
Building Effective Intercultural Teams

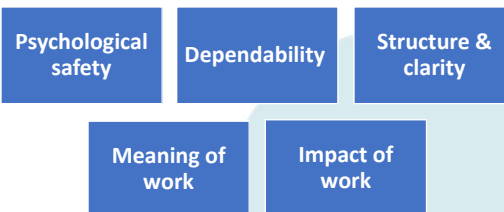
Presented by: Martin George, CEO



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Project Aristotle

Google studied 180 internal teams to determine what makes a team great. They discovered these five attributes....



Of the five, psychological safety had a massive impact.

Observation, Interpretation, Application



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Misattribution

Misattribution is attributing meaning or motive to someone's behavior based upon one's own culture or experience.

What examples do you see of misattribution between other cultures and Americans?



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Are people burned out at work from loneliness?

- “The stakes for companies are high when it comes to loneliness and burnout. Recent studies estimate that loneliness costs employers in the UK billions of dollars each year and employee burnout costs the U.S. health care system hundreds of billions of dollars each year. The research is clear. Now it’s time for managers and leaders to take steps to battle these epidemics.”

Harvard Business Review's 6.29.2017 article *Burnout at Work isn't just from Exhaustion, it's also loneliness* by Emma Seppala and Marissa King.

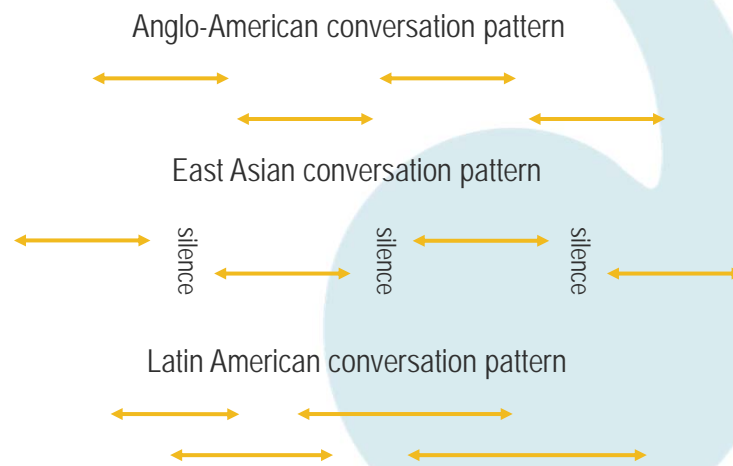
Tips to Combat Loneliness & Provide Psychological Safety in Your Team

- Promote a workplace culture of inclusion and empathy
- Encourage employees to build developmental networks
- Celebrate Collective Successes
- Provide social sensitivity (allow for vulnerability, mistakes and new ideas)
- Encourage equitable contributions to the team

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Low Comfort with Silence



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How can you tell when your comfort zone may actually be your compliance zone?

- Identify one specific thing to question.
- What are you passionate about?
- Can you see your own values and driving passions in this activity somewhere?



DISCUSSION

Harvard Business Review 1.18.2017 article: *Free Yourself from what you "should" be doing at work* by Andy Molinsky.

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Discussion

- Do you recognize how your background, upbringing and experiences have created your own individual system of beliefs and culture?
- We are all different. We don't have to grow up overseas to know that we all bring a different culture to work than someone else. We are all Intercultural.



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Step 1:

Realize How Communication Affects Your Team

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Factors that Affect Communication

- Age
- Gender
- Personal Communication Style
- Cultural Background



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What we say is not always what people hear...

What the British say	What the British mean	What others understand
I hear what you say	I disagree and do not want to discuss it further	He accepts my point of view
With the greatest respect...	I think you are an idiot	He is listening to me
That's not bad	that's good	That's poor
That is a very brave proposal	You are insane	He thinks I have courage
Quite good	A bit disappointing	Quite good
I would suggest...	Do it or be prepared to justify yourself	Think about the idea, but do what you like

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What we say is not always what people hear...

What the British say	What the British mean	What others understand
Oh, incidentally/ by the way	The primary purpose of our discussion is...	That is not very important
I was a bit disappointed that	I am annoyed that	It doesn't really matter
Very interesting	That is clearly nonsense	They are impressed
I'll bear it in mind	I've forgotten it already	They will probably do it
I'm sure it's my fault	It's your fault	Why do they think it was their fault?
You must come for dinner	It's not an invitation, I'm just being polite	I will get an invitation soon
I almost agree	I don't agree at all	He's not far from agreement
I only have a few minor comments	Please re-write completely	He has found a few typos
Could we consider some other options	I don't like your idea	They have not yet decided

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CQ: Cultural Intelligence

- ▶ Cultural Intelligence is an individual's ability to function effectively across national, ethnic and organizational cultures
- ▶ Culturally intelligent individuals are able to avoid
 - ▶ Stereotyping
 - ▶ Demeaning jokes
 - ▶ Excluding behavior
 - ▶ Violation of cultural taboos
- ▶ CQ approaches how one feels, thinks, acts in cultural encounters

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Four Dimensions of CQ

CQ Drive	CQ Knowledge	CQ Strategy	CQ Action
Motivational CQ	Cognitive CQ	Metacognitive CQ	Behavioral CQ
Intrinsic Extrinsic Self-Efficacy	Cultural Systems Cultural Norms & Values	Awareness Planning Checking	Verbal Nonverbal Speech Acts



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Why is CQ Important?

- Cross-cultural leadership has been named as the top leadership challenge for the next century
- Effective leadership requires the ability to adapt quickly and effectively
- CQ is essential to interacting effectively in today's global environment



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Tips for Open Communication

- Be Respectful!
 - Appropriate Use of Humor
 - Awareness of Cultural and Religious Backgrounds
- Check for Understanding
 - Read Body Language and other Nonverbal Cues
 - Use Tag Questions

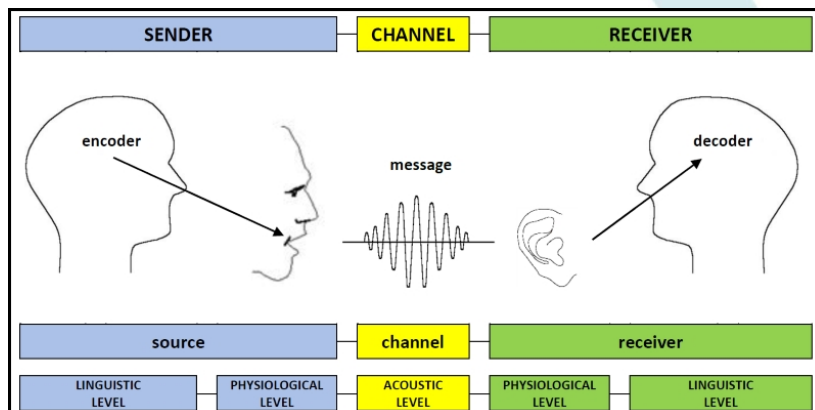
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Step 2: Active Listening & Feedback

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The Making of a Message



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How to Practice Active Listening

1. Begin with the Right Intentions
 - Listen to understand, not to respond
 - Listen to learn or obtain new information
2. Show That You Are Listening
 - Pay attention
 - Use encouraging body language
 - Mirroring
3. Be Open-Minded
 - Refrain from judgment
 - Refrain from justification

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When to Speak Up & When to Listen

- When you've got an idea
- When you disagree
- When you're confused



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Feedback

- Make it Routine
- Offer solutions
- Practice in Group Settings
- Keep it constructive

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Step 3: Conflict Resolution

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Conflict is Inevitable...

...and that's not always a bad thing! When it comes, here are some tips to weather the storm:

1. Acknowledge the conflict head-on.
2. State your side respectfully and tactfully.
3. Always attack the PROBLEM, not the PERSON.
4. Make it a group effort- because everyone is affected.
5. Get Creative! Come up with unexpected but satisfying solutions that everyone can get behind.
6. Celebrate Successful Resolution!

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Conflict in Intercultural Teams

- Is the conflict culturally motivated?
- Identify cultural dynamics that are contributing to the conflict:
 - Individualism vs. Collectivism
 - Notions of Leadership
 - Preference for Competition or Cooperation
 - Consideration of Time
- How do views of the above cultural dynamics impact conflict resolution? (i.e. collectivist cultures might be more likely to avoid conflict)

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Conclusion

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Building Effective Intercultural Teams

3 Steps to a Healthy Team:

1. Recognize the various factors that impact communication outcomes within teams, such as age, sex, cultural background, and personal communication style.
2. Develop strategies for effective communication through tactics for active listening and feedback.
3. Understand the importance of successful conflict resolution in healthy teams.

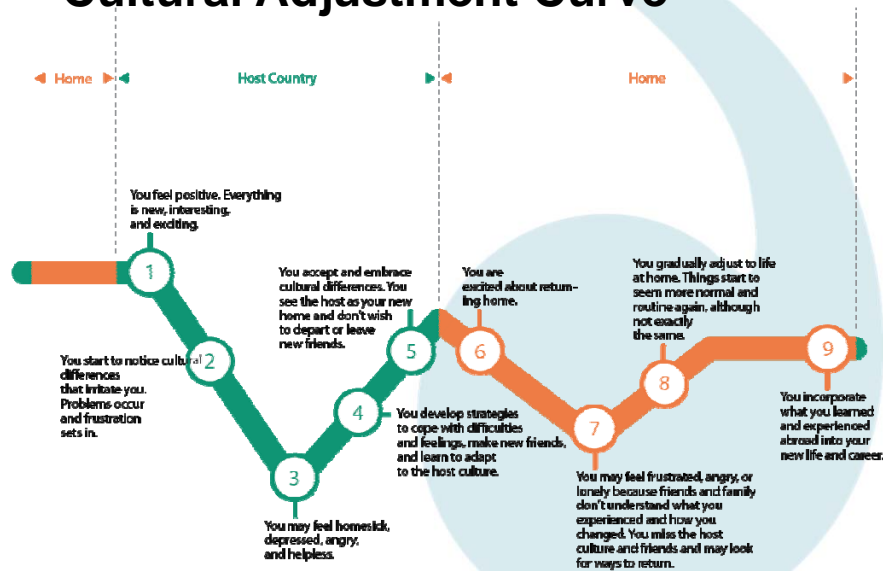
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