Coaching at Work annual conference – 5th July 2017, London

Culture and Challenge
Coaching and mentoring to challenge, shift and embrace cultures

Coaching at Work

Coaching at Work Annual Conference
5th July 2017
Holiday Inn, Bloomsbury, London

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Coaching Global Leaders and Multi-Cultural Teams

The Cross-Cultural Kaleidoscope™
A Systems Approach

Cultural Norms / Customs

Diversity (age, gender, ethnicity etc)

History, Science & The Arts

Communities: Family / Work / Social / Living

Values

Cultural Self

Building Awareness

Personality

Beliefs

Economics

Religion / Spirituality

Legal / Political / Education

Geography / Climate

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Intentions

- ❏ 3 key reasons for considering culture in coaching
- ❏ Background & How to Use 'The Kaleidoscope' tool
- ❏ Case study and application to practice

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# 3 key reasons for considering culture in coaching

1. Culture is complex and hidden

Sub-consciously held values

"A fish only discovers its need for water when it is no longer in it."

Trompenaars & Hampden-Turner, 1997

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2. It works at a sub-conscious level

Conscious Awareness

Traditions

Behaviours

Buildings

Symbols

What we see…

Dress

What we can't see…

World Views

Beliefs

Attitudes

Perceptions

Values

Unconscious Awareness

Thoughts

Judgments

Biases

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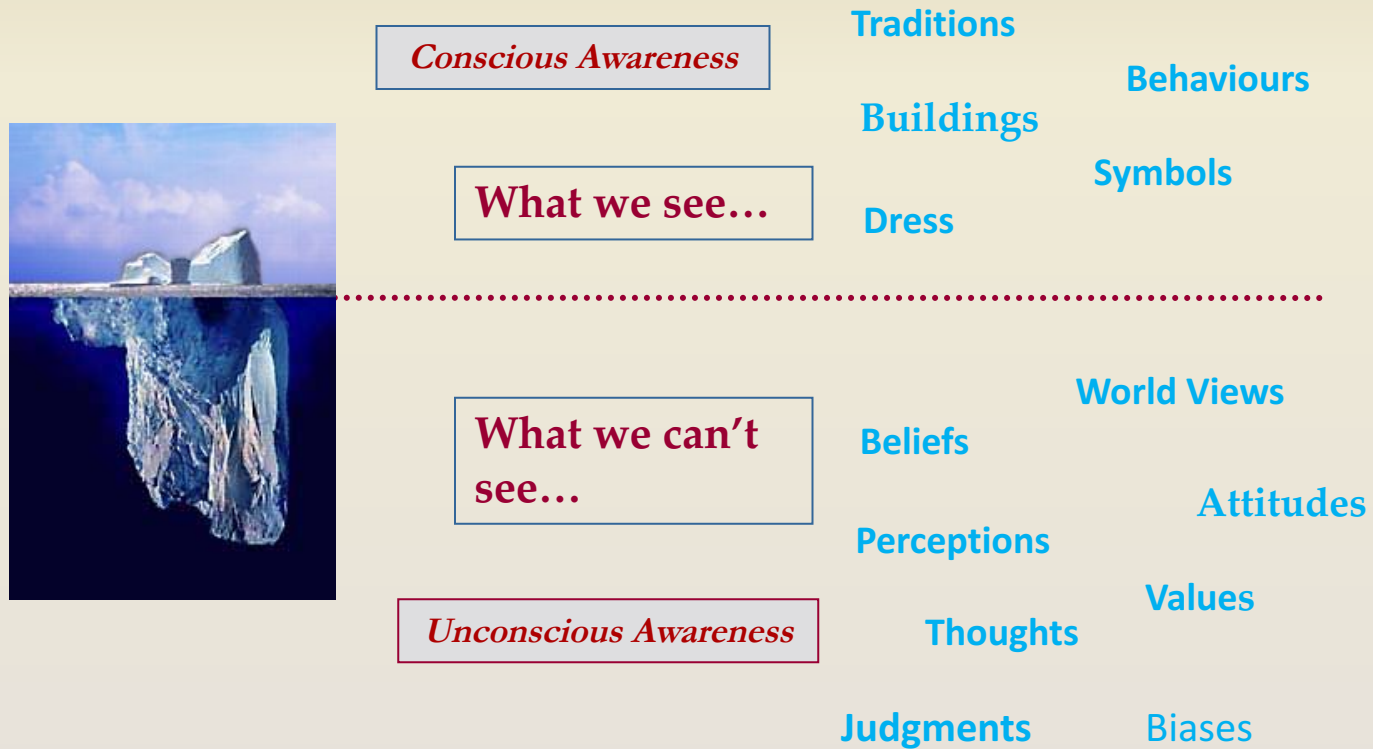
3. Diverse teams deliver

❑More sales revenue, more customers, greater profits
❑Homogenous teams *feel* more effective (fluency heuristic bias)
❑Bias that diverse teams are conflict-laden

No pain no gain!

Source: Rock et al, 2016

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Background to 'The Kaleidoscope' tool
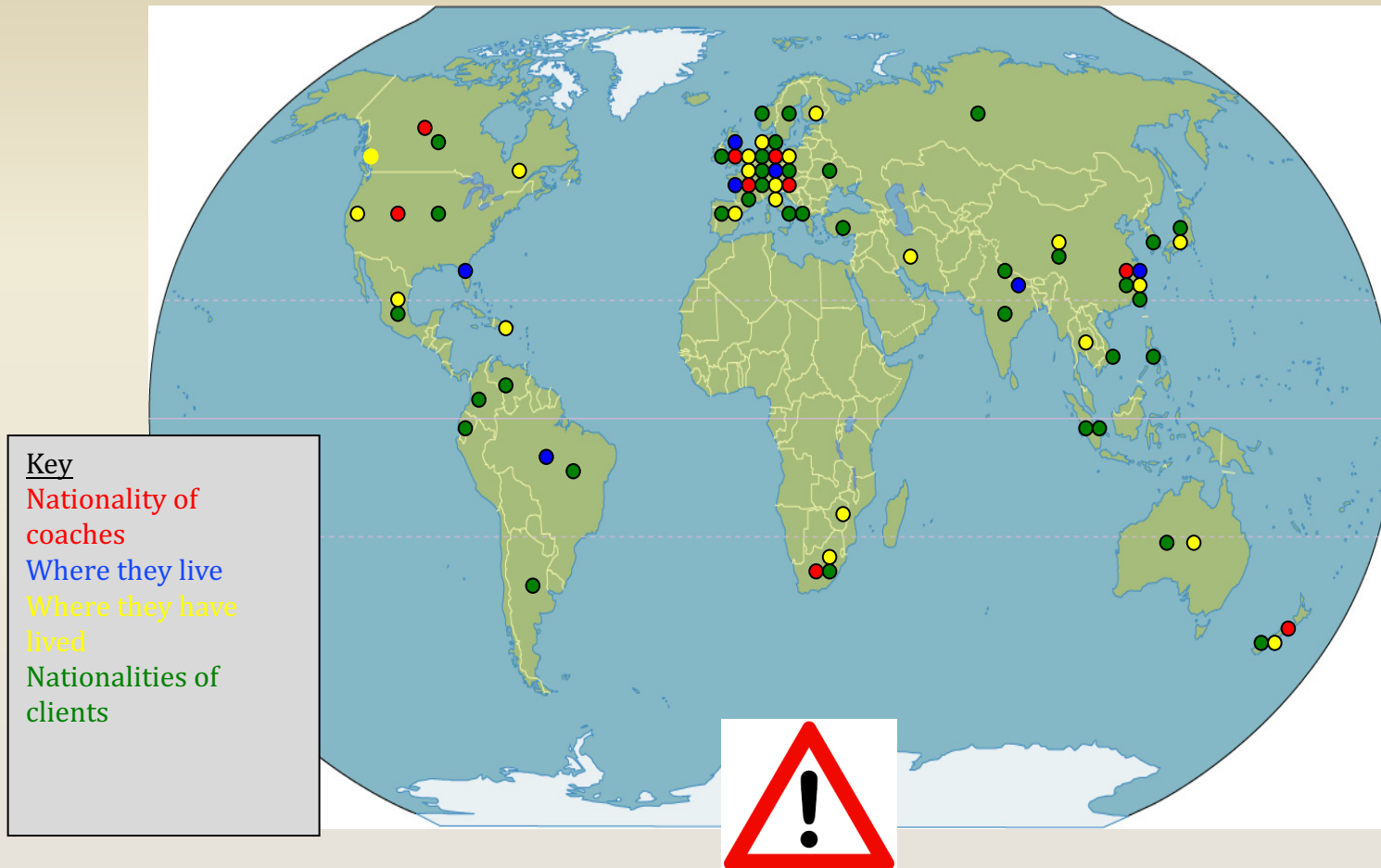
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The Research Sample

Key
Nationality of coaches
Where they live
Where they have lived
Nationalities of clients

Western models and mono-coaching approaches may not be appropriate across cultures

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Introducing The Cross-Cultural Kaleidoscope™

☐ A tool designed to deal with multiple perspectives

☐ A phenomenological approach that elicits personal meanings

☐ Works with deeply held cultural values that may be in subconscious awareness

The Cross-Cultural Kaleidoscope™
A Systems Approach

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http://www.10consulting.co.uk/converterd-1/download-step-1-the-cross-cultural-kaleidoscope

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A systems Approach

❑ Looks at factors outside the coaching relationship

❑ Accommodates 'big picture' thinking whilst also drilling down to the issue

❑ The coaching relationship in a global organisation may be viewed as a 'complex adaptive system' (CAS)

What binds inner & outer worlds?

"Values are the brokerage unit between the inner and outer worlds"

Hall, 1994

Purpose

- To raise *culturally-derived* awareness in the coaching relationship

- To increase *culturally-appropriate* responsibility

- To *'unlearn'* those culturally-bound responses that may no longer be appropriate

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Coaching Case Study

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Coaching Case Study

You are coaching a man in his late 30's who was born and went to school in Mumbai, India and university in the United Kingdom. He now works for a Swiss company pharmaceutical company in Zurich.

He points to the economic lens and explains how he has been driven to avoid the poverty he was born into all of his life. And that he cannot stop wanting more.

Case study questions

❑When and how might you use the Kaleidoscope in this situation?

❑What questions might you ask?

❑What could he unlearn?

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How to Use
Using principles of systemic practice

From the table-top to the floor!

How to Use
Table-top mat f2f

❑ Ask which lens holds most resonance for the coachee

❑ Explore by holding the top of a counter with a finger to 'represent' their feelings, thoughts & emotions with that lens

❑ Ask what relationship outer lenses have with each other

❑ Guide them into the inner circle and ask about their personal and cultural identity in the context of the organisation culture

How to Use
Floor mat

❑ Invite people to take their shoes off or pick up a footprint!

❑ Ask which lens holds most resonance for the person

❑ Invite them to stand on the floor mat and embody the experience

❑ Invite them to find another lens and 'straddle' the two

❑ Invite them to stand in the inner section and explore their personal & cultural identity

How to Use
With teams
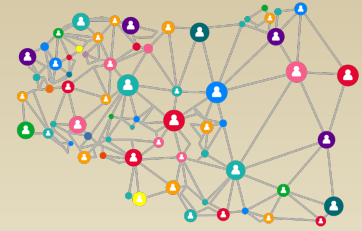
❑ Invite as many people as is 'comfortable' onto the mat, bearing in mind cultural rules for personal space

❑ If there are too many people, invite in a 'relay'

❑ Explore how their cultural values impacts their identity and their approach to work

❑ Point to the variety of responses as a tool to embracing similarities and difference

Summary: How to Use

☐ Ask questions relative to each lens
  ☐ Time
  ☐ Place
  ☐ Exchange

☐ Relativity is key

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Conclusions

- ❑ A systems approach accommodates cultural complexity
- ❑ Globalisation can cause conflicting cultural values that may require 'unlearning'
- ❑ Application using systemic principles helps to embody the experience

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Competency levels

Advanced Practitioner

- ❑ A full kit including desktop and floormat
- ❑ Webinar: Impact of culture
- ❑ Webinar: How to Use
- ❑ Applications to multi-cultural teams and groups
- ❑ Book: The Cross-Cultural Kaleidoscope™ (2016)
- ❑ Manual: How to Use, including success stories
- ❑ Top 10 tips for intercultural practice
- ❑ Certificate for one-one and group/team practice

Practitioner

- ❑ Webinars: Impact of culture & How to Use
- ❑ Manual: How to Use, including success stories
- ❑ A desktop kit
- ❑ Certificate for one-one practice

Fundamentals

- ❑ Webinar: Impact of culture
- ❑ Top 10 tips for intercultural practice
- ❑ Book: The Cross-Cultural Kaleidoscope™ (2016)

Supervision & consultancy available on a bespoke basis

Please be in touch

The Cross-Cultural Coaching Kaleidoscope

A Systems Approach To Coaching Amongst Different Cultural Influences

Jennifer Plaister-Ten

PROFESSIONAL COACHING SERIES
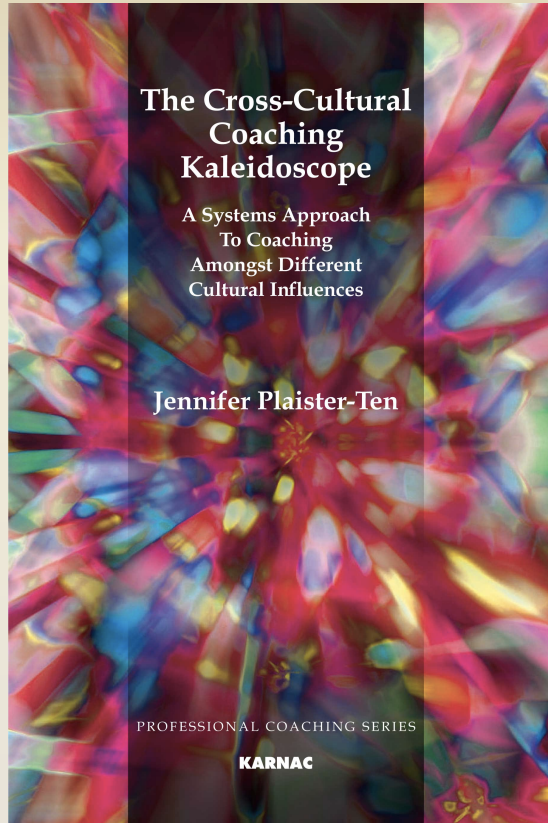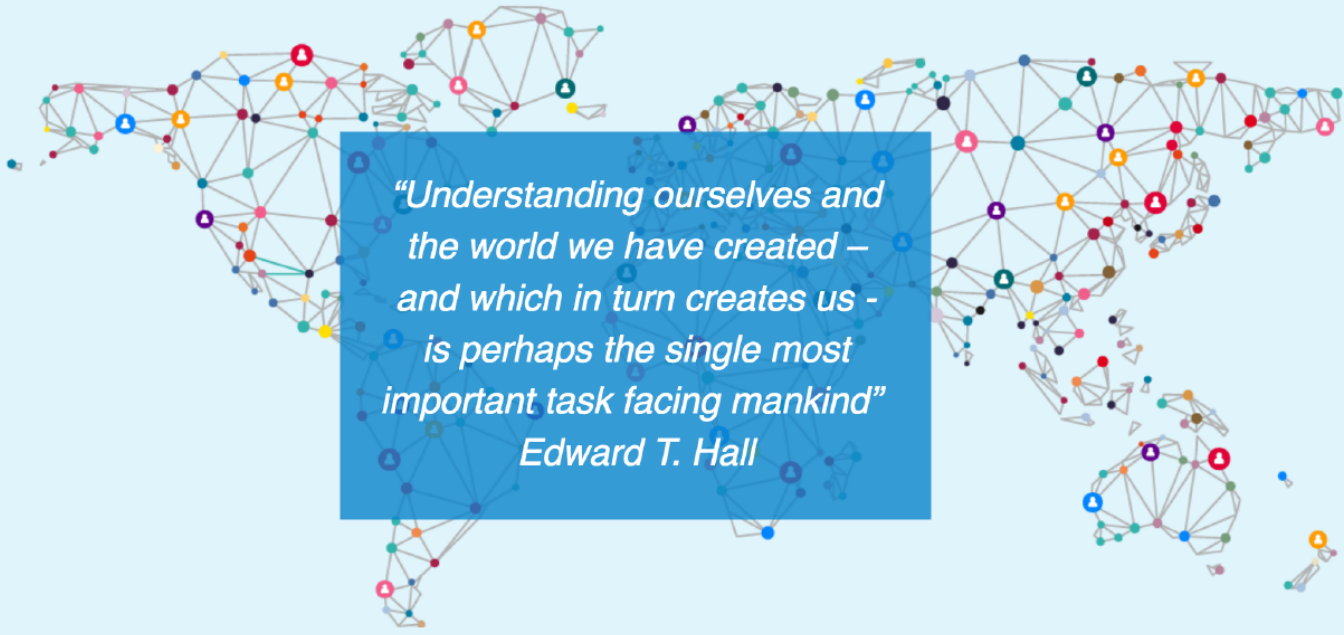
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Learnings?

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"Understanding ourselves and the world we have created – and which in turn creates us - is perhaps the single most important task facing mankind"
Edward T. Hall

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