

**Leveraging cultural boundaries for leadership**

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Innovationsfonden

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HUMAN RESULTS

# CULTURE IS NOT AN ISSUE



Ledelsesopgaverne bliver i stigende grad  
globaliserede

Mange af dem kan kun løses ved aktivt at  
bringe kulturelle forskelle i spil i arbejdet,  
frem for på forskellig vis at holde dem væk.

# Globale lederteams



Teamsamarbejde ganget op globalt

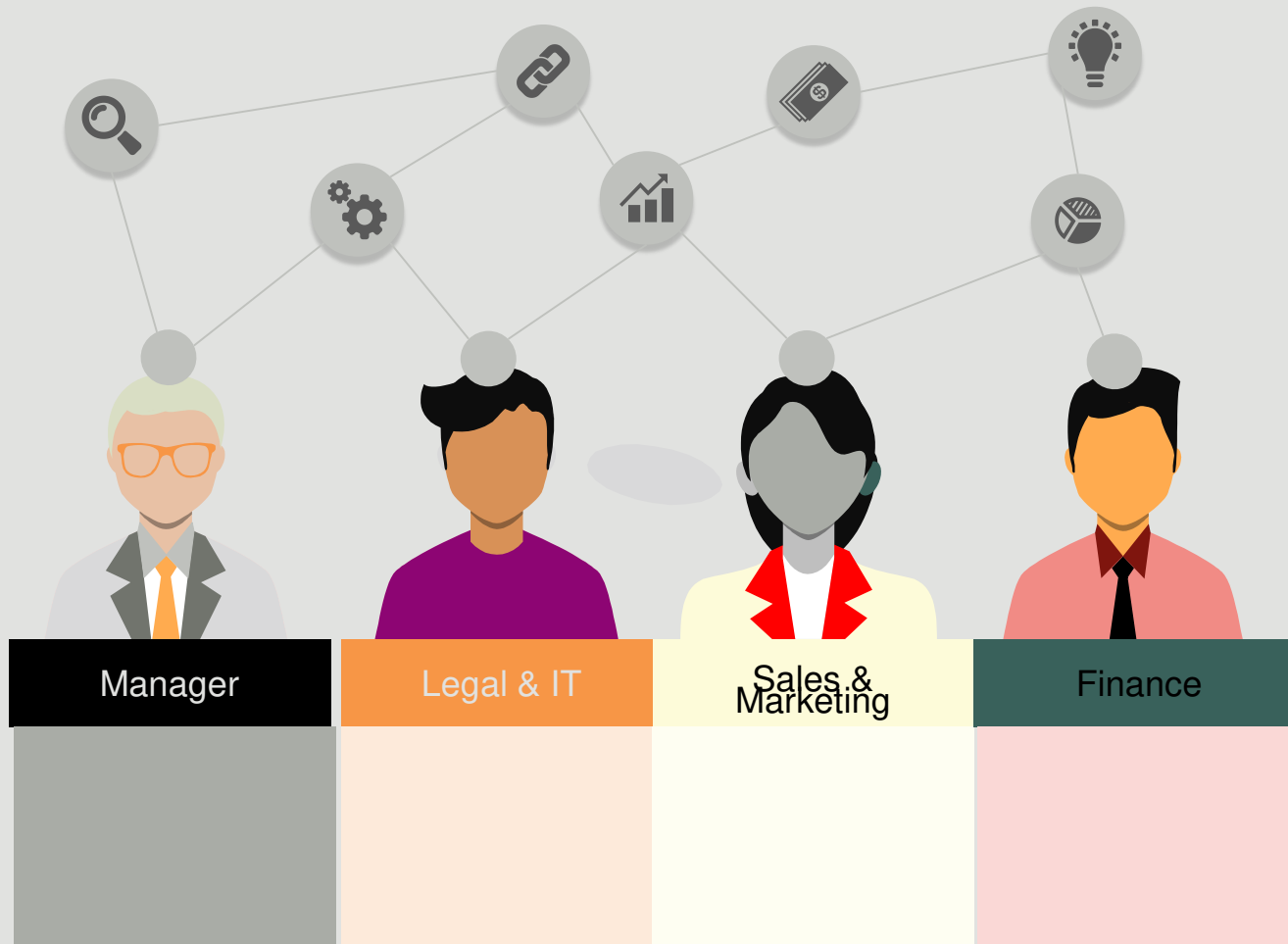
# Research on global business and the cultural factor

I've not met a high-level leader in any industry who doesn't see cultural agility as a key factor for future success. On the contrary, I've found unanimous agreement that their organizations' global growing pains would ease, if they had access to a robust pipeline of **culturally agile professionals**.

(Paula Caligiuri, *Cultural Agility : Building a Pipeline of Successful Global Professionals* (2013))



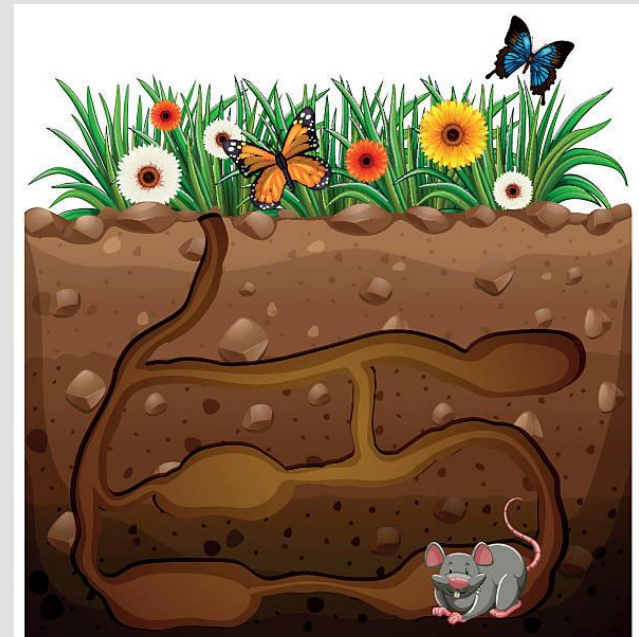
# 31 interviews with 9 global management teams in 8 Danish companies



# The value of culturally diverse teams

When a team is culturally diverse, first of all we take a wide group think, you know, when you grow up in the same environment, the same type of background, same culture, I think we have a tendency of group think, you know, and then we just go deeper and deeper into a rat hole. When a team comes from different background we can leverage on rich experiences, different points of view, opposing ideas, right, opposing ideas, and that can only enrich a conversation, not to mention, it's so fun, I love it ...

(foreign VD, Singapore)



# Hvad spurgte vi teammedlemmerne om?

1. Hvorledes forstår I kulturforskelle?
2. Hvilke udfordringer skaber kulturforskelle for teamsamarbejde og opgaveløsning?
3. Hvad forholder I jer til disse udfordringer.
4. Hvordan skaber I synergi og udnytter I potentialerne ved at være forskellige?



# Hvordan forstår ledere kultur?

Analyser  
kulturforskelle

Vær  
opmærksom  
på dine briller

Kultur er et  
bur

Kultur spiller  
ingen rolle

Assimilation  
til vores kultur

# Assimilation

- so, yes, there are differences, when you come from different countries, but I think what ultimately then brings you back to a common denominator is the company culture, right. The company culture then takes the precedent and then all of us coming from different cultural backgrounds get connected through the company culture (Interview 2.1.)

# Til vores kultur

- I think the Scandinavian management culture if I would call it that is very participative so it's inclusive, it's open, you encourage people to speak their mind and you really mean it (INTERVIEW 5.1.).

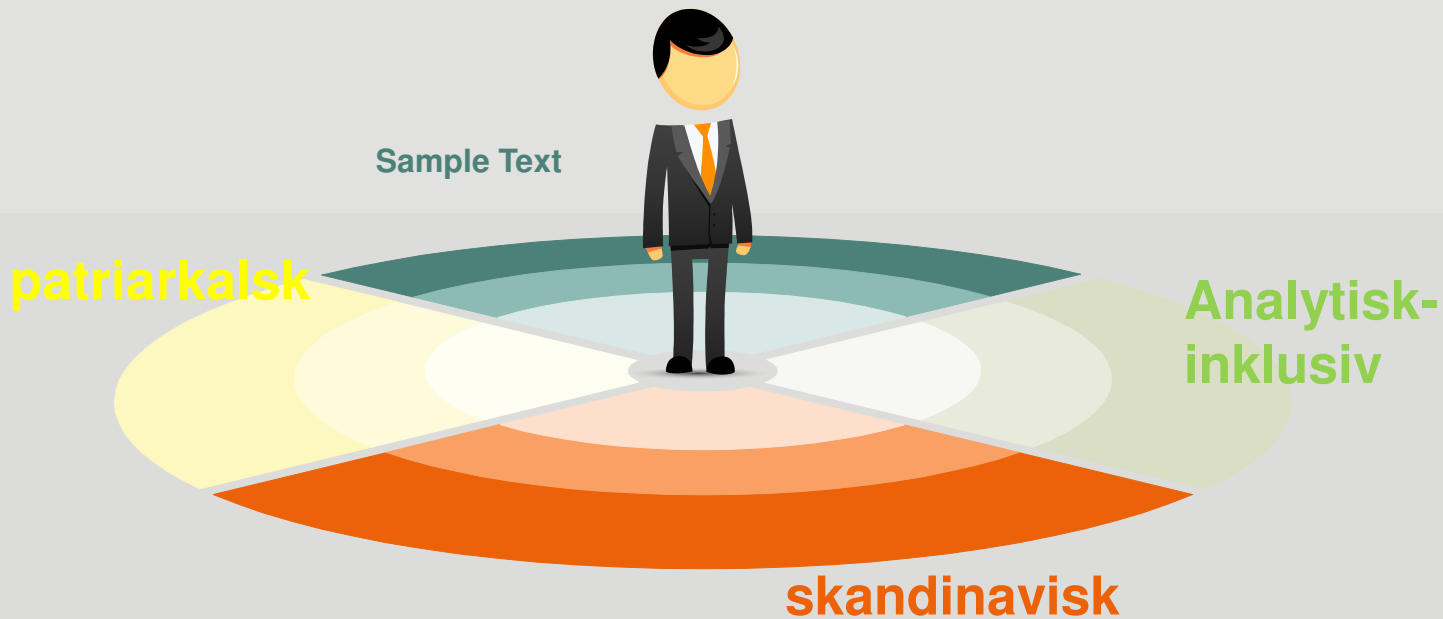
# Hvad kan de andre?

- “Chinese they don’t challenge you at all and they -- and you need to know to learn how to cope with that because everything works perfectly, you just need to do the right things in order to make it work and ... (...) I would not expect [name] to come up with the good ideas on how we could do that...” (INTERVIEW 1.1)

# Analysar situationen!

- You have to look for clues and you have to actually learn them because as you arrive here you may initially think everything is great, everyone agrees and you know, case closed. And then they come to you separately in the meeting, they one to one and say actually I don't -- I couldn't say it in there (INTERVIEW 4.1.)

# Kulturforskelle og lederstile







# Leadership as an outcome (leadership team task)



SHARED DIRECTION



Wilfred Drath



ALIGNMENT

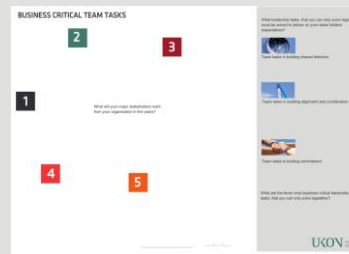


COMMITMENT



# Team dynamics in global leadership teams

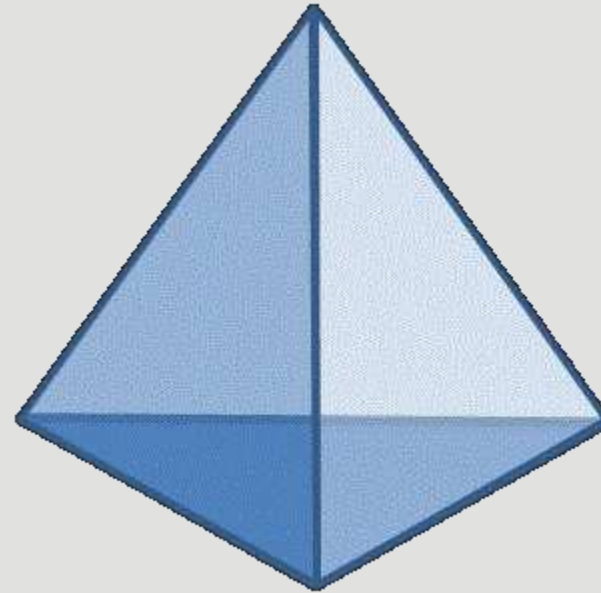




## Business Critical Teamwork Task

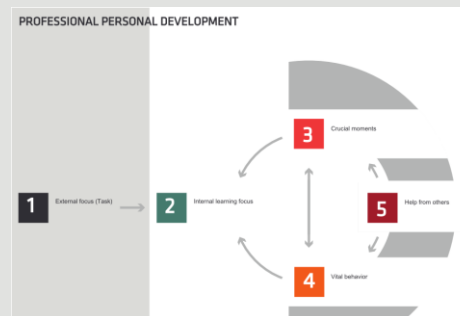


Teamwork  
Experiments



Vital  
Synergies

## Professional Personal Growth



### 3 ALIGN Prototypes

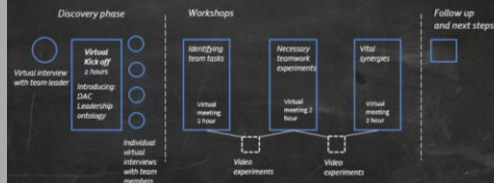
- customized programs that enable growth and redefinition of global leadership teams

Co-located leadership team (online program)

Distributed leadership team

Local intercultural leadership team (physical program)

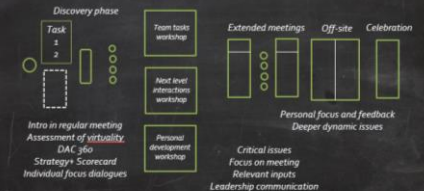
#### Online program for a co-located leadership team



#### Program for distributed teams



#### Local intercultural leadership teams



## LEVERAGING CULTURES

Problem solving and  
decision making cultures

Cultures concerning  
the leadership role

Cultures of relations and  
relationship building

Communication and  
feedback cultures

Teamwork cultures

Team task



# ALIGN

GLOBAL  
LEADERSHIP  
TEAMWORK

Forstil jer at jeres tre organisationer har besluttet at implementere fælles performancemanagement system og praksis.

I tre udgør ledelsen i den organisation, der skal udvikle løsningen og implementere den.

### Tre trin

- 1) Hvilke variationer af feedbackkultur kan I få øje på i jeres organisationer?
- 2) Diskutér hvordan I undgår at neutralisere eller stereotypificere disse kulturer i samarbejdet mellem jer tre
- 3) Lagde I mærke til nogle kulturelle "clues" i jeres egen samtale?

Bemærk at det ikke nødvendigvis er én kultur for hver organisation. Der kan være flere samme sted eller de samme flere steder.

# Question burst

Brainstorm på de mest interessante, kraftfulde, spørgsmål, som I gerne vil have besvaret omkring udvikling af interkulturelle ledelsesteam

Skriv de bedste på Sli.do. Like de bedste af de andres

Vi vil give vores foreløbige svar nu, hvis vi kan. Og tage resten med i vores videre forskning.



**UKON**  
HUMAN RESULTS

Stereotype råd er ofte til  
mere skade end gavn

Vi bliver nødt til at tale om  
det og opøve vores  
sensitivitet





## ABOUT UKON

UKON is Denmark's leading consulting firm in leadership development and organizational psychology. During the last 25 years, we have worked with private and public organizations nationally and internationally. Twenty highly experienced consultants work from our offices in Aarhus and Copenhagen.