



Third National Coaching Psychology Symposium

'Leading Coaching Excellence – How to do it'



PEOPLE MANAGEMENT SOLUTIONS
Creating a climate for growth

Executive Coaching Across Cultures



INTEREST GROUP IN
COACHING PSYCHOLOGY

22 - 23 August 2008

Dockside | The Balcony Level | Cockle Bay Wharf | Sydney



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Introduction

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And

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Consulting Psychologist

JSA International Communications Pty Ltd



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Structure of this Session



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What do we mean when we say Executive Coaching across cultures?



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Differences between Executive Coaching and Corporate Coaching

Ability to have conversations beyond the obvious.

These may include global issues,
philosophical items, sociological issues or
business issues of the day and in the future.



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Differences between Executive Coaching and Corporate Coaching

Executive coaches are comfortable coaching around complex issues and international agendas.



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Differences between Executive Coaching and Corporate Coaching

Ability to be a risk taker by challenging individual at high levels
(sometimes they speak the truth where no one else will?).



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Differences between Executive Coaching and Corporate Coaching

Ability to be a confidant with whom executives can share
all sides of themselves;
Their hopes as well as their fears, their egotistical desires
as well as their social needs,
their dream for them selves as well as
for their organisation.



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AUSTRALIAN POPULATION (2007)

- 21 million people
- One quarter (5.3 million people) born overseas.
- Immigrants born in North-West Europe in decline, 8.2% (1997) to 7.3% (2007).

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Language Spoken At Home

Between 2001 – 2006 census (as a proportion of population)

Reduction

English only

Greek

Italian

Increase

Arabic

Mandarin



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Skilled Migrant Program (2006-07)

- 97,920 people (increase of 0.6% on 2005-06).

The Skill Stream made up 66.1% of the total program.

- Main countries of citizenship
 - United Kingdom (UK),
 - India,
 - Peoples Republic of China (PRC),
 - South Africa
 - Malaysia.



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Cross Cultural Implications Of Assessment

- Cultural barriers to communication.
- Interpretation of behaviour.
- Areas of misunderstanding.
- Awareness of psychologist's own cultural biases.
- Identifying features of culture shock.

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Human Relationships - Five Dimensions of how we relate to other people

Universalism versus particularism

ocietal versus personal obligation

ules versus relationships

Individualism versus collectivism

ersonal versus group goals

*Riding The Waves of Culture:
Understanding Diversity in Global Business by Fons Trompenaars, 1994*

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Human Relationships - Five Dimensions of how we relate to other people

Neutral versus Affective Relationships

motional involvement in relationships

he range of feelings expressed

Specific versus Diffuse Relationships

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egree of range of involvement

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Human Relationships - Five Dimensions of how we relate to other people

Achievement versus Ascription

- *Legitiisation of power / status*
- *How status is accorded*

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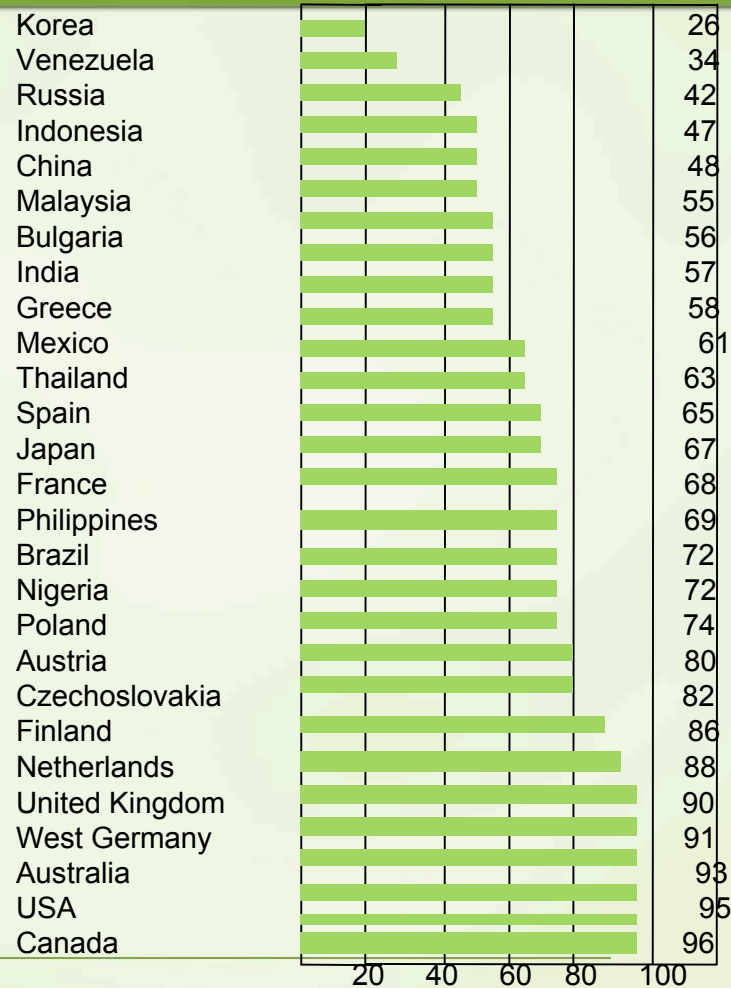


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*Managing Across Cultures;
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Universal versus Particular

% people giving no/some right to a friend



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Individual versus Collective



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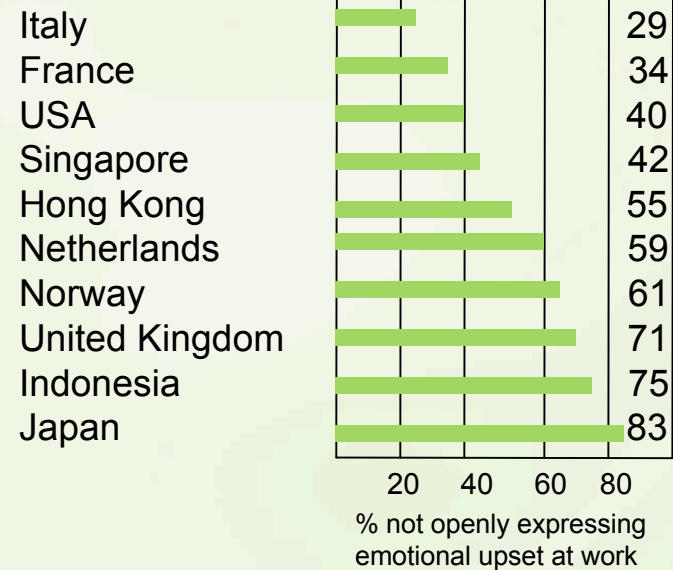
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Neutral versus Affective



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Specific versus Diffuse



% who would not help paint the house 20 40 60 80 100

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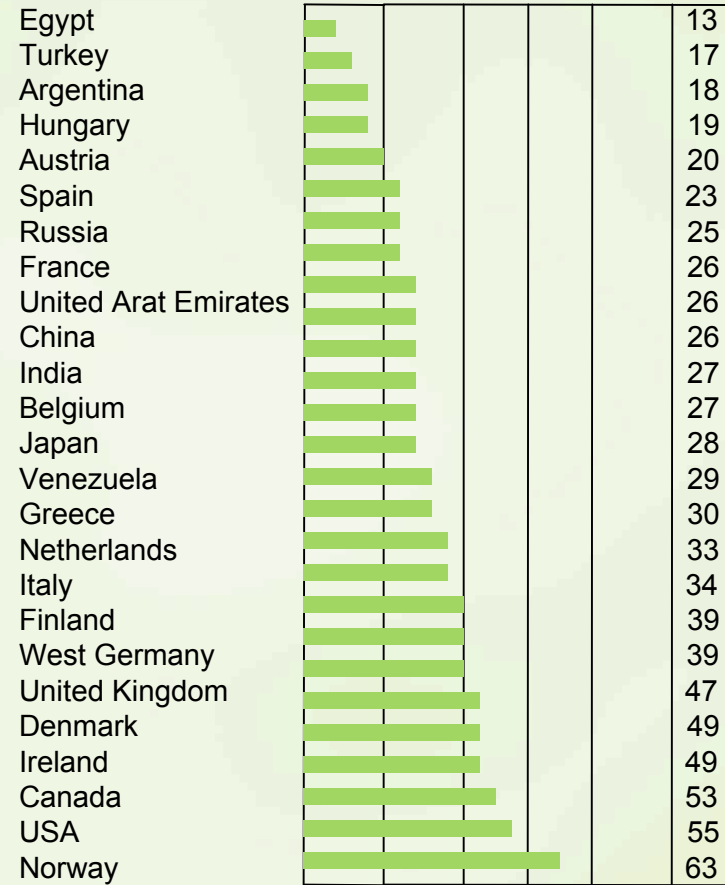
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Achievement versus Ascription



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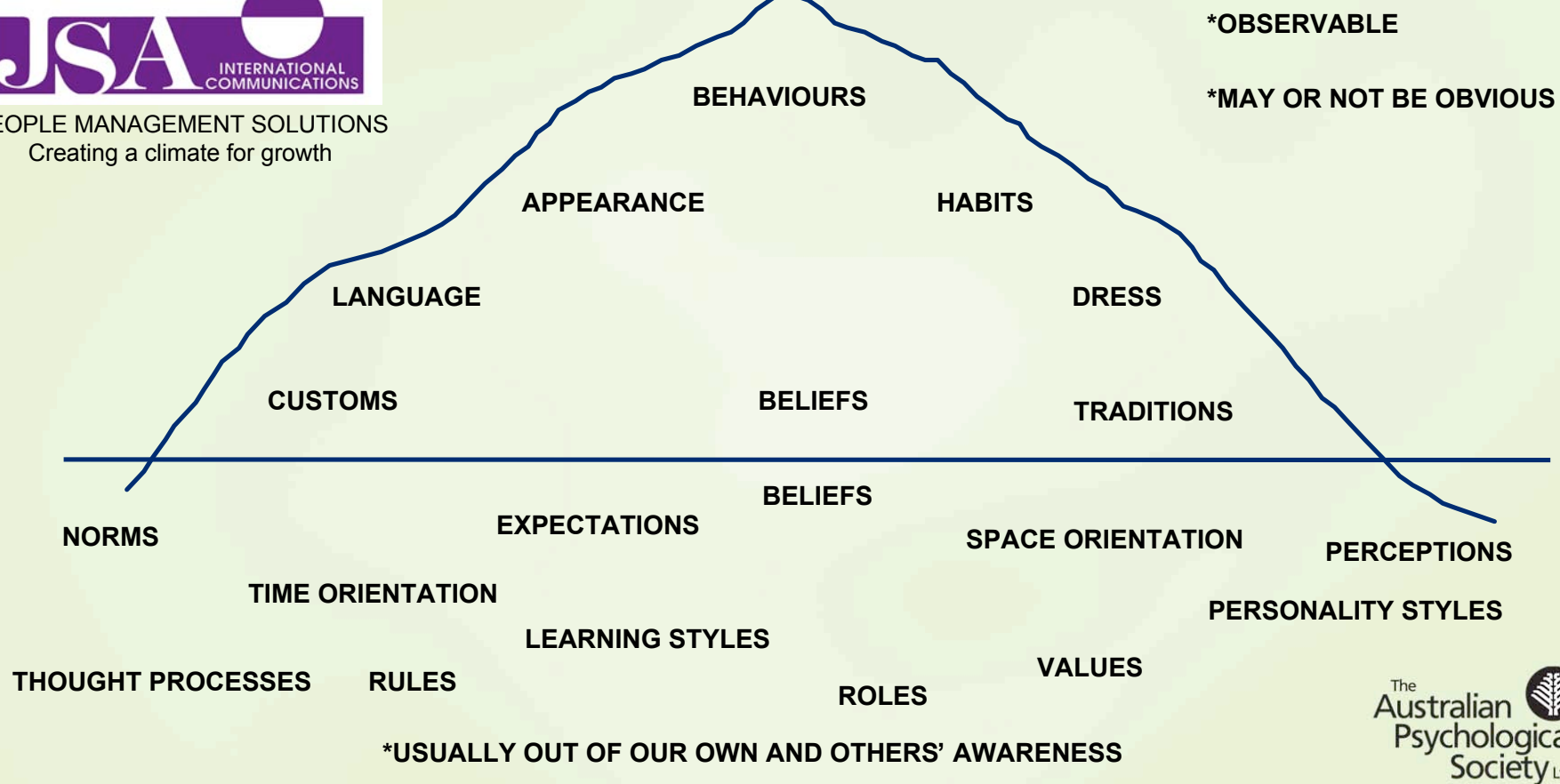
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The Iceberg Of Culture





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Comparing Cultural Norms and Values

Aspects of Culture;

- Sense of self and space
- Communication and language
- Dress and appearance
- Food and eating habits
- Time and time consciousness

Garden Schwartz & Rowe

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Comparing Cultural Norms and Values

Aspects of Culture;

- Relationships, family, friends
- Values and norms
- Beliefs and attitudes
- Mental processes and learning style
- Work habits and practices

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Exercise One



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Comparing Cultural Norms and Values

Aspects of Culture;

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How does this impact upon coaching?



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Case Examples - Handouts



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Ten tips for Cross Cultural Executive Coaching



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Resources - Handouts



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Summary



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