



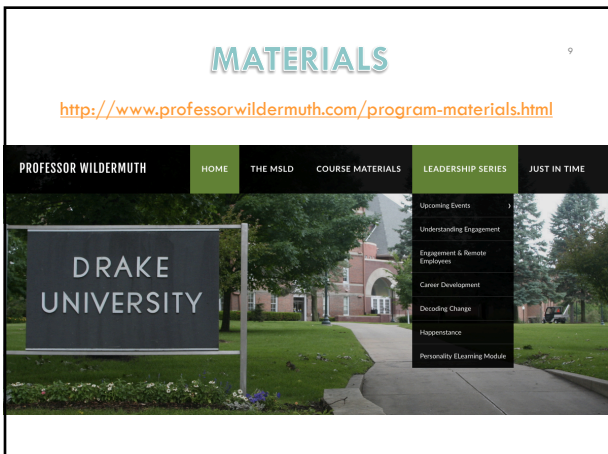
Master of Science in Leadership Development

- 10 courses in personal, relational, and strategic leadership, specializations in Leadership or Talent Development
- Sample courses:
 - Understanding self and others
 - Inspiring and involving others
 - Leading change
 - Innovation and future thinking
 - Global leadership

www.drake.edu/leadership



SHRMTM
SOCIETY FOR HUMAN
RESOURCE MANAGEMENT



MATERIALS

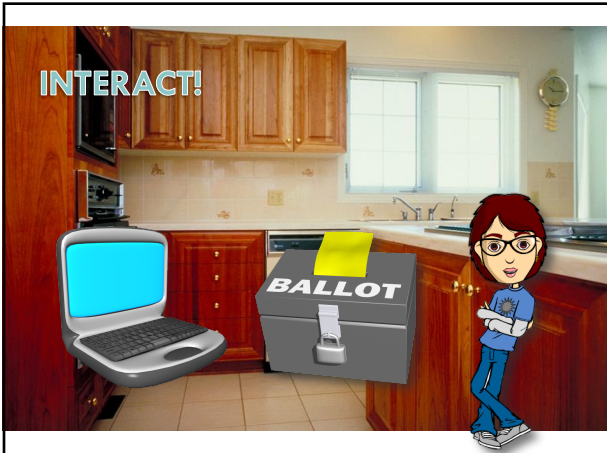
<http://www.professorwildermuth.com/program-materials.html>

PROFESSOR WILDERMUTH HOME THE MSLD COURSE MATERIALS LEADERSHIP SERIES JUST IN TIME

DRAKE UNIVERSITY

Upcoming Events
Understanding Engagement
Engagement & Remote Employees
Career Development
Decoding Change
Happstance
Personality Learning Module







MAP

- Why does this matter?
- What is culture?
- Challenges
- Dimensions
- Personality

WHY DOES IT MATTER?



95% of the world population and 80% of the world's purchasing power is outside the US. ¹

1. Trade Partnership

WHY DOES IT MATTER?



41 million American jobs depend on trade. ¹

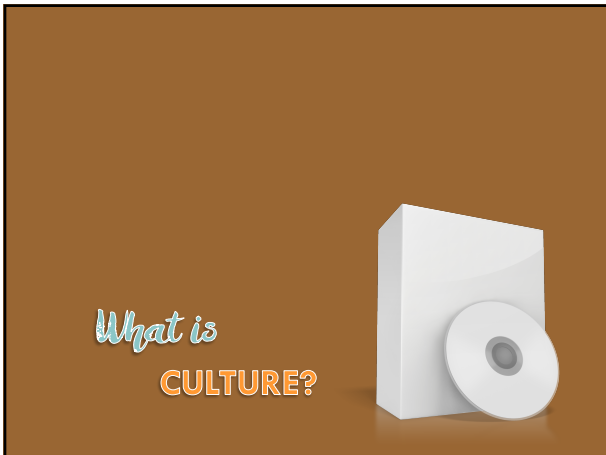
1. U.S. Chamber of Commerce

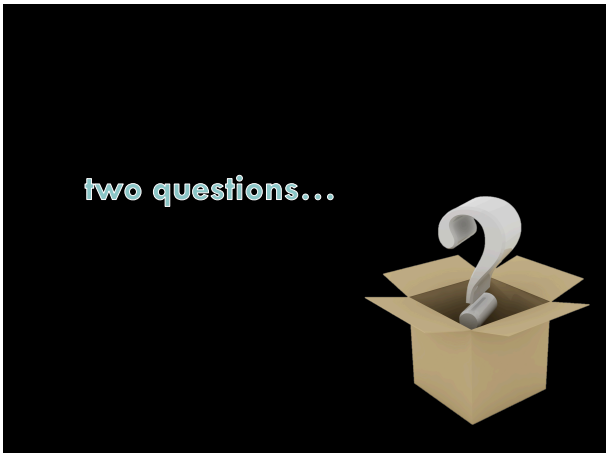
WHY DOES IT MATTER?



Iowa: 13.2 billion dollars in 2015¹

1. Trade.gov





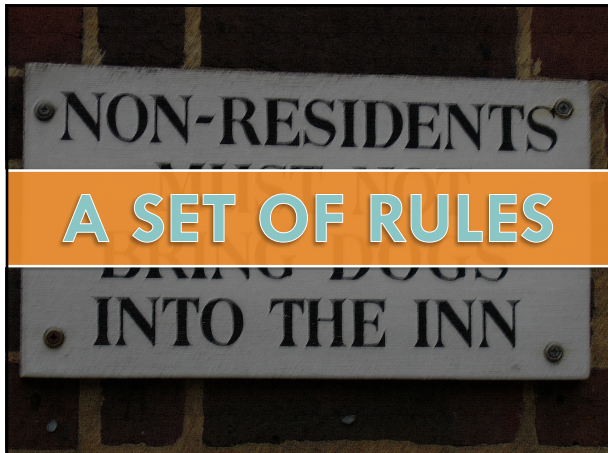


The Candle

- You see a candle lit close to a pile of dried leaves in a park. Nearby there is a plate of food and a whole chicken. What do you do?

- Put out the candle
- Just monitor the candle
- Leave the candle alone







You're hired?



friendships



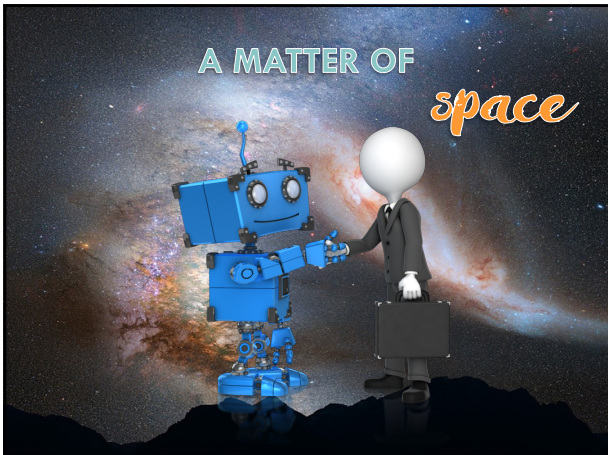
social relationships



ACQUIRING CULTURE



A MATTER OF *space*



CULTURE \neq HUMAN NATURE



CULTURAL EXPRESSIONS



IN SUMMARY...

Culture: Our internal programming “software”



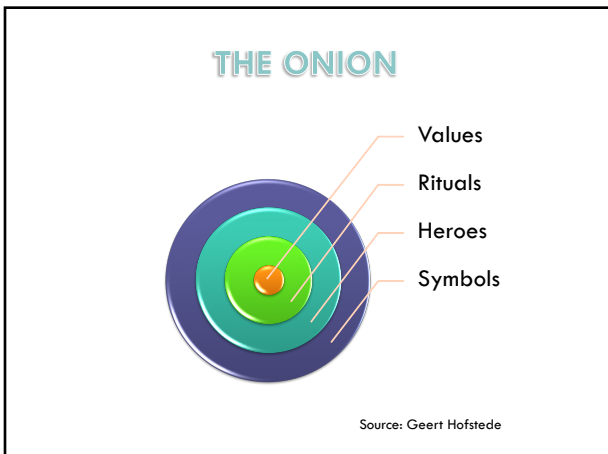
Geert Hofstede

OUR DEFAULT









Symbols



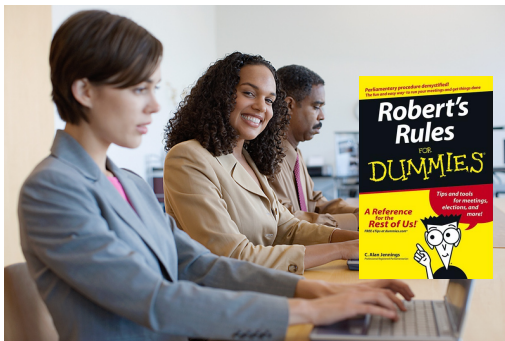
Rituals





meetings





behaviors



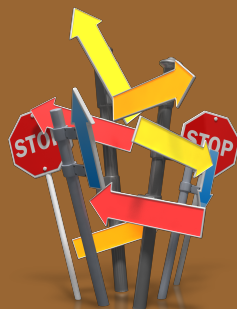


VALUES

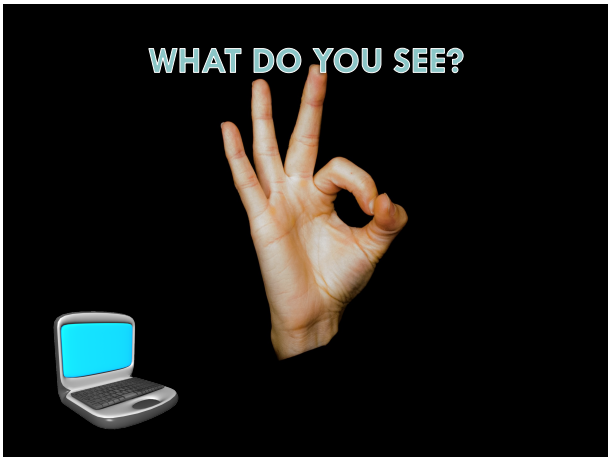
Which is most important?

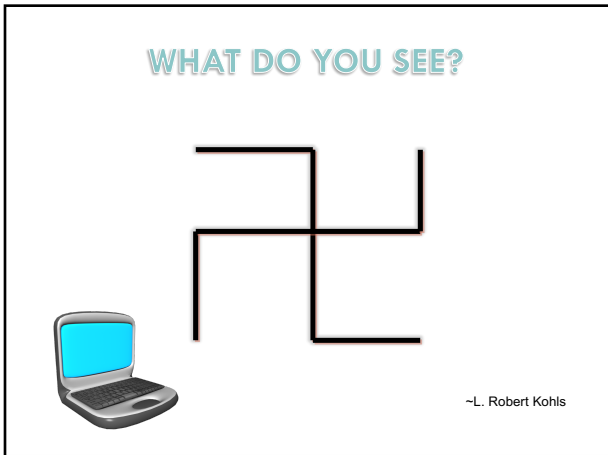
- You are getting ready to attend a business dinner. Just as you're about to leave, your best friend calls you. She is crying and very upset. What do you do?

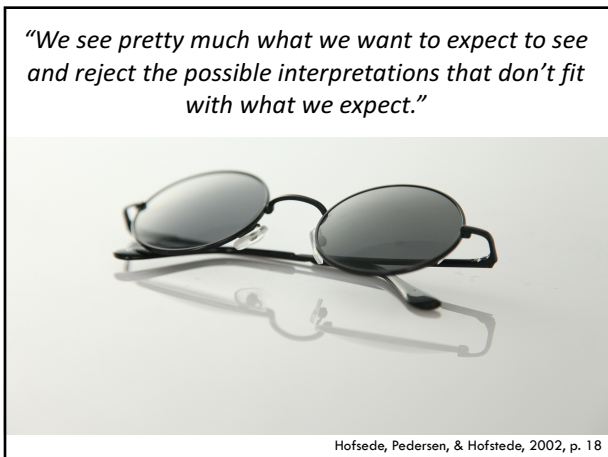




Cultural
INTERACTIONS & challenges







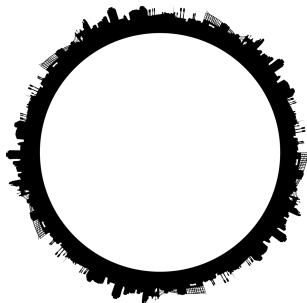
ASSUMPTIONS

- Don't assume what you said was understood.
- Don't assume that what you understood is what was said.

From Craig Storti, Cross Cultural Dialogues

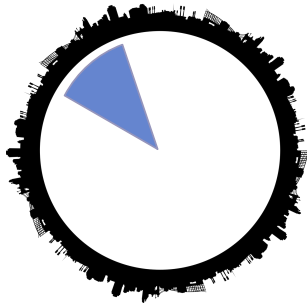


THE CIRCLE



Follow along in your handouts!

WHAT YOU KNOW



What do you know?

THE CANDLE



what you don't know

THAT YOU KNOW



you know more than you think!

what you know
THAT YOU *don't* **KNOW**



you know you don't know it all!

hopelessly **CLUELESS**



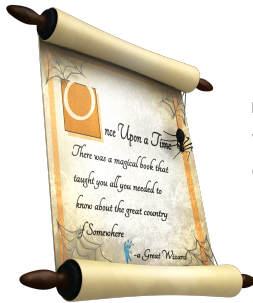
THE CIRCLE

- If we don't know what we don't know and we don't know what we know...
 - What exactly do we share?
 - What questions do we ask?



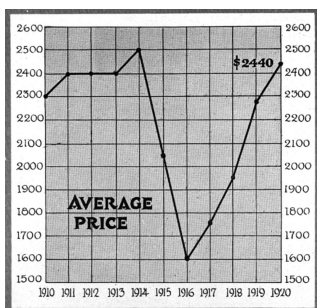


IT'S MAGIC!

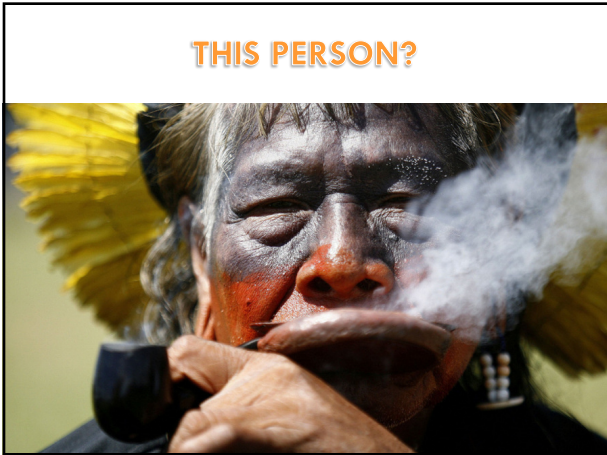


Let's say you discover this magic book that tells you what you need to know about culture x.

THE LAW OF AVERAGES





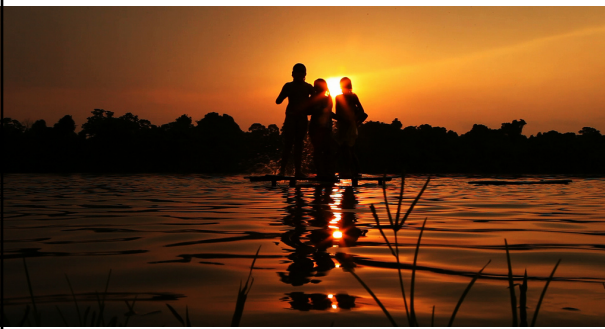




RIO DE JANEIRO

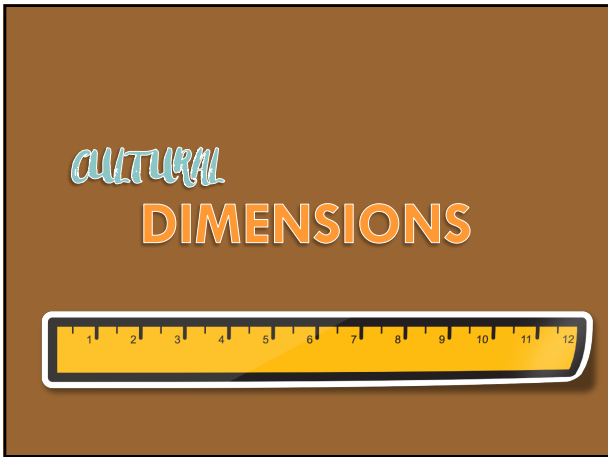


VILA DE PIMENTEL (Pará)



WHO IS





CULTURAL DIMENSIONS

- Categories of values, beliefs, practices, etc., that allow us to differentiate one culture from another *on average*.

CULTURAL DIMENSIONS

National Culture

Professor Geert Hofstede conducted one of the most comprehensive studies of how values in the workplace are influenced by culture. He defines culture as "the collective programming of the mind distinguishing the members of one group or category of people from others". The six dimensions of national culture are based on extensive research done by Professor Geert Hofstede, Gert Jan Hofstede, Michael Minkov and their research teams. If you want to make academic research within the field of culture, we advise you familiarize yourself with Hofstede's books.

Dimensions of national culture

Dimension	Score
Power Distance	49
Individualism	46
Masculinity	60
Uncertainty Avoidance	56
Long Term Orientation	19
Indulgence	86

<https://geert-hofstede.com/>

CULTURAL DIMENSIONS



COMPARISONS

Country comparison

Please select a country in the dropdown menu below to see the values for the 6 dimensions. After a first country has been selected, a second and even a third country can be chosen to be able to see a comparison of their scores. To compare your personal preferences to the scores of a country of your choice, please purchase our cultural survey tool, the Culture Compass™.

Select a Country

► Correctly interpreting country scores

Explore other tools

- E-Learning
- Culture and Strategy App
- See all tools

<https://geert-hofstede.com/national-culture.html>

DIMENSIONS & Adaptation

- “Cultures are adaptations of a people to the conditions of life.”



Hofstede, Pedersen & Hofstede, 2002, p. 34

RECAP

- Intercultural communications are messy because:
 - cultural rules are complex involving hidden components
 - we don't know what we know and don't know
- Cultural dimensions help but...
 - they don't help with individuals, just with "average" expressions of culture

Global CAPABILITIES

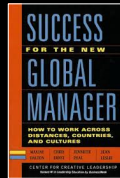
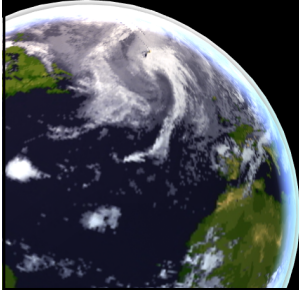


GLOBAL capabilities

- What competencies do you think matter *the most* for a global leader?

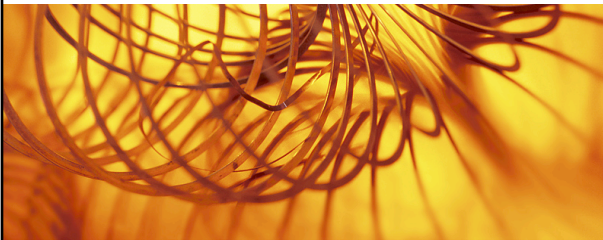


The Study



Cultural Adaptability

- The ability to alter one's behavior to adjust to other cultural environments.



Role of Innovator

- means the ability to take different policies, procedures, products, services or practices and create something different that is greater than the sum of its parts.



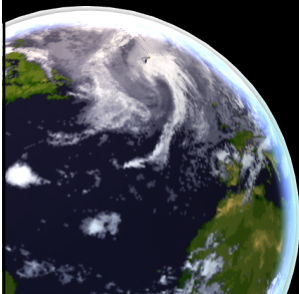
Perspective Taking

- The ability to have empathy for the concerns and world views of other cultures.



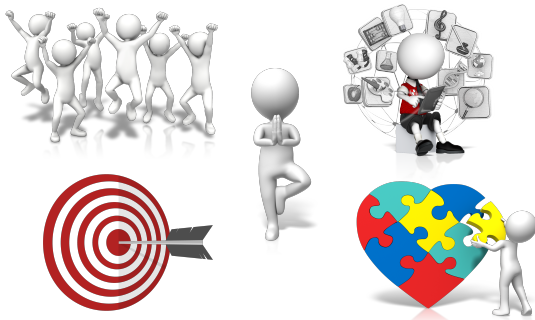
What about PERSONALITY?

Personality could impact comfort with cultural differences



Source: Shari Turner's study on
HR leaders

THE OCEAN MODEL



What personality traits might matter?

- How calm?
- How sociable?
- How agreeable?
- How original?
- How conscientious?



THE VERDICT

- For cultural adaptability:
 - High Extraversion, Originality, and "Drive" (part of Conscientiousness)
- For perspective taking:
 - High Extraversion, Originality, and Agreeableness
- For innovation
 - High Extraversion, High Originality, High "Drive"
 - Low Agreeableness, Low "Concentration" (part of Conscientiousness)

IN OTHER words...



SO WHAT?

- Correlation does not mean cause
 - People with these traits may simply be more successful *in the work environment*
- Personality is a tendency, not an obligation.
 - Everyone can "stretch" for a limited period of time.
- The issue is not "what you are" but "what works"
 - Self awareness is key
 - Preparation *matters*

WHAT NEXT?

- Review the bibliography available in the webpage www.professorwildermuth.com
- Explore Hofstede's page.
- Would you like to learn more?
 - Next webinar: Intercultural understanding and development

thank you

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