

Coaching Beyond Cultural Boundaries



Leveraging culture to generate learning through coaching conversations.

By Dr. Keith E. Webb, PCC

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Table of Contents

Workshop Objectives.....	4
What is Culture?.....	5
Cultural Scales	7
The Coach-Client Relationship.....	8
Cultural Scales	9
Coaching Decision-Making.....	11
Highlights.....	12
Bibliography.....	13

Workshop Objectives

Your culture and the client's culture influences the coaching process. It is critical for those coaching with culturally diverse people to understand basic differences in cultural perception that clients may hold.

Globalization is not decreasing cultural differences. Instead globalization has brought greater cultural diversity to our doorstep. In today's organization, diversity of every kind is celebrated as strength. The power of diversity comes from embracing culturally different ideas and approaches. Diversity has a downside as well. Differences produce conflicts in values, communication styles, and ways of being. Coaching is not immune.

This interactive presentation will provide tools for understanding cultural differences and their impact on the coaching process. Practical ways to leverage cultural differences for creative synergy will be explored. Through stories, discussion, coaching models and tools you will learn to recognize and effectively coach those culturally different than you.

Participants will:

1. Use two cultural scales by Geert Hofstede to enhance your cultural fluency.
2. Work with the effects of how culture impacts your coaching with regard to client-coach expectations, and decision-making.
3. Leverage cultural difference for your client's growth and goal attainment.

The Presenter



Dr. Keith E. Webb, PCC, is the Principal of Creative Results Management (<http://creativeresultsmanagement.com>), a global coaching training organization. He is an engaging trainer and cross-cultural leadership coach. For 20 years, he lived in Japan, Indonesia, and Singapore, and now lives near Seattle. Keith's formal education focused on intercultural leadership development. He is the author of numerous articles and co-editor of the book *Coaching in Asia*. His newest book is called *The COACH Model for Christian Leaders: Powerful Leadership Skills for Solving Problems, Reaching Goals, & Developing Others*. His passion is to create field-based systems that develop people living cross-culturally while multiplying their impact.

What is Culture?

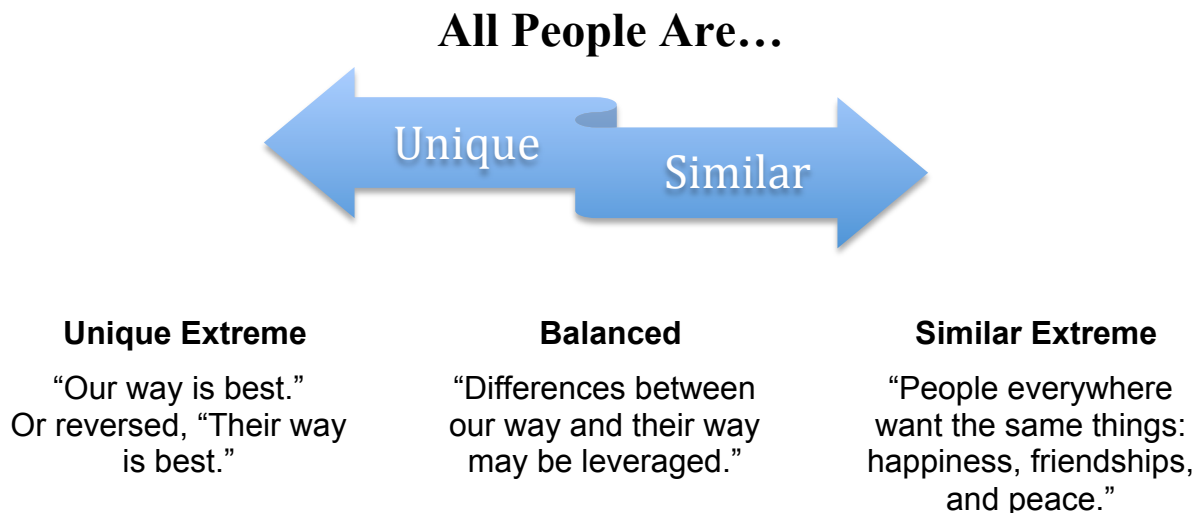
“The issue is not whether culture matters... The real issue, rather, is how – not whether – culture matters.” Amartya Sen

“Culture is the shared values & beliefs of a group.” Keith E. Webb

What are some examples of “groups”?

Two Mindsets in Tension

1. Each person is unique, with their own values, personality, and motivations; and
2. There are broad cultural similarities that make people similar.



Isn't Globalization Decreasing Cultural Differences?

“Culture is more often a source of conflict than of synergy. Cultural differences are a nuisance at best and often a disaster.” —Prof. Geert Hofstede, Emeritus Professor, Maastricht University

“Managers employed by the multinational [are] maintaining and even strengthening their cultural differences.” — A. Laurent, Emeritus Professor of Organisational Behaviour at INSEAD

Form and Function Starbucks in the USA & China

Keith's M&M's Theory of Globalization

Cultural Scales

1. Power Distance

The extent to which less powerful members of the organization in a country expects and accepts that power is distributed unequally.

Small Power Distance

- Inequality among people should be minimized
- Free to question and bring contrasting opinion
- Boss is consultative
- Interdependence
- Large middle class
- Power is based on position, expertise, and ability to give rewards
- Powerful people try to look less powerful than they are

Large Power Distance

- Inequalities among people are expected and desired
- Afraid to question or disagree with boss
- Boss is autocratic or paternalistic
- Dependence and counter-dependence
- Small middle class
- Power is based on family or friends, charisma, and ability to use force
- Powerful people try to look as impressive as possible

Adapted from: Geert Hofstede™ Cultural Dimensions www.geert-hofstede.com

Q Where might you place yourself on this scale? How about the USA? Or another culture you work with?



The Coach-Client Relationship

How might a client with small power distance view...

Selection of the
Coach:

Status of the
Coach:

Role of the
Coach:

Expectations from
the Coach:

How might a client with large power distance view...

Selection of the
Coach:

Status of the
Coach:

Role of the
Coach:

Expectations from
the Coach:

Cultural Scales

2. Individualism & Collectivism

The extent to which in societies the ties between individuals are loose (Individualism) or strong (Collectivism).

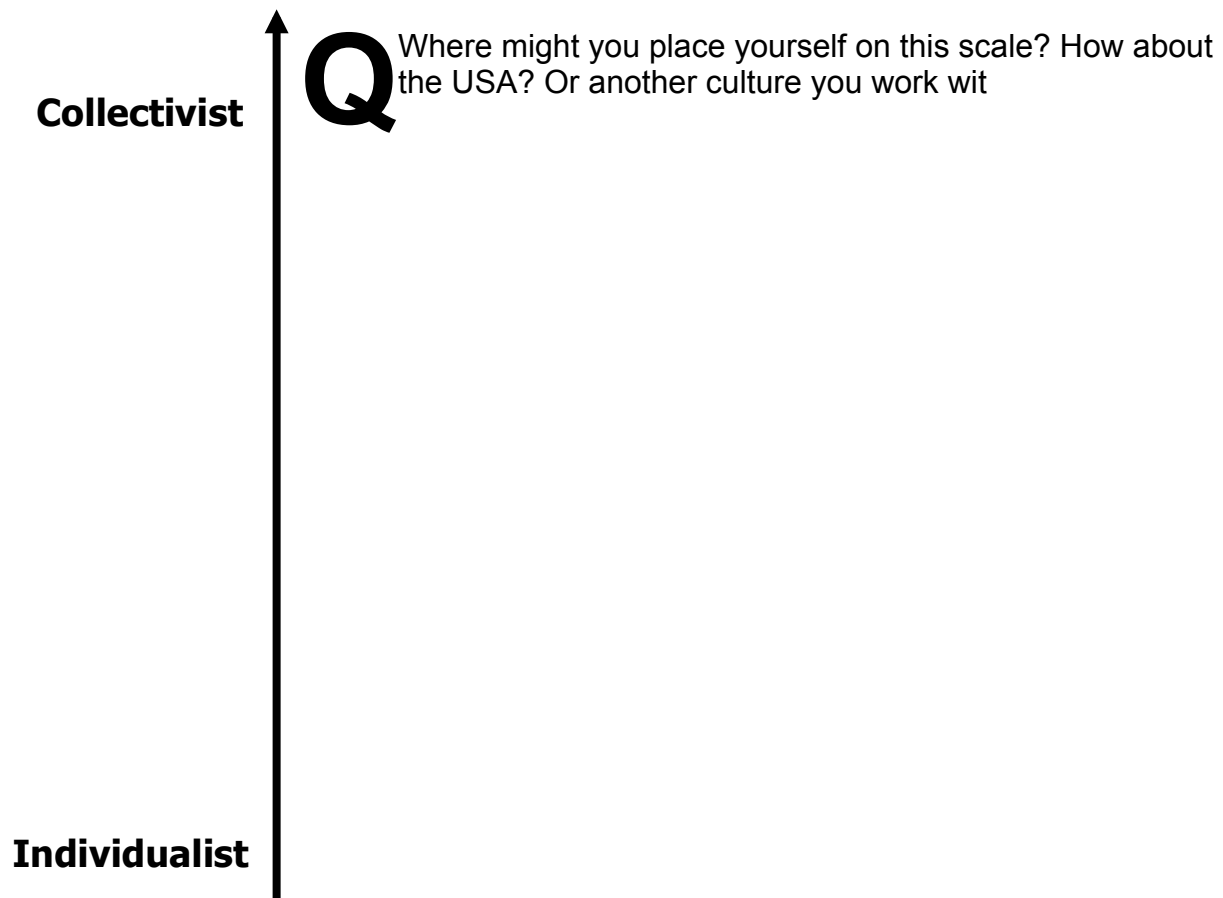
Individualist

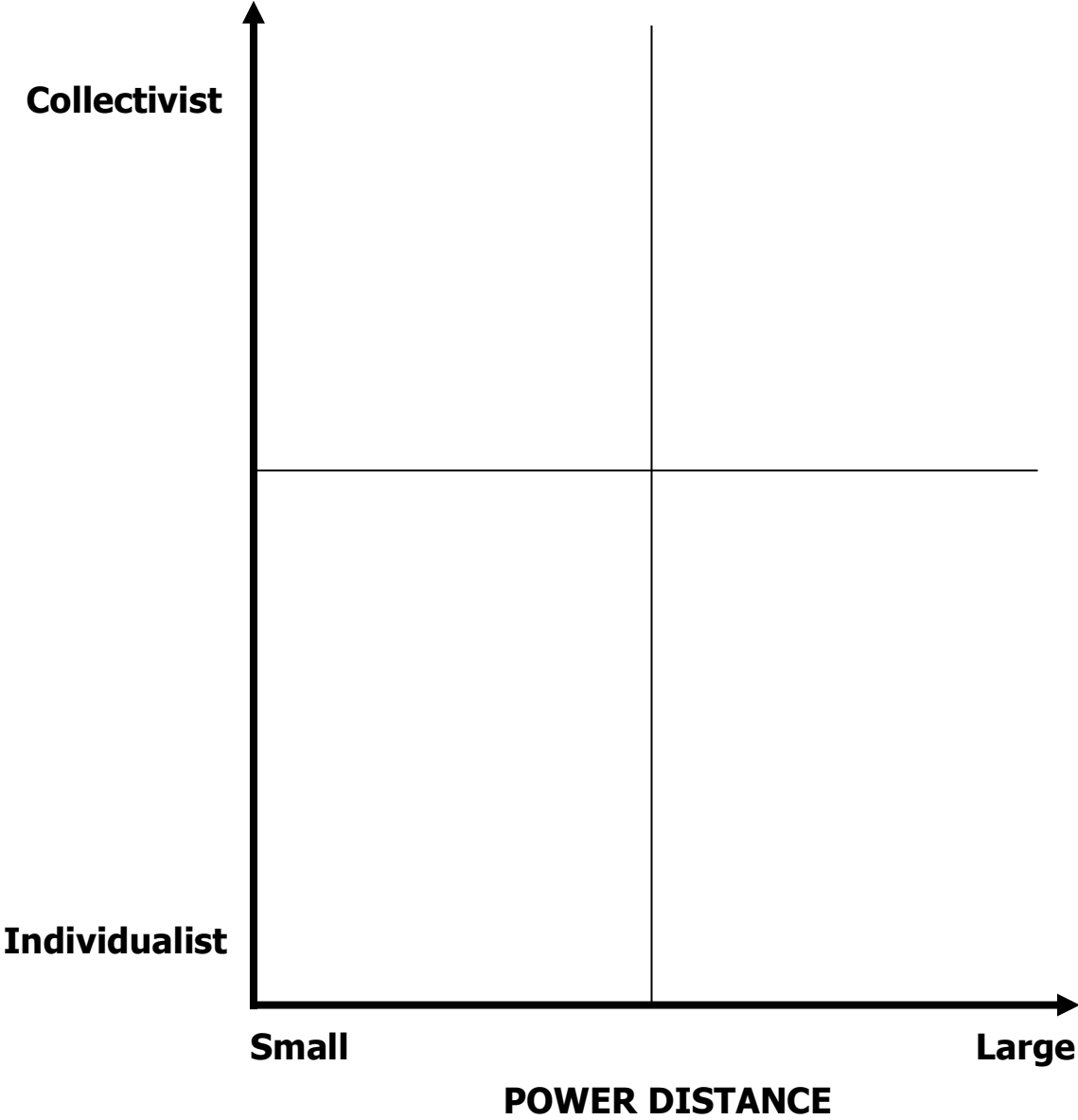
- “I’m an engineer”
- My needs, personality, and wants matter
- Find synergy between my own interests and those of the company
- Evaluated by performance
- Decisions start with me
- Manage individuals

Collectivist

- “We work for Toyota”
- The group’s needs take precedent over my own
- We adjust to the group
- Evaluated by longevity
- Decisions are made in consultation with others
- Manage groups

Adapted from: Geert Hofstede™ Cultural Dimensions www.geert-hofstede.com





Coaching Decision-Making

Personal autonomy is the ability or freedom of an individual to evaluate, reason, imagine, decide, and implement without feeling constrained by external social factors. Culture very much effects personal autonomy. Coaches must be aware of both the degree of their own personal autonomy and that of their client's.

Coaching the Individualist Client

- Understand the individual's interests and goals.
- The client can make decisions.
- Explore and act according to personal interests and goals.
- Don't undervalue rapid decisions.
- Don't misunderstand higher personal autonomy as "selfish".

Create Questions to Coach the Individualist Client Regarding a Decision

Coaching the Collectivist Client

- Understand the communal interests and goals.
- Decisions will be made in consultation with others.
- Harmonize and integrate with communal interests and goals.
- Allow time for a consensus decision to be reached.
- Don't misinterpret lower personal autonomy as "wishy-washy".

Create Questions to Coach the Individualist Client Regarding a Decision

Highlights

What do you want to remember from this workshop?

How will you apply it?

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