



DBM Quarterly Coach Call

Culture Transition Coaching: A Discussion of Best Practices

March 23, 2011

Please welcome your colleague...

Marilena Beuses

mbeuses@4Totalsuccess.com

DBM Senior Coach, MBA, PCC

Leadership Consultant, Public Speaker

- ⊙ Based in Palm Beach south FL; native of Venezuela
- ⊙ 20 years experience working with individuals and teams in Fortune 500 organizations
- ⊙ Former senior leader for Citigroup and Pepsi Cola International – LATAM responsibilities
- ⊙ Founded first virtual network of Spanish speaking coaches I.C.F 8 years ago
- ⊙ Specialty in culture transition coaching

About Today's Topic

⊙ The Situation:

- Expatriates moving from one business culture to another
- Leaders who manage virtual teams across cultures

⊙ The Stakes:

- Financial
- Strategic
- Credibility
- Productivity
- Talent

⊙ The Outcomes:

- Key considerations for coaching success
- Helpful tools & tips

Why This is Important

Look at the trends:

- ⊙ North America culture becoming increasingly culturally diverse
- ⊙ Global expansion drives increased expatriate activity
- ⊙ Leaders asked to manage larger teams across more cultures
- ⊙ Leaders often left to sink or swim

What Companies Typically Do Well

What Companies Typically Do Well:

- ⊙ **Logistics:** providing support for the physical transition across geographies/cultures (housing, family, education, etc.)
- ⊙ **New Culture Orientation:** holidays, work hours, organization structure, resources, etc.

The Guidance Companies Often Fail to Provide:

- ⊙ Breaking down the business culture
- ⊙ What's different about how things get done, e.g. values, communications, relationships, etc.

Breaking Down the Dynamics

⊙ **Premise:**

- Interpersonal relationships are the building blocks for getting things done
- Communication is core to forming relationships
 - Written
 - Spoken

⊙ **Facts:**

- Accepted ways of cultivating and sustaining relationships ...and communicating ...vary cross business cultures
- Lack of sensitivity and awareness...and absence of a plan to overcome these challenges...have unintended consequences for the business

Key Ways That Business Cultures Vary

- ⊙ Respect for hierarchy
- ⊙ Level of detail in communications
- ⊙ Degree of accepted interpersonal intimacy
- ⊙ Relationship to Time

As an example, let's break it down by comparing two cultures: USA and Latin America...

Some numbers

- ⊙ 20 countries
- ⊙ 2 main languages: Spanish and Portuguese
- ⊙ 10 million Mexicans in the USA
- ⊙ 192 million Brazil
111 million Mex
- ⊙ 590 million total pop
- ⊙ GDP of 5.16 trillion
- ⊙ Growth 4 % in 2011
- ⊙ 48.4 million- second largest minority group in the USA (16%_ projected to grow to 30% by 2050)
- ⊙ Most likely executives to emigrate: Colombia, Brazil, Mexico

Dimensions of National Culture

USA

- ⊙ Universalist
- ⊙ Low Power Distance
- ⊙ Uncomfortable with uncertainty
- ⊙ Individualism
- ⊙ Neutral
- ⊙ Specific

Latin America

- ⊙ Particularist
- ⊙ High Power Distance
- ⊙ Comfortable with uncertainty
- ⊙ Collectivism
- ⊙ Emotional
- ⊙ Diffuse

Understanding Values

USA

- ⊙ Equality
- ⊙ Freedom / Independence

- ⊙ Self-Reliance
- ⊙ Competition

- ⊙ Individualism

- ⊙ Future Orientation
- ⊙ Social Mobility
- ⊙ Efficiency / Punctuality

- ⊙ Loyalty to Country
- ⊙ Education (a social equalizer)
- ⊙ Money / Things
- ⊙ Creativity
- ⊙ Honesty
- ⊙ Responsibility to family

Latin America

- ⊙ by Social Class
- ⊙ Many military regimes, communism (Cuba), socialism, left
- ⊙ Network
- ⊙ Very internally focused recent 20 years (Mercosur, NAFTA)
- ⊙ Reciprocity (obligation to others / family)
- ⊙ Enjoy today
- ⊙ Pretty fixed (school you went to)
- ⊙ Punctuality is equally valued - except in social life
- ⊙ Emigration varies by country

Success Practices in Coaching

- ⊙ Contracting- Confidentiality and time lines
- ⊙ While coaching do not follow a linear process (expect delays, skepticism)
- ⊙ Relationship building
- ⊙ Coaching for the “Major leagues”
- ⊙ What is the value that you bring?

Cultural Orientation Indicator

- ⊙ About it Statistically validated, Training Management Corporation (TMC) <http://www.tmcorp.com/>
- ⊙ What it does: on line tool, 10- 15 minutes to answer
- ⊙ How it works : the [COI](#) incorporates 10 dimensions of culture, which each meet three criteria:
 - ⊙ 1. Each dimension recognizes an important aspect of business and social life.
 - ⊙ 2. Each dimension represents components found in every socio-cultural environment. It is a basic orientation and shared rationale for behavior.
 - ⊙ 3. Each dimension has practical value to anyone who needs to reconcile, integrate or transcend cultural difference in order to obtain a desired outcome.

Summary

- ⦿ Point 1
- ⦿ Point 2
- ⦿ Point 3

GROUP SHARING OF EXPERIENCES