

Creating Extraordinary Team Performance through Cross-Cultural Mastery

Host: Maria Kassova

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***What is the single
CRITICAL factor that
determines the
success or failure of
your projects?***

A Singapore Airlines Airbus A380-800 is shown in flight against a clear blue sky. The aircraft is white with a dark blue tail and gold accents. The text "SINGAPORE AIRLINES" is visible on the side of the fuselage. The aircraft is angled upwards and to the right.

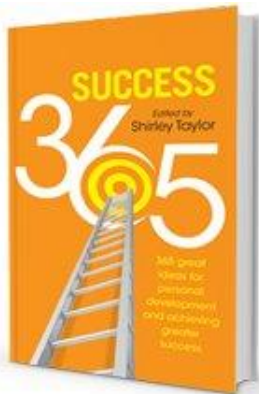
Let's take a journey to...

- 1. The cultural puzzle**
- 2. Explore 6 choices for extraordinary performance**
- 3. Appreciate and share your experience!**

Lived in 7, worked with 35, visited 56 countries



LIBERTYGLOBAL



NBCUniversal



BNP PARIBAS



EMERSON



Culture

The sum of characteristics that distinguish one group of people from another.

- ✓ Beliefs in our mental maps
- ✓ No right/wrong, better/worse.

JUST DIFFERENT. ACCEPT IT.



Culture Frames: Unconscious



***Beliefs, values, experience, mood,
health, confidence, attitude***

Mismanaged cultural differences lead to....

**Lost
profits**

Stress

**Missed
targets**

**Conflict &
tension**

**Lost
business**

**Low morale,
unhappiness**

**Costly
Mistakes**

**Disgruntled
customers**



Cost of failure

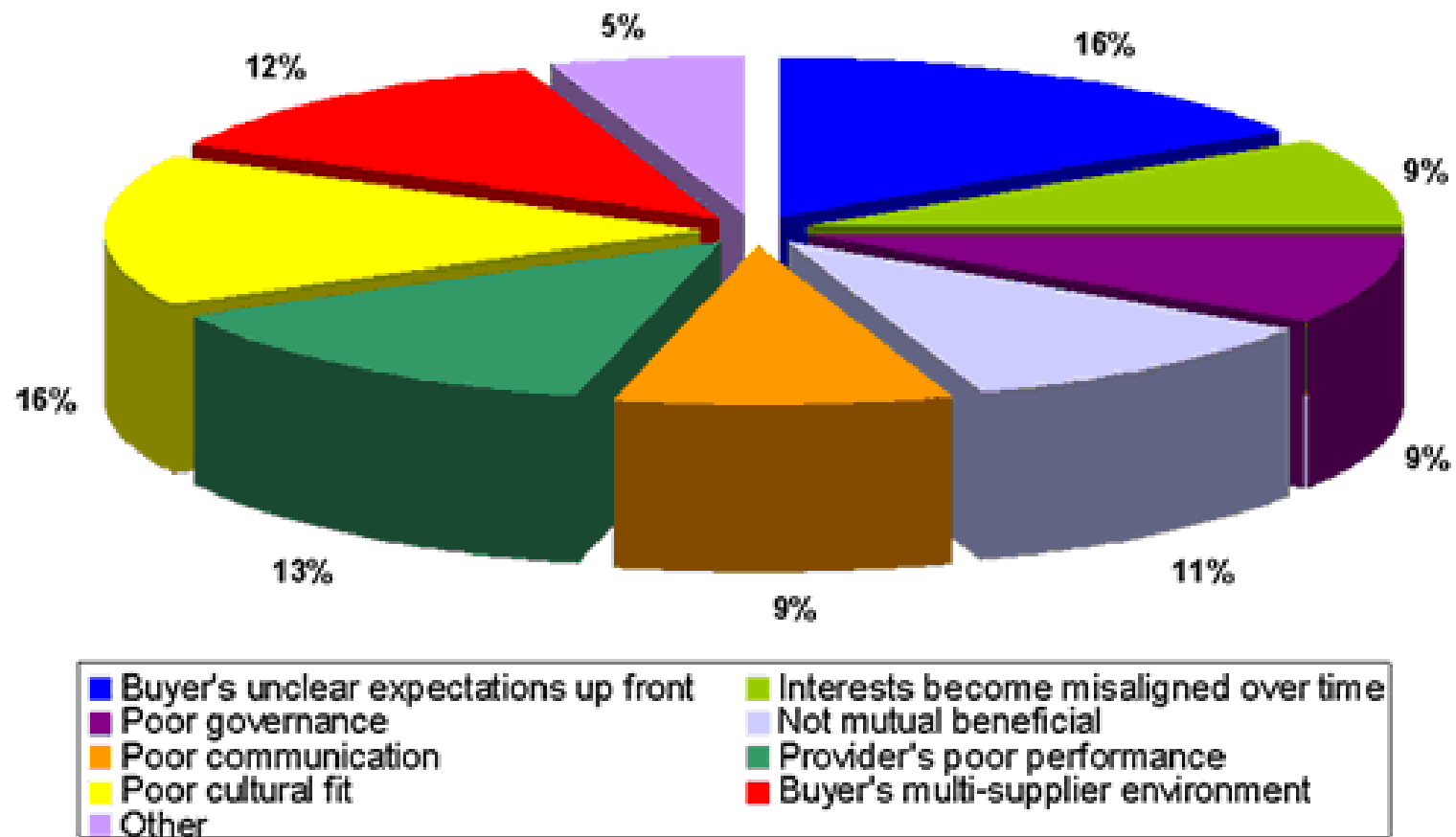


- 60% of expat foreign assignments fail
- Uncompleted assignments cost companies USD 2 – 2.5 billion
- Nearly 50% of all outsourced projects fail outright or fail to meet expectations
- 76% of companies say vendor management effort and costs are much higher than expected

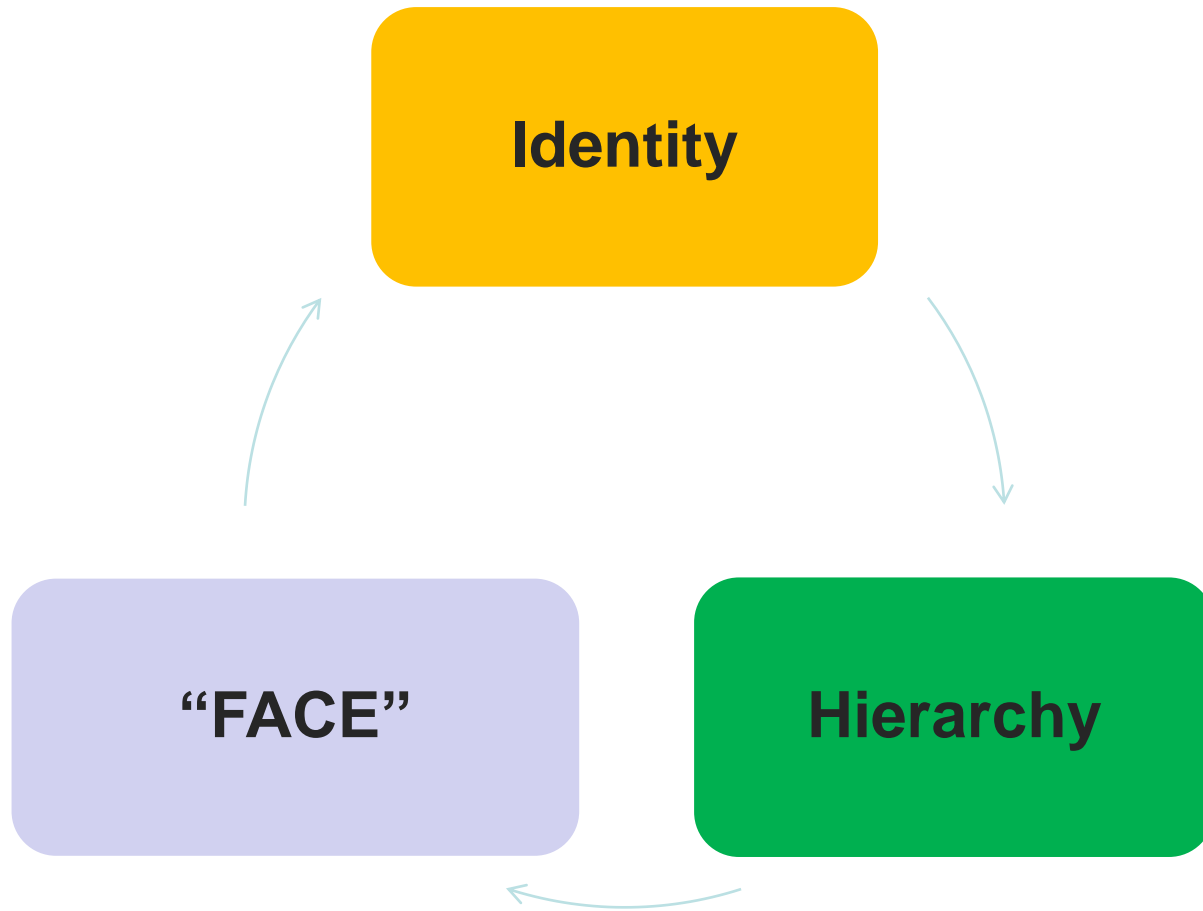
*Source: Relocating Abroad: A High Stakes Venture
Lionel Laroche—ITAP International 2004; Aberdeen Group 2010*

Figure 3:

Most Frequent Cause of Relationship Failures (Survey Composite Responses) as reported in Outsourcing Center 2004 survey



Key Cultural Dimensions





**Identity:
Collectivist / Individualist**

→ Participation. Ownership.

Examples

Collectivist Cultures	Mid-range Cultures	Individualistic Cultures
China	Argentina	Australia
Indonesia	Czech Republic	Italy
Malaysia	India	New Zealand
Saudi Arabia	Japan	Sweden
Thailand	South Africa	UK
Turkey	Spain	USA
Vietnam	Portugal	The Netherlands

Hierarchy: Low / High Power Distance



→ Decisions. Management.

“FACE”: *What will others say?*

“Give face” → don’t question

“Lose face” → look bad

“Save face” → don’t admit errors

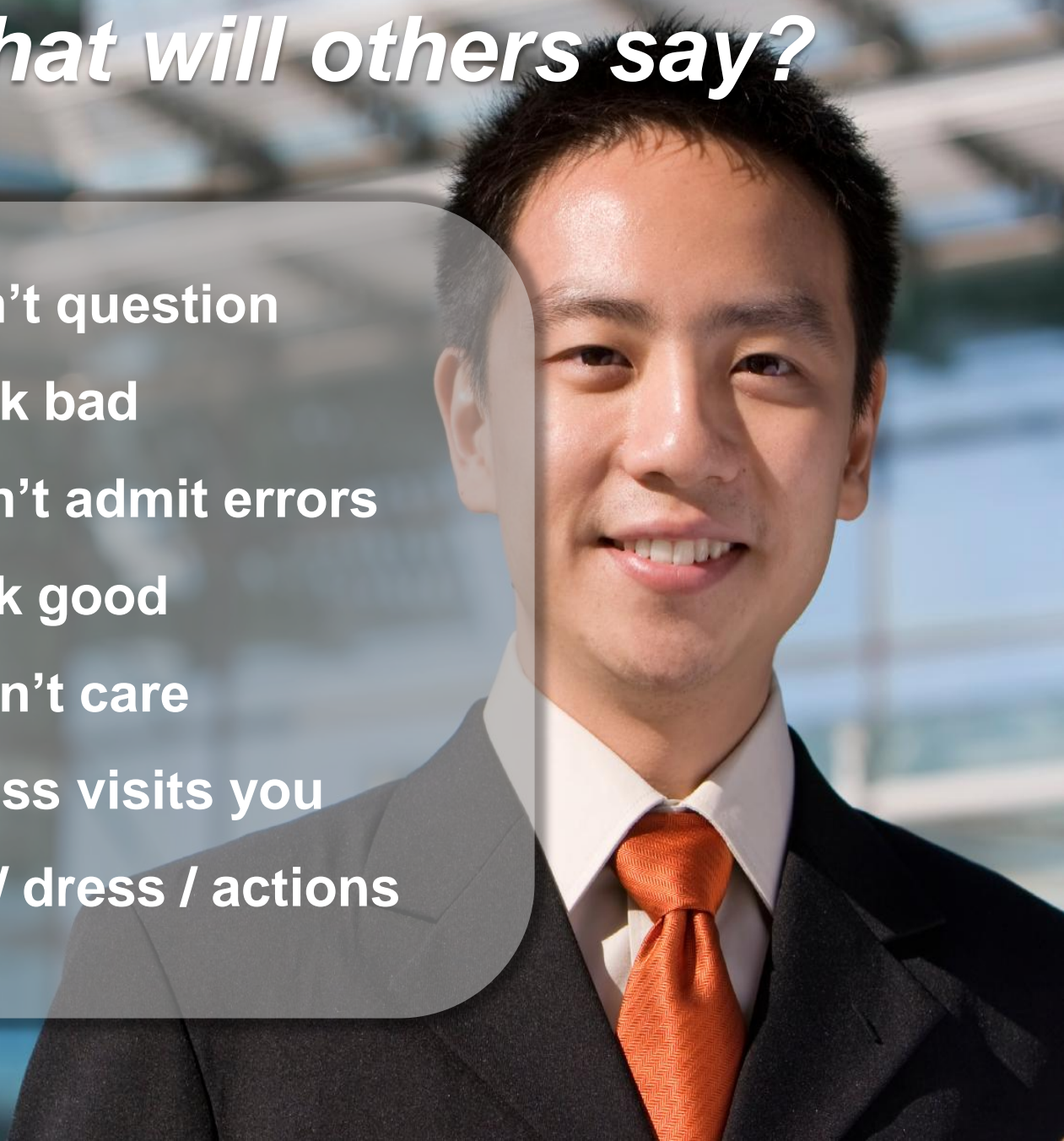
“Gain face” → look good

“Thick face” → don’t care

“Show face” → boss visits you

“Got face” → talk / dress / actions

reflect status



Anglo Speaking / Western	Asian
Individualism	Collectivism
Personal space, goals Managing upwards (feedback)	Group achievement & rewards Top down authority (feedback)
Equality: partnership, competence, informal, empowerment Flat structure	Hierarchy: Age/seniority, job, formal, empowerment threat Vertical structure
Control: individuals, free expression, differences OK	Harmony: blend in group, polite, respect, hierarchy
Linear thinking: concise & logical	'Circling' thinking: colourful, intuitive
Macro-management; inclusive; situational leadership	Micro-management; unilateral decisions; fixed leadership

A group of five business professionals (three men and two women) are standing on a series of five ascending gray blocks, symbolizing growth and achievement. The background is a blue world map. The woman on the highest block has her arms raised in a celebratory gesture. The man next to her has his arms crossed. The man next to him is holding a black umbrella. The woman next to him has her arms crossed. The woman on the lowest block has her arms crossed.

Five Choices for Masterful Project Team Leadership

Choice 1:

***Become aware of
motives and biases***



Cultures. Others. You own.

Choice 2: *Adapt Leadership Style*

Culture.
Context.
Mission.



Expectations of team.
Ongoing two-way feedback.

Choice 3: *Focus on Strengths & Successes. Celebrate.*



Your own.
Others.
Appreciate: 6 to 1

Choice 4:
Admit mistakes.
Learn. Apologise.
Stay positive and resilient.

**Vulnerability =
Power. Trust.
Empathy.**



A low-angle shot of a person climbing a tall, wooden wall. The wall is covered in numerous colorful handholds (red, yellow, green, blue, and white). The climber is positioned in the upper left quadrant, wearing a blue shirt and white pants. The background is a clear blue sky with some light clouds. The image has rounded corners.

***Believe in yourself.
Remember your 'why?'***

***You are braver than 95%
of other people.***

Choice 5:
Build relationships.
Honour. Praise. Thank.



TRUST

We are all humans...



Developed by Abraham Maslow



**People forget
what you said.
They remember
how you made
THEM FEEL.**

- Maya Angelou

Reflection and Personal Wisdom



What new opportunities do you now see and perceive as a results of working with many nationalities?

What is one thing you will do differently now that you have even greater knowledge?

***Pilots spend most time correcting the
flight path...***

We do the best that we can!



**You are in the right place, at the
right time, doing the right thing.
You are PERFECT AS YOU ARE.**

Stay awesome and confident!

THANK YOU!

**Share with me your success:
mkassova@mkmotivation.com
LinkedIn & FB: Maria Kassova**