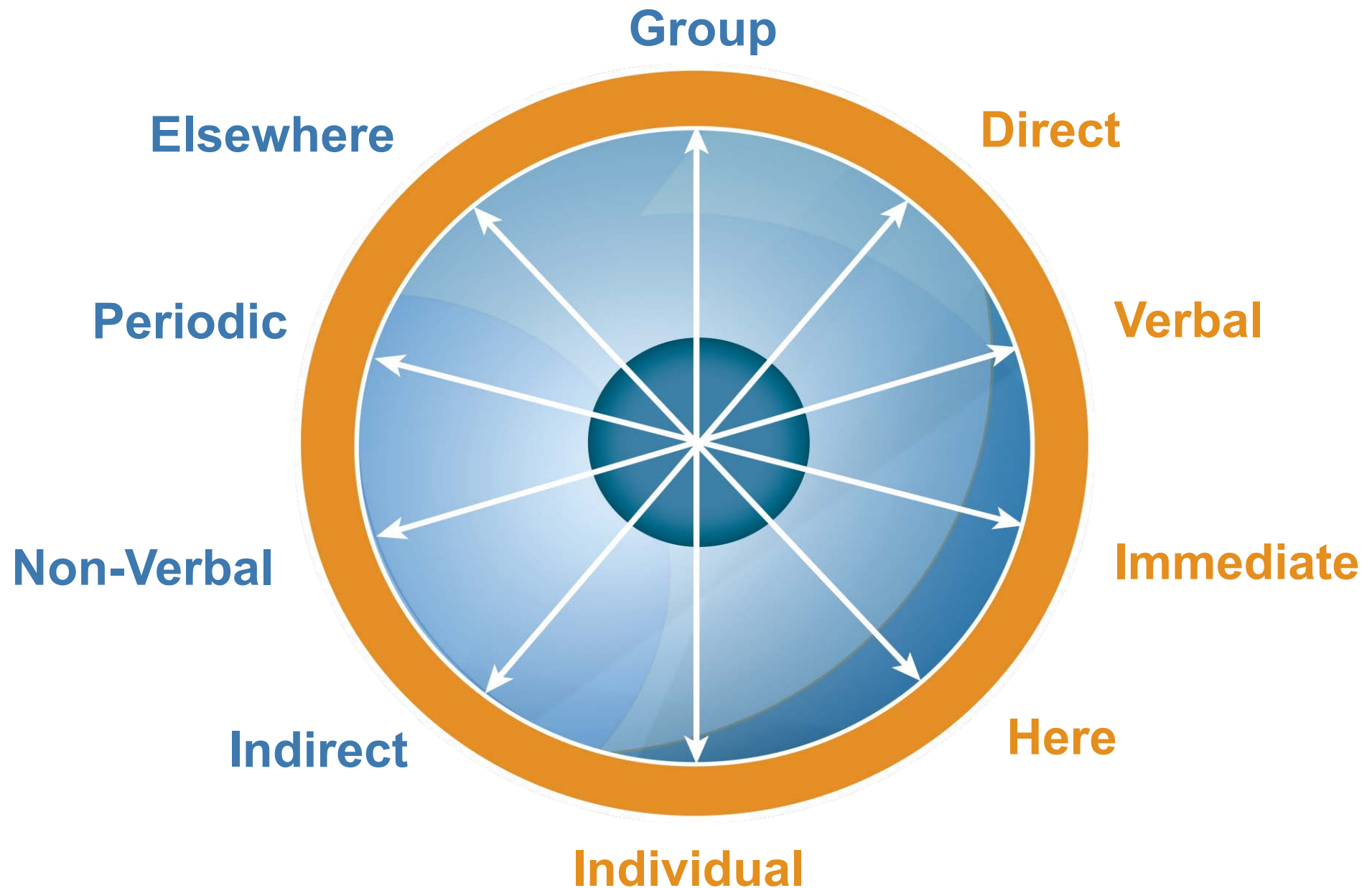
"In conclusion, what are the most important things that I should focus on?"

Set communications norms that include pauses

"Can we include time to discuss after each agenda point?"

How would you describe “Effective Feedback?”

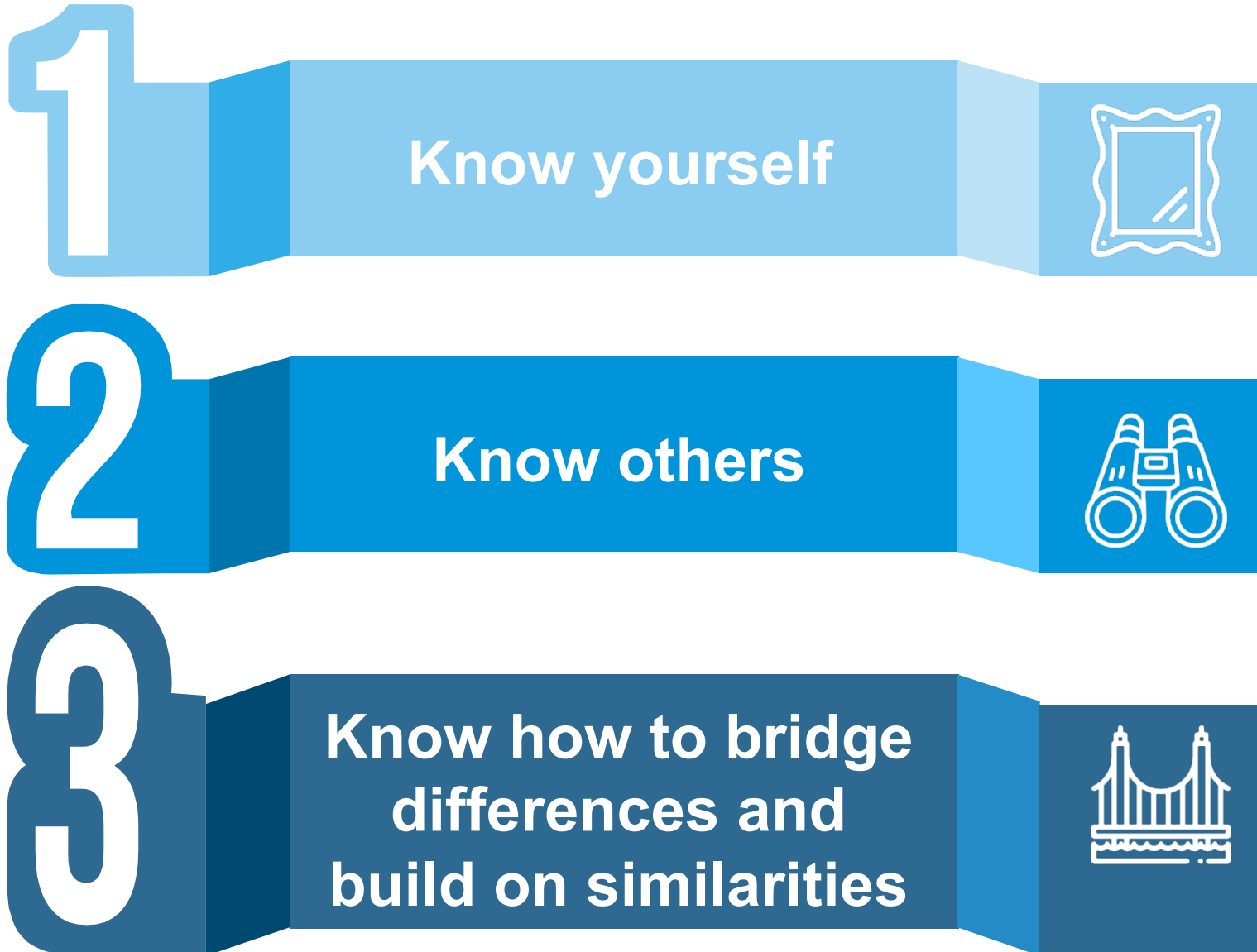




Expectations and Behaviors for Giving and Receiving Feedback

Independent	<ul style="list-style-type: none"> • Individuals who have feedback should provide it to others using appropriate measures 	<ul style="list-style-type: none"> • Feedback is commonly provided to group, even when it is intended for an individual 	Interdependent
Egalitarianism	<ul style="list-style-type: none"> • Feedback can be given both ways between superior and subordinate 	<ul style="list-style-type: none"> • Feedback is given and expected primarily from superior to subordinate 	Status
Direct	<ul style="list-style-type: none"> • Feedback is explicit to ensure clarity, prevent misunderstandings 	<ul style="list-style-type: none"> • Feedback is not given explicitly to avoid confrontation or damaging relationship 	Indirect
Task	<ul style="list-style-type: none"> • Person and task are separated • Focus is on how to do task well 	<ul style="list-style-type: none"> • Person and task are not separated • Feelings and facts are important when giving critical feedback 	Relationship

3 key steps to collaborate across style differences



Sample Team Profile



Sample coaching questions

- ☐ What do you notice about the results of your team? On which dimensions does your team have similarities and differences?
- ☐ What are the potential strengths of your team? Potential challenges / blind spots?
- ☐ What is the impact of your profile?
- ☐ What can you do to bridge style differences?
- ☐ What specific actions can you take to collaborate more effectively with other team members?

Working with Freeda



TOP ADVICE FOR BIGGEST DIFFERENCE: EGALITARIANISM-STATUS

Leading People

Explain new initiatives and directions.

When managing people who are **egalitarian**, be clear and explicit in explaining new initiatives and directions; they will want to understand *why* they are doing something and won't want to be told to do it without an explanation.

[Read all advice about Leading People ►](#)

Persuading and Presenting

Be prepared to handle questions during a presentation.

People who are **egalitarian** may expect interactive presentations, with appropriate interruptions for questions or comments from attendees. Handling questions effectively is therefore an important skill in giving presentations.

[Read all advice about Persuading and Presenting ►](#)

Communicating Virtually

Speak up.

When meeting virtually or face-to-face with people who are **egalitarian**, you will likely be expected to respond to questions directly and move quickly from discussion to decisions. If you are quiet or reluctant to share your ideas, you may be perceived as having nothing to contribute, or your silence may be taken as unstated agreement. *If your counterparts also happen to be indirect, however,*

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into the Question Box.**

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Thank You

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