Cross-Cultural Coaching

Presented by

Jenny Plaister-Ten

Jenny Plaister-Ten

Cross-Cultural Coaching

Shape of the session

- Background and summary research findings
- Introduction to 'The Kaleidoscope' model
- Knowledge café : Exploration of culture in coaching practice
- Reflections and application to practice

Beyond frontiers | Coaching at Work
Coaching and Mentoring at Work conference
23 November 2011, London

The importance of culture

Discussion: Is culture important to the coaching relationship? Why?

Beyond frontiers Coaching at Work
Coaching and Mentoring at Work conference
23 November 2011, London

Why culture is important

- A global market

- A mobile global middle class

- Emergence of 'global nomads' into leadership positions,

- Coaching intervention for global executives, expatriate postings, multi-cultural/remote teams & during international mergers & acquisitions

Beyond frontiers | Coaching at Work
Coaching and Mentoring at Work conference
23 November 2011, London

The problems

Psychological Level	Business Level
▪Concept of self/selves differs across cultures (Cousins, 1989) (Triandis, 1989)	▪Failures by expatriates to acculturate (Abbott et al 2006)
▪Concept of separate personality a Western one (Hsu, 1971)	▪Different perceptions of good leadership and what makes sound business goals
▪Psychological constructs can hold different meanings in different cultures with different cultural rules for expression (Fisher, 1998)	▪50% overseas mergers & acquisitions produce negative returns due cultural clashes (Shelton et al 2003)
▪Talking interventions and self-disclosure may conflict with certain cultural values (Sue and Sue, 2008)	▪Lack of confidence & skills in coaching profession: "How do I coach a German?" UK chat forum, 2008

Beyond frontiers Coaching at Work
Coaching and Mentoring at Work conference
23 November 2011, London

The importance of culture

Discussion: Does culture manifest itself in
              the coaching relationship? How?

What is it?

- The nationality of the coachee compared with the coach
- The nationality of the coachee compared with the host country
- The nationality of the coachee compared with the organisation
- Groups or organisations characterised by people from multiple cultures who are working together
- The presenting issue – manifest by communication issues or misunderstandings of differences

Beyond frontiers Coaching at Work
Coaching and Mentoring at Work conference
23 November 2011, London

Findings: Background, experience & qualities

Key aptitudes	'Trans-culturalism'
Challenging assumptions	Long-term & multiple international tenures
Own cultural self-awareness	Multi-cultural families
Remaining open	Multi-cultural socialisation process & lifestyle
Tolerance for ambiguity & paradox	A large capacity for change and a lack of pre-determination. May have witnessed social injustice

Towards accumulated cross-cultural wisdom

"I made all the mistakes and got all the scars myself. I had my cross-cultural battles.

I now support people on all the mistakes I made." Participant 2

Beyond frontiers Coaching at Work
Coaching and Mentoring at Work conference
23 November 2011, London

Findings: Key competencies

| Raising cultural awareness	Working with culturally mandated issues
Working with difference Raising differences Cultural values and meanings (cultural self) Conflicting values due globalisation	**Culturally sensitive coaching** "you have to let them feel that you put the relationship first; then they can meet goals" P.4 "The American coaching culture is about not giving away a lot of information about yourself, I have found that this doesn't work well in other cultures." P8
Training/Development tools e.g. the international profiler (TIP)	**Emerging goals** "modifying awareness" P.9 "helping to take a stronger part in her life" P.1 "working at the emotional level" p3
Beyond language Clean Language (Grove, 1989) Symbolic modelling(metaphor) (Lawley&Tompkins,2000) Drawing, Art and music	**Creating a safe place** "working with energies; mix of humility & respect" P.3 "neutral space" P.2 "suspended belief" P.5 "holding different values lightly" P.6

Findings: The coaching relationship

Other values	"Executive coaching is great, the concept that came out of the USA, but transporting a Western way of doing things and not taking into consideration other values, can underestimate certain conflicts or potential conflicts." P8
Cultural norms	"You need to understand the norms, otherwise you can't coach across cultures" P7
The impact of economics or politics	"The economy was so uncertain and inflation so high at 200%, you could simply not plan the way." P5
The degree of flexibility of thought in the education system	"people seem to be at a different stage of learning." P6
The history of a culture that might have a bearing on personality or emotions	"In Brazil there is a history of being the biggest importer of Africans into slavery in the world" P 8
Drawing on theory to understand the tendencies of certain cultures	"Not only the power-distance that creates a trust issue, also the uncertainty-avoidance creates a challenge." P4

Beyond frontiers Coaching at Work
Coaching and Mentoring at Work conference
23 November 2011, London

Conclusions

- Opportunity to work with culture-as-meaning
- Culturally-derived concepts of self differ
- Culturally sensitive coaching can increase awareness & understanding in the relationship
- Western theories/models may not be appropriate across cultures
- A systems approach accommodates cultural complexity

The cross-cultural kaleidoscope™ A systems approach

http://www.10consulting.co.uk/kaleidoscope
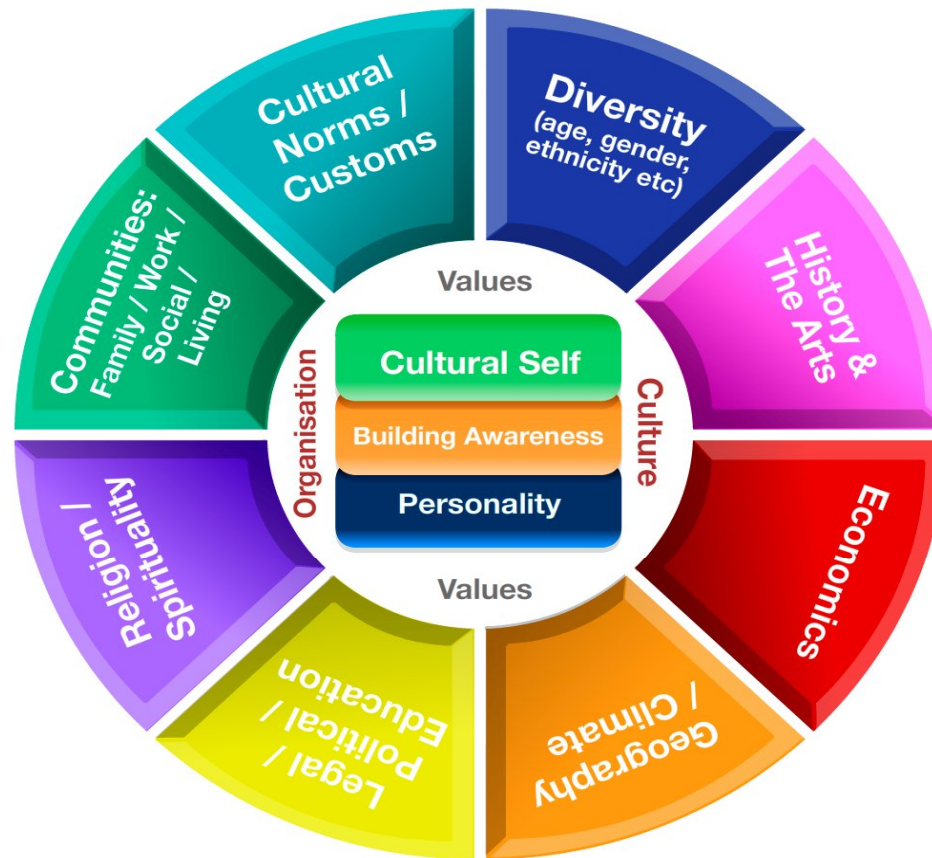
Knowledge café

You are coaching a woman in her late 30's who was born and went to school in China (Beijing). She was educated at degree level in Canada. She now works for a US company in London. She is having problems with her British boss, a male in his 40's. The company have sent her to be coached as she is a talented scientist, but perceived to be unassertive in management meetings.

Beyond frontiers Coaching at Work
Coaching and Mentoring at Work conference
23 November 2011, London

Knowledge café questions

1. When and how might you use the Kaleidoscope in this situation?
2. What questions might you ask?
3. How would you demonstrate cultural sensitivity over this issue?

Beyond frontiers Coaching at Work
Coaching and Mentoring at Work conference
23 November 2011, London

Knowledge café terms of engagement

1. Each table represents a different Q
2. Try to discuss all Q's (10 mins. each)
3. All share insights (20 mins.)

Beyond frontiers Coaching at Work
Coaching and Mentoring at Work conference
23 November 2011, London

The Cross-Cultural Kaleidoscope

Raising Awareness
- To work at the level of cultural identity (emotional level)
- To identify the impact of external influences upon the psyche/leadership style
- To identify cultural imperatives and conflicting internal values
- To raise awareness to the coach's cultural bias

Taking Responsibility
- To create choice and behavioural change in a culturally sensitive manner
- To use as a basis for unlearning those cultural values that no longer serve the coachee

Beyond frontiers Coaching at Work
Coaching and Mentoring at Work conference
23 November 2011, London

The Cross-Cultural Kaleidoscope

Applications

- Use as a discussion point before the coaching session

- Use as a process for the entire coaching session

- Identify which lens holds most resonance and use as a starting point

- Present as a global 'wheel of life'

Beyond frontiers Coaching at Work
Coaching and Mentoring at Work conference
23 November 2011, London

Learnings?

Learnings for coaches

- Do not assume everybody wants same treatment
- Develop creative opportunities for dialogue
- Adopt a systems approach
- Build cultural intelligence
- Check own cultural awareness
- Allow more time
- Build trust

Beyond frontiers | Coaching at Work
Coaching and Mentoring at Work conference
23 November 2011, London

- (Cultural) Values are like fingerprints, nobody's are the same, but you leave them over everything you do

10 Consulting Ltd.
Jenny.Plaister@10consulting.co.uk

www.crossculturalexecutivecoaching.com

Key References

- Abbott, G.N., Stening, B. W., Atkins, P.W.B. and Grant, A.M. (2006), Coaching expatriate managers for success: Adding value beyond training and mentoring, Asia Pacific Journal of Human Resources, 44, pp.295.
- Cavanagh, M. (2006), 'Coaching from a systemic perspective, A complex Adaptive Conversation', in: D.R. Stober and A.M. Grant (eds.) Evidence Based Coaching Handbook, New Jersey: John Wiley and Sons.
- Cultural Orientations Framework (COF™), online assessment tool questionnaire, Rosinski and Company
- Cook, R. and Rosinski, P. (2008), 'Coaching across cultures', Personal Success, Volume 2, Issue 2.
- Corey, G. (2005), Theory and Practice of Counseling and Psychotherapy, 7th Edition, Belmont: Brooks/Cole.
- Fisher, G. (1998), Mindsets, The role of culture and perception in International Relations, 2nd edition, Clerkenwell: Nicholas Brealey Publishing.
- Hall, B.P. (1994), Values Shift, A guide to personal and organisational transformation, Eugene: Wipf and Stock Publishers
- Hofstede, G. (2001), Culture's Consequences, Comparing Values, Behaviors, Institutions, and Organizations across Nations, California: Sage Publications.
- Hsu, F.L.K. (1971), 'Psychosocial Homeostasis and Jen: Conceptual tools for Advancing Psychological Anthropology', American Anthropologist, New Series, Vol. 73, No.1. pp.23-44. Rosinski, P. (2003), Coaching across cultures, London: Nicholas Brealey Publishing.
- Schneider, S.C. and Barsoux, J.L. (2003), Managing Across Cultures, Harlow: Pearson Education Limited.
- Seidman, I. (1998), Interviewing as Qualitative Research, A guide for Researchers in Education and the Social Sciences, New York: Teachers College Press. Shelton, C.D., Hall, R.F., Darling, J.R. (2003), 'When cultures collide: the challenge of global integration', European Business Review, Vol. 15, No.5, pp.312-23.
- Smith, J.A. and Eatough, V. (2007), 'Interpretative Phenomenological Analysis', in: E. Lyons and A. Coyle (eds.), Analysing Qualitative Data in Psychology, London: Sage Publications Ltd.
- Sue, D. and Sue, D. (2008), Counseling the Culturally Diverse: Theory and Practice, 5th edition, New York: John Wiley & Sons Inc.
- Triandis, H.C. (1989), 'The Self and Social Behavior in Differing Cultural Contexts', Psychological Review, 96, pp. 506-520.
- Triandis, H.C. (2001), 'Individualism and Collectivism, Past, Present and Future', in: D. Matsumoto (ed.) The Handbook of Culture and Psychology, New York: Oxford University Press.
- United Nations (2006), Fund for Population Activities (UNFPA), Statement by Thoraya Ahmed Obaid, Executive Director, UNFPA
- Whitmore, J. (2002), Coaching for Performance, GROWing People, Performance and Purpose, 3rd ed., London: Nicholas Brealey Publishing.

Beyond frontiers Coaching at Work
Coaching and Mentoring at Work conference
23 November 2011, London