

Intercultural Leadership



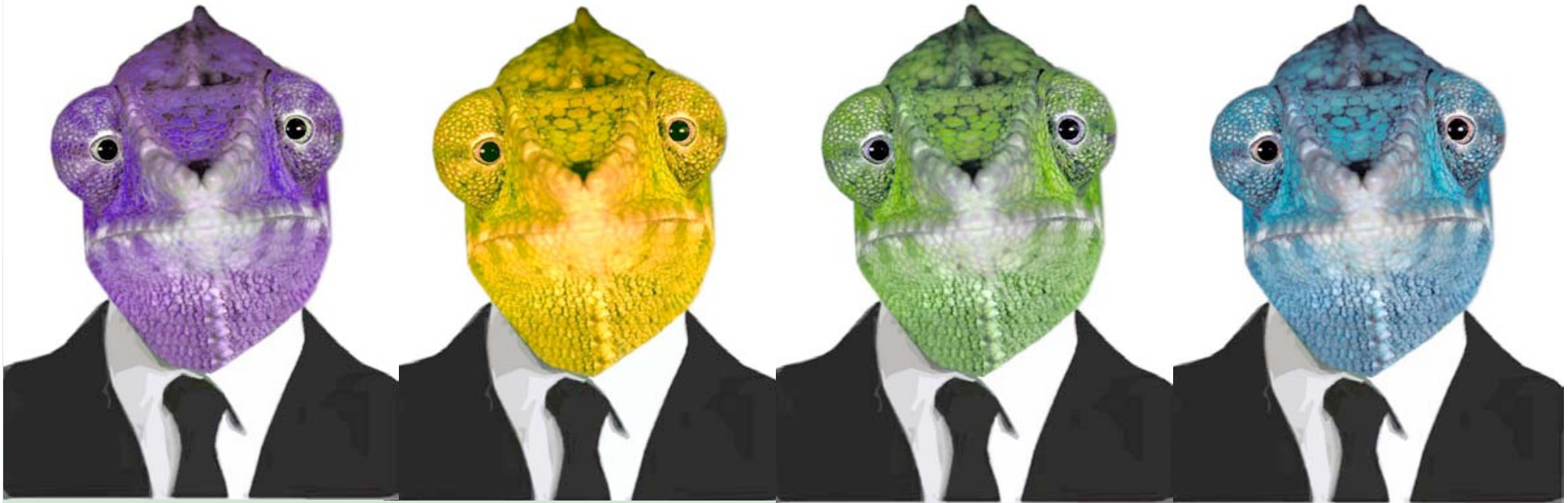




“The elementary need of security within people raises the search for stability and consistency in perception leading to fixation. Dissonant information has a lower chance of being memorized than the familiar information that fits into the draw.”



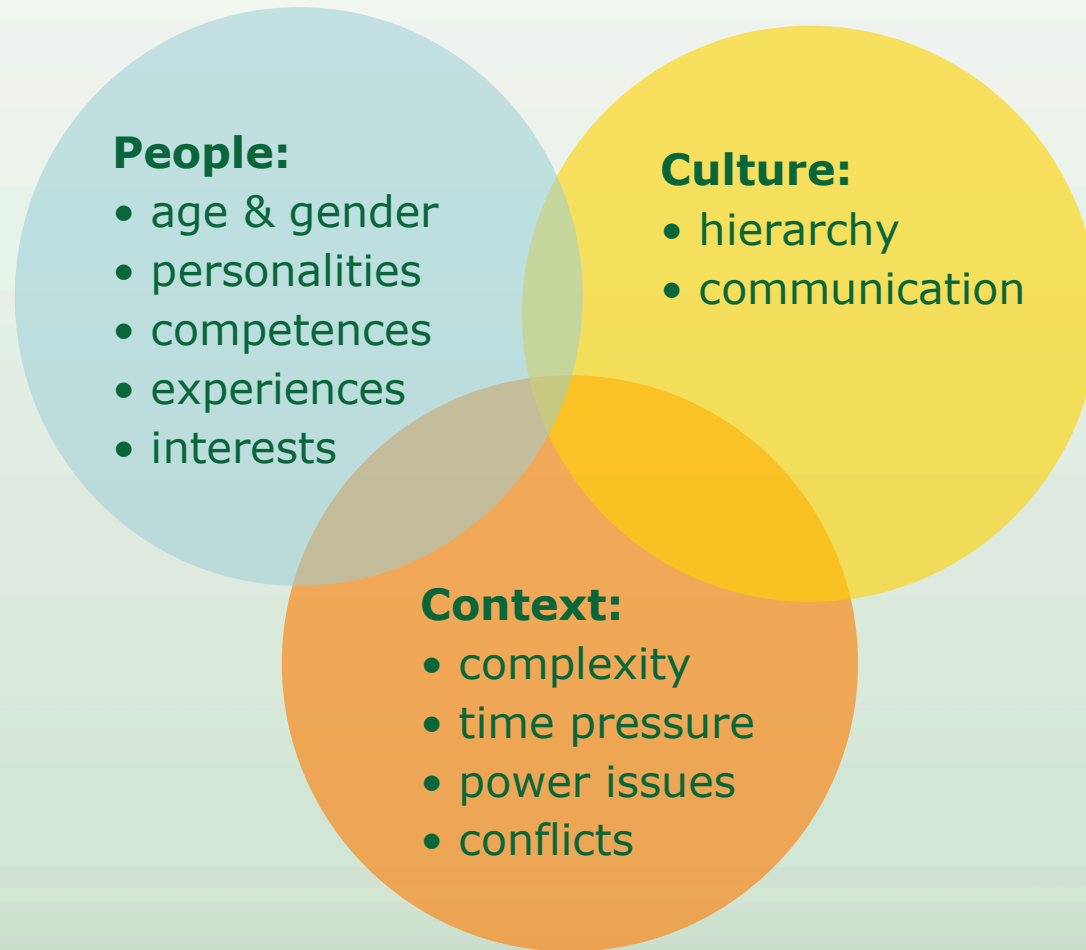






- listening with high attention
- direct eye contact
- smiling
- giving information of oneself in exchange
- finding subjects of common interest
- asking questions about the opposite person
- asking questions to go deeper into the subject
- pronouncing words clearly
- showing interest in what the opposite says
- being friendly and respectful





- Edward T. Hall: “The hidden dimension”, 1969
- Geert Hofstede: “Culture’s Consequences, Comparing Values, Behaviors, Institutions, and Organizations Across Nations, 2001
- Hofstede, Geert and Hofstede, Gert-Jan. Cultures and Organizations: Software of the Mind”, 2004



- power distance (sense of hierarchy)
- individualism versus collectivism
- uncertainty avoidance versus spontaneity
- masculine versus feminine culture
- long term orientation versus pursuit for quick results



***"Connie. You are quite intelligent
for a woman."***

Toni, MBC presenter from Beirut, London 1999



he cannot possibly mean it

he is so stupid and behind
(someone did not believe the story)

total despair with the woman director from Lebanon



- How aware am I of my own culture?
- What clichés do I have of “the other” culture?
- On what grounds did I build these clichés?
- What facts do I have to feed the cliché?
- What perceptions does “the other” culture have of my world and why might that be?
- Why are we as we are / what is our history?
- Why are “they” as they are / what is “their” history?
- How important is religion in my everyday life?
- What connotation does religion have in my view?
- Why do we judge people in the first minutes of encounter?
- Why is judging others so common among mankind?



“Peter listens to my different approaches.

Peter does not judge my ideas immediately.

Peter asks questions to better understanding my ideas.

Peter and I discuss new strategies and we decide together what to do.”



***The leader who does not judge
or have an immediate opinion
in our society receives the stigma
of being a weak personality.***



- Intercultural thinking could be a criterion for performance competency
- Intercultural thinking could be checked during recruiting processes
- Intercultural thinking could be an element of employer branding projects



***"Do one thing every day
that scares you."***

Eleanor Roosevelt



