

Drake
UNIVERSITY



THE GLOBAL IMPACT OF YOU

Capabilities of Global Leaders

Welcome



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Master of Science in Leadership Development



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Master of Science in Leadership Development

- Human Resource Management
- Human Resource Development
- Higher Education
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INTERACT!



Map



- What is culture?
- What is personality?
- What are global capabilities?
- How does personality impact global capabilities?

**one poll and two
questions...**



POLL

How much experience do you have with global cultures?



The Dinner

- You invite a business colleague for dinner and he arrives 20 minutes later. What should you conclude?



It's not that time "doesn't matter" – instead, members of some cultures may value *relationships* over time.



The Candle

- You see a candle lit close to a pile of dried leaves in a park. Nearby there is a plate of food and a whole chicken. What do you do?
 - Put out the candle
 - Just monitor the candle
 - Leave the candle alone



**NON-RESIDENTS
MUST NOT
BRING DOGS
INTO THE INN**

• NON-RESIDENTS®

A SET OF RULES

• DRINKING DOGS
• INTO THE INN •



success

friendships





parent

survival



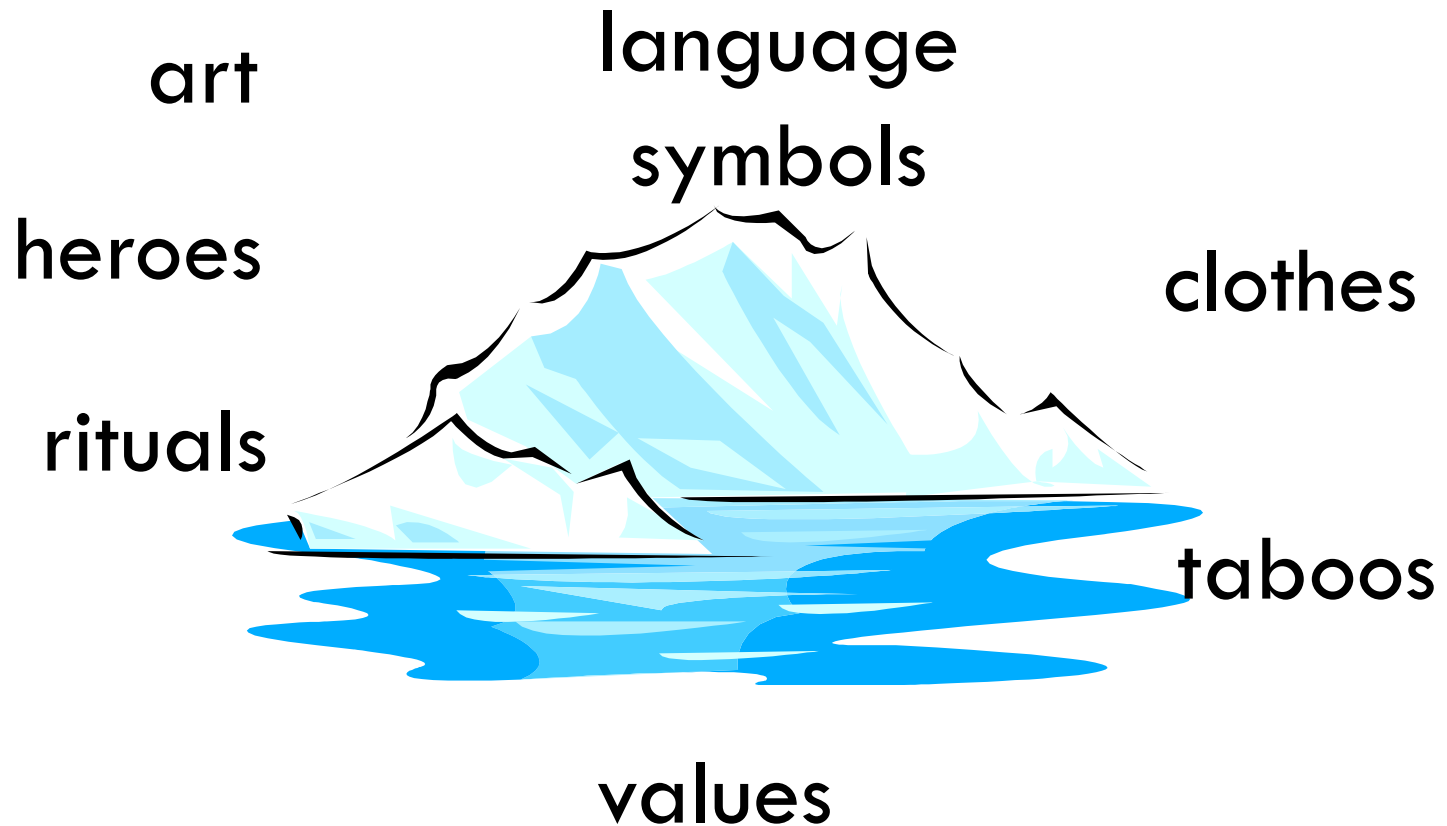


National



CULTURE

may lie beneath the surface!





Hello

Szia

שלום

RITUALS



SPACE

Space



Candidates to a fire fighter position rest after a physical stamina exam



Cariocas enjoy the beach on a sunny Sunday

Is it ok to kiss?

You're a woman. You meet a male work peer at a social event

You're a man. You meet a male work peer at a social event.

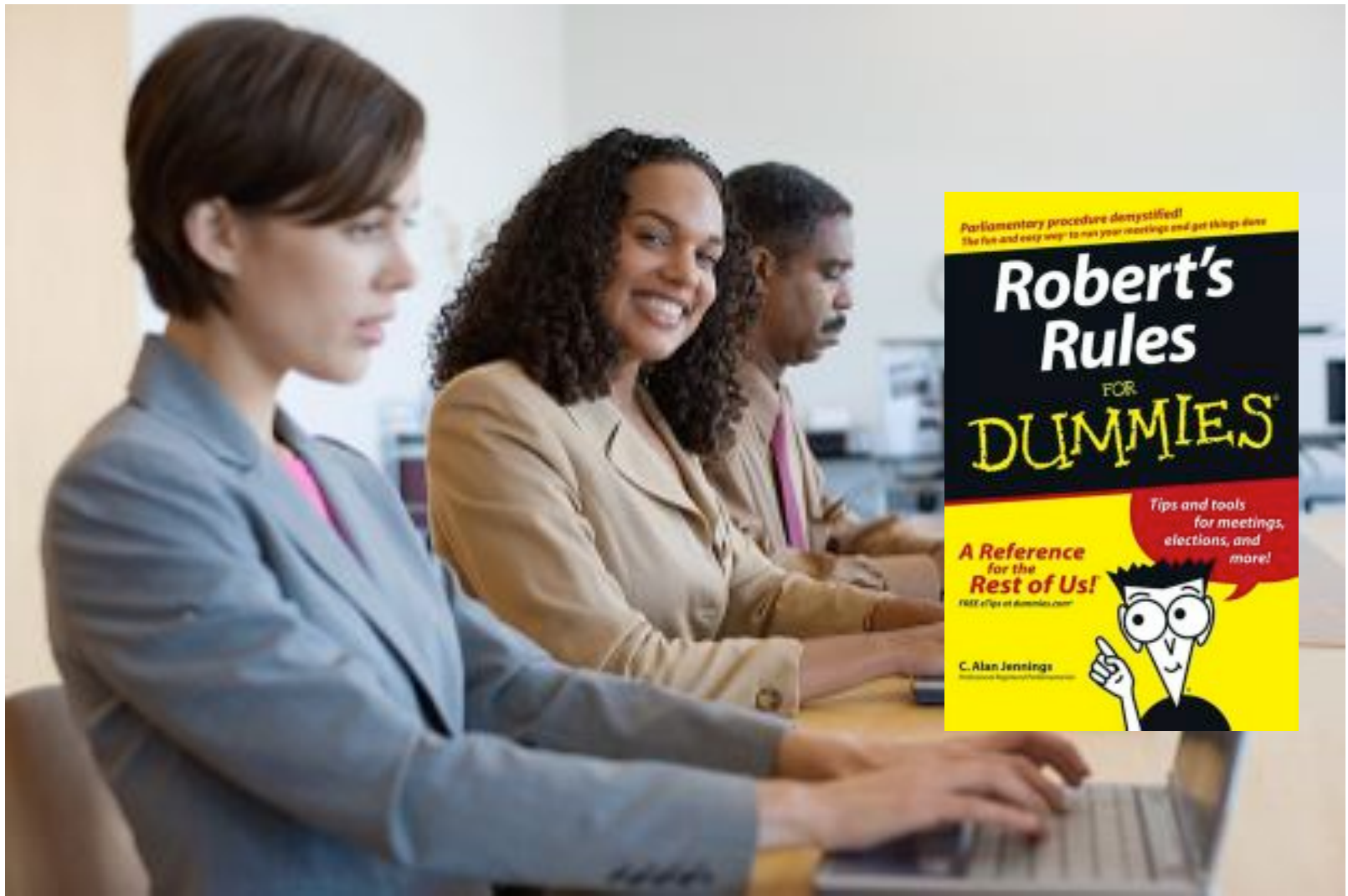
You're a man. You meet your female subordinate at a social event.



MEETINGS



ETIQUETTE



BEHAVIORS

SYMBOLS



**What are your emotions when
you see the pictures that come
next?**









HEROES



VALUES



What's going on around here?



Can you Teach Culture?

YOUR

HOMELAND

PG 246

What is your Default?



We don't know what we know...



The Candle



We don't know what we know...

A row of colorful books with a speech bubble saying 'DON'T'. The books are arranged in a long, slightly curved line, receding into the distance. Each book has a different colored spine, creating a vibrant rainbow effect. A purple speech bubble with a white outline is positioned above the books, containing the word 'DON'T' in white, bold, capital letters. The background is a solid light blue color.

DON'T

The Wake



TABOOS



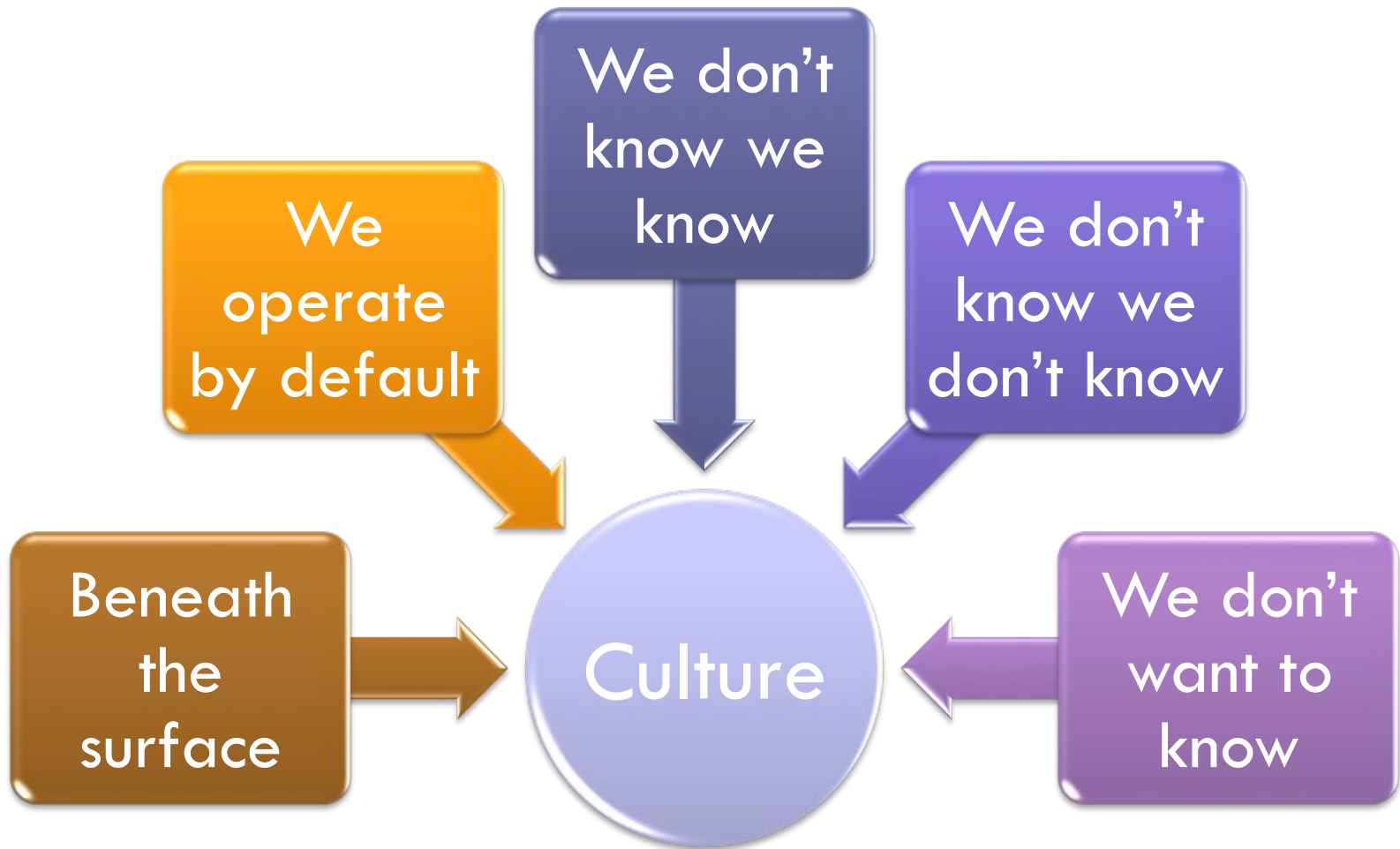
We don't want to know



Who we THINK we are



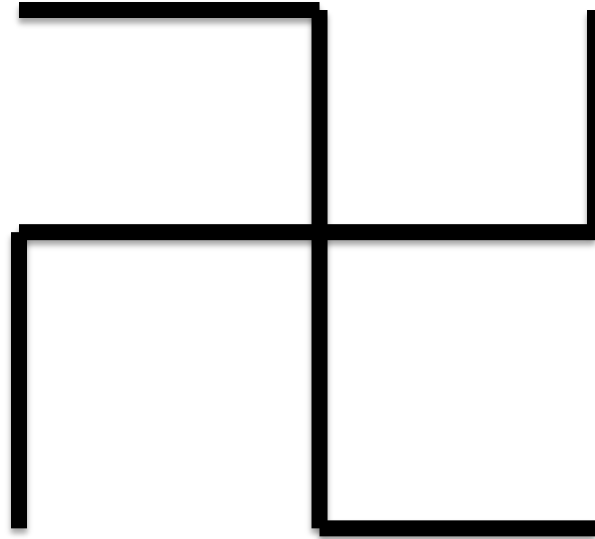
Review



A few good challenges

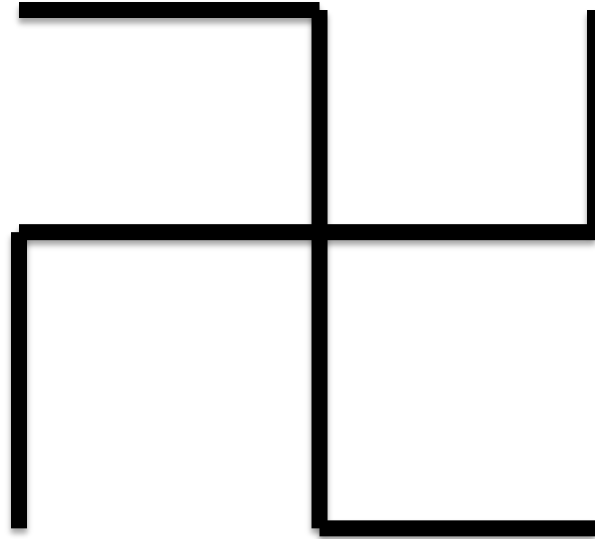


What comes to your mind?



~ L. Robert Kohls

What comes to mind?



What can you see?



ONCE
IN A
A LIFETIME



PARIS
IN THE
THE SPRING



BIRD
IN THE
THE HAND

~ L. Robert Kohls

What can you see?

ONCE
IN A
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BIRD
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THE HAND

~ L. Robert Kohls



“ We try to fit people into patterns based on our previous experience.



We see what we want to see.
We ignore conflicting evidence.

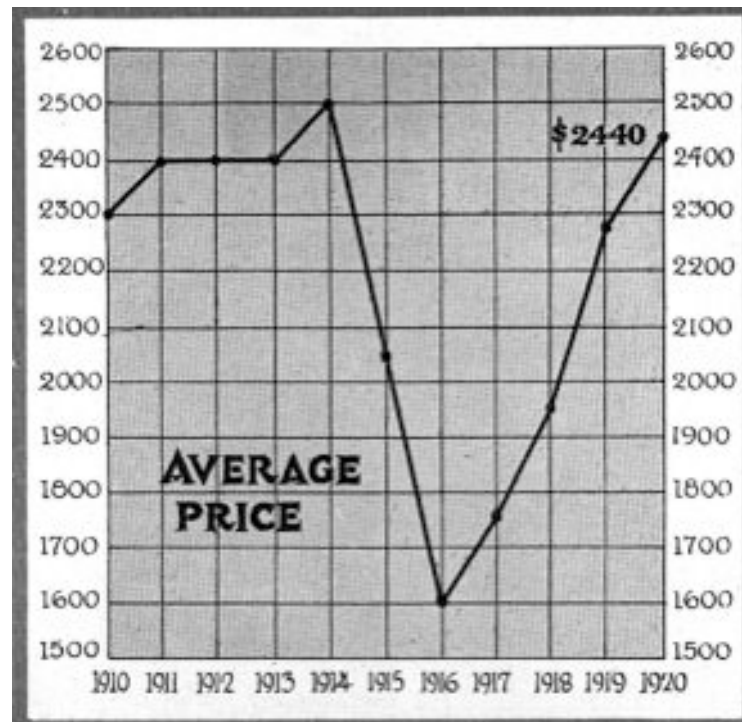


Communication Notes

- Don't assume what you said was understood.
- Don't assume that what you understood is what was said.



The law of averages...



The law of averages...



The law of averages...



Rio de Janeiro



Vila de Pimentel (Pará)



Who is an “American”?



Culture \neq Human Nature



Culture \neq Personality



Personality could
impact comfort with
cultural differences



What personality traits might matter?



Personality is a pattern of behaviors...



POLL

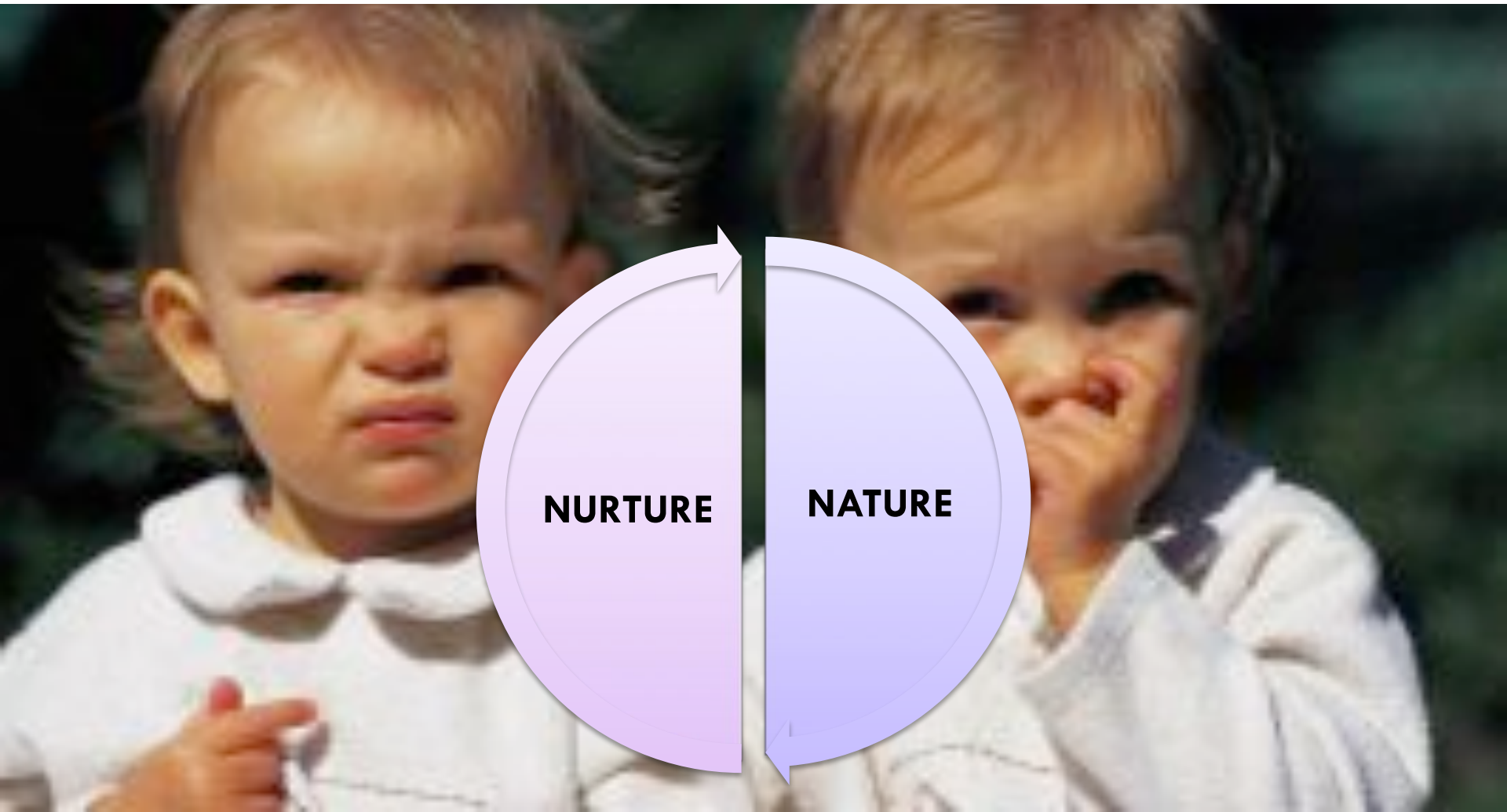
extraversion!



How long ago?



Nature **AND** Nurture





FIVE FACTORS



Need for Stability



LOW

MEDIUM

HIGH

Extraversion



LOW

MEDIUM

HIGH

Originality

LOW

MEDIUM

HIGH



Accommodation



LOW

MEDIUM

HIGH

Consolidation



TARGET

LOW

MEDIUM

HIGH



I want to know!

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What personality traits might matter?



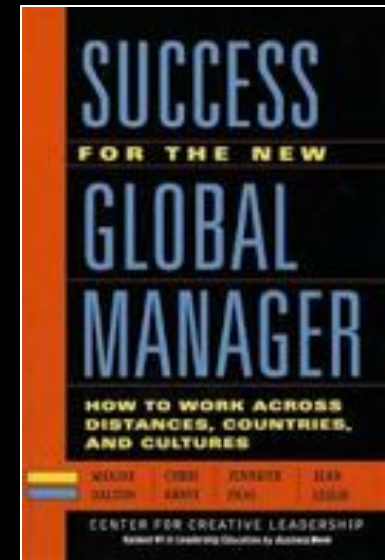
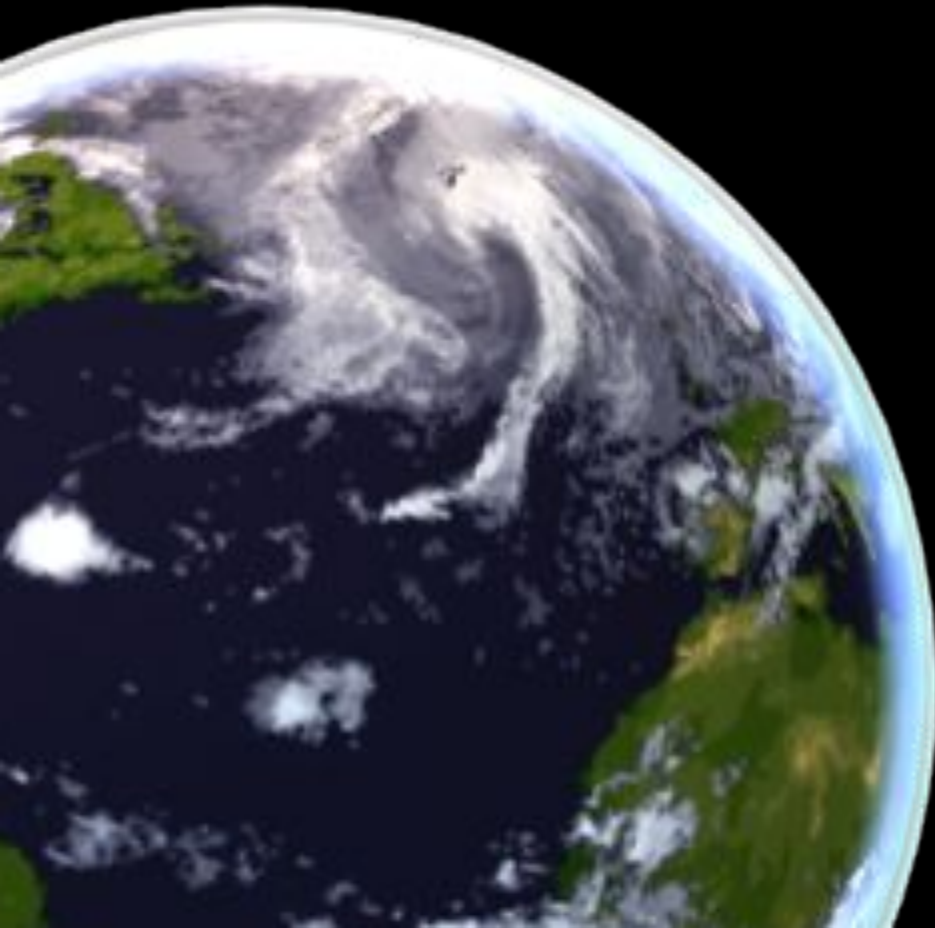


The Global Capabilities Study

Shari Turner



The Study



Cultural Adaptability

- **The ability to alter one's behavior to adjust to other cultural environments.**



Role of Innovator

- means the ability to take different policies, procedures, products, services or practices and create something different that is greater than the sum of its parts.



Perspective Taking

- **The ability to have empathy for the concerns and world views of other cultures.**



Preliminary Correlations

Cultural Adaptability

- Extraversion +
- Complexity (part of Originality) +
- Drive (part of Consolidation) +



Role of Innovator

- Extraversion +
- Originality +
- Drive (part of Consolidation) +



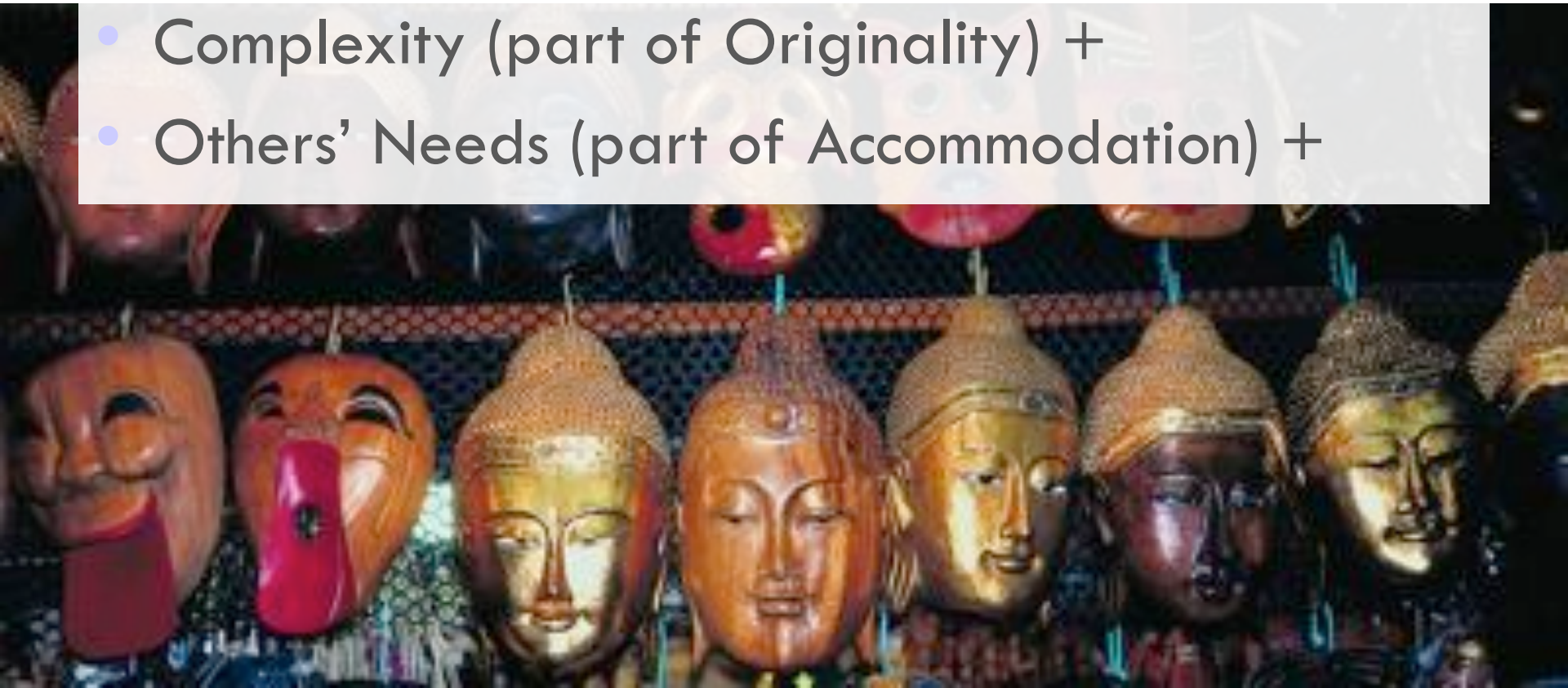
Role of Innovator

- Agreement (willingness to seek harmony, part of Accommodation) –
- Reserve (willingness to speak up, part of Accommodation) –
- Concentration (focus, part of Consolidation) –

**The more challenging, the more
innovative**

Perspective Taking

- Extraversion (in general) +
- Tact (part of Extraversion) +
- Complexity (part of Originality) +
- Others' Needs (part of Accommodation) +



Did Experience Matter?



So What?



Complexity

- **Challengers for Innovation?**
- **Adapters for Perspective Taking?**

Extraversion

- Correlation doesn't mean cause
- Comfort in the workplace
- A different route?

Thank you!



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