

Coaching Across Cultures

Unleashing the power of cultural diversity
in individuals, teams and organizations

ACTO

27 January 2021



Cultural differences are still all-too-often misunderstood, ignored or inadequately managed, resulting in frustrations, conflicts, financial losses and missed opportunities.

When understood and used constructively, however, these differences provide a remarkable source of richness for interactions, learning and growth.

A quick poll

To what extent are you currently integrating a cultural perspective into your coach training?



What we will cover...

- What is *coaching across cultures* (intercultural coaching)?
- *Culture* as a dynamic process rather than as a static given – promoting unity rather than polarization
- Roadmap for navigating & assessing the cultural terrain – the Cultural Orientations Framework assessment
- Four interconnected levels of applications for intercultural coaching: individual, team, organization, society



Traditional coaching has assumed a worldview that is not universal and increasingly insufficient to help address the complex challenges in our turbulent, interconnected and global environment.

→ Integrating the cultural perspective into coaching in a systematic fashion



1999
First presentation at an international conference (London)

2006
First LCAC – COF certification seminar (Brussels)

2011-2013
First LCAC – COF certification seminars in French (Paris) and Spanish (Madrid)



2003
Publication of *Coaching Across Cultures*

2010
Publication of *Global Coaching*

2018
New COF assessment



Philippe Rosinski

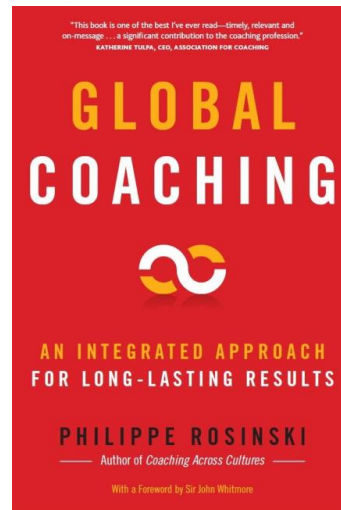
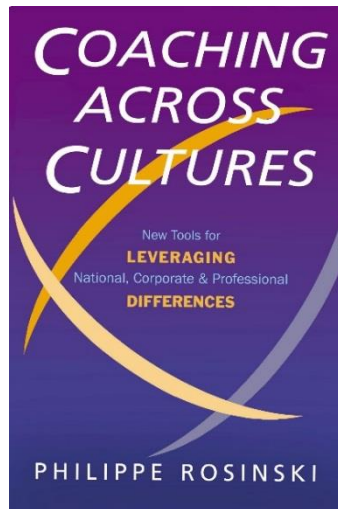
Post-Con 2: Coaching Across Cultures : Understanding and Leveraging Cultural Differences

Cultural orientations are a composite of many factors: national, regional, religious, professional, corporate. Culture plays an essential role in shaping people's behaviours, norms, values and basic beliefs. In a global environment in particular, it becomes essential for executives and executive teams to understand and leverage cultural differences.

In this session, delegates will learn a framework which integrates some of the best research in cross-cultural management and communication (including Trompenaars, Hofstede, Hall, etc.) to help you:

- Understand key cultural differences in areas of practical value to international business people
- Discover how you can leverage cultural differences for personal, team and organisational development
- Adopt a cultural perspective to enhance your coaching practice

Philippe Rosinski is considered an expert in team and executive coaching. He is working with senior executives from premier organizations such as Unilever, Chubb Insurance and Baxter Healthcare. His recent articles, *Leading for Joy* and *Constructive Politics* provide fresh perspectives on coaching and leadership development. He is the Director of Custom Programs for the Center for Creative Leadership in Europe.



Coaching across cultures has two objectives

1. Indeed, to **enable more effective work across cultures** (though not only in an international sense)
2. More fundamentally, intercultural coaching is in essence **a more creative and complete form of coaching**
 - The approach challenges cultural assumptions in all situations.
 - It propels you, the coach, and your coachees beyond previous limitations.
 - It offers new options in the form of alternative ways of thinking, communicating, managing time and engaging in your various activities.

If you think coaching across cultures is reserved for those working on international assignments and traveling abroad, or if you view intercultural coaching as a “niche market” that concerns a minority of professionals (despite the rapid globalization of our economies), you might want to reconsider.

→ Integrating the cultural perspective into coach training in a systematic fashion



HEC Paris



University of Cambridge



Henley Business School

Coaching

The art of facilitating the unleashing of people's potential to reach meaningful, important objectives

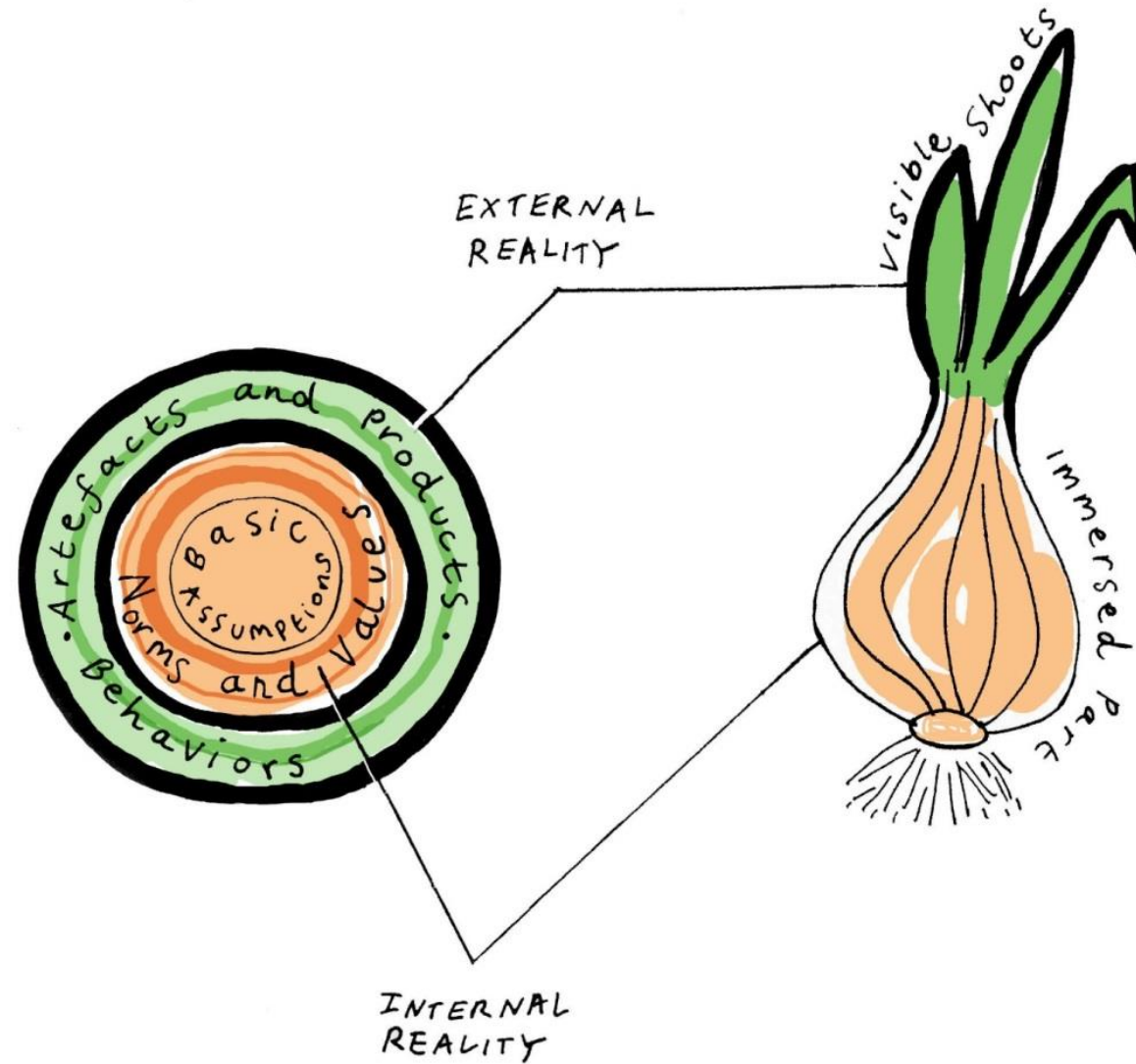
Coaching across cultures

is a more creative, powerful and complete form of coaching:

it also helps to unleash the potential that resides in cultural diversity.

Culture

A group's culture is the set of unique characteristics that distinguishes its members from another group



CULTURE AS AN ONION

Control



Humility



Scarce time



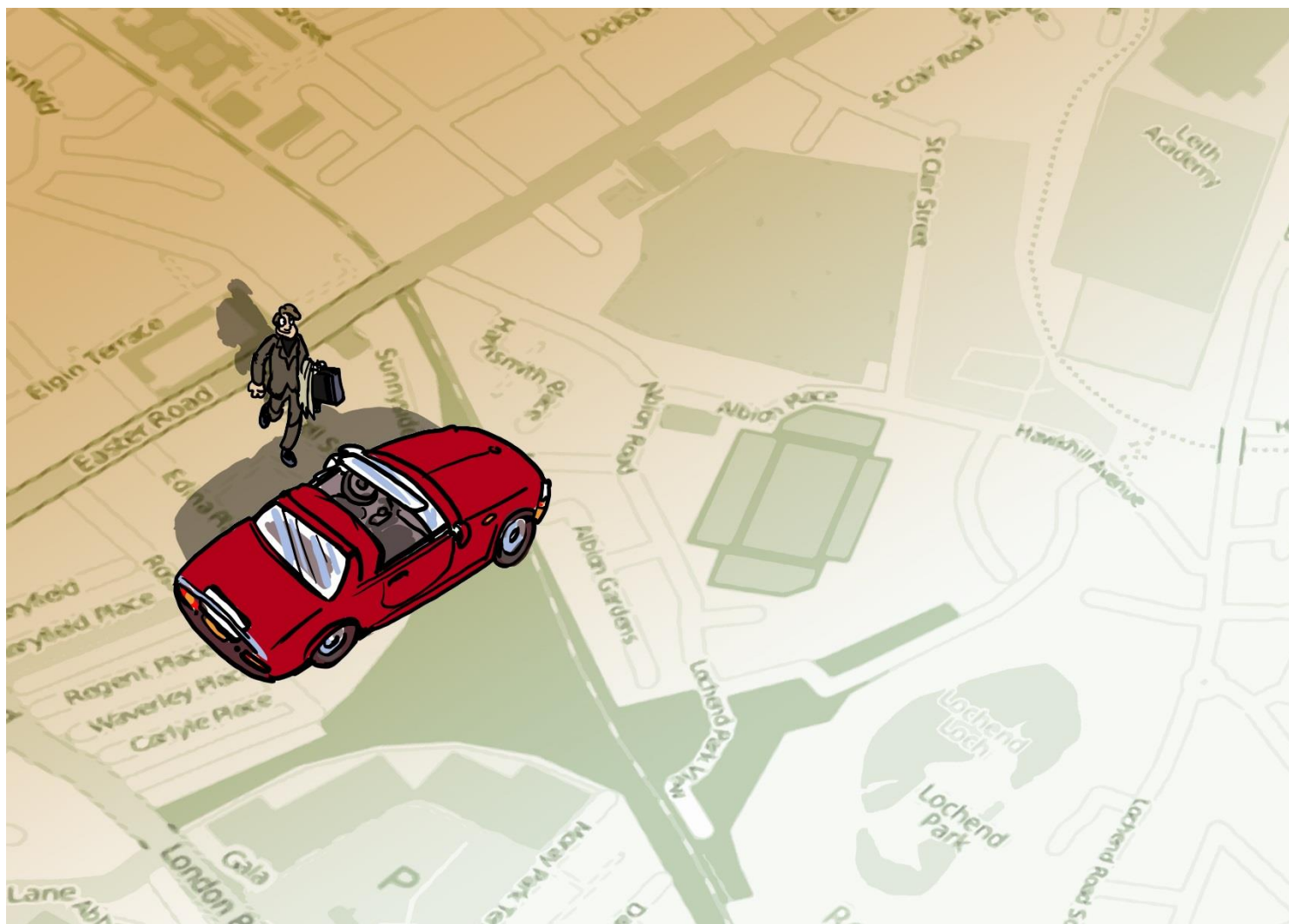
Plentiful time



Culture

Our nurture (what we have learned along the way)
versus **Our nature** (what we are born with)

Roadmap to Navigate the Cultural Terrain



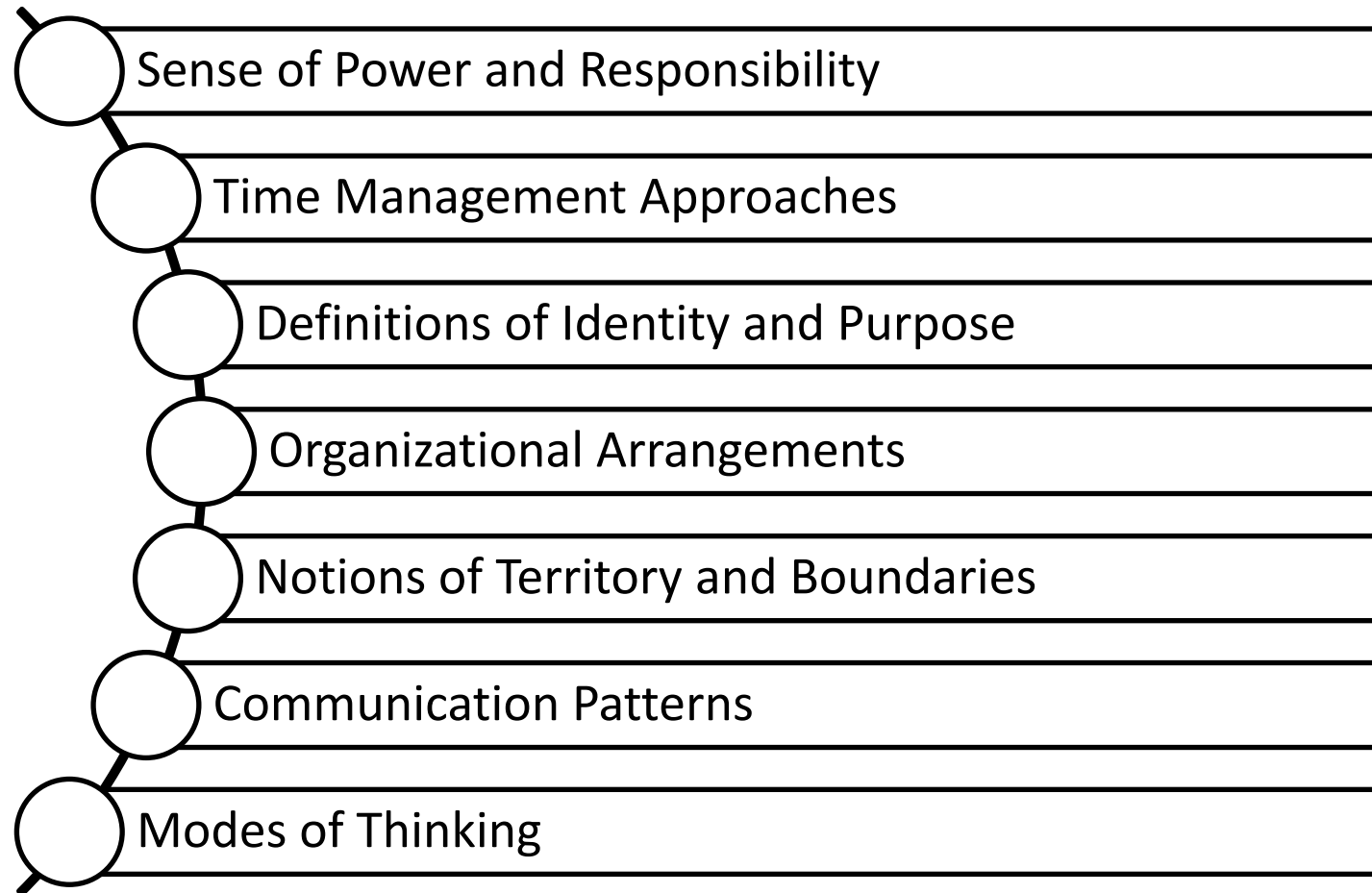
Cultural Orientation

An inclination to think, feel or act in a way that is culturally determined, or at least influenced by culture

“The core difficulty in cross-cultural interaction is -simply stated- a failure to recognize relevant cultural differences.”

-Edward Stewart and Milton Bennett

Cultural Orientations Framework- Categories



CULTURAL ORIENTATIONS FRAMEWORK (COF)

SENSE OF POWER AND RESPONSIBILITY

Control / Harmony / Humility

TIME MANAGEMENT APPROACHES

Scarce / Plentiful
Monochronic / Polychronic
Past / Present / Future

DEFINITIONS OF IDENTITY AND PURPOSE

Being / Doing
Individualistic / Collectivistic

ORGANIZATIONAL ARRANGEMENTS

Hierarchy / Equality
Universalist / Particularist
Stability / Change
Competitive / Collaborative

NOTIONS OF TERRITORY AND BOUNDARIES

Protective / Sharing

COMMUNICATION PATTERNS

High context / Low context
Direct / Indirect
Affective / Neutral
Formal / Informal

MODES OF THINKING

Deductive / Inductive
Analytical / Systemic

OTHER

Your customized supplemental COF dimensions

COF™ ASSESSMENT

Determining individual and collective cultural orientations



WHAT IS THE COF ASSESSMENT?

The Cultural Orientations Framework (COF) assessment facilitates the understanding of salient cultural characteristics for individuals, teams and organizations.

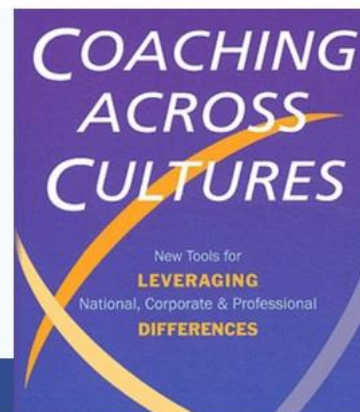
[Learn more](#)

- SENSE OF POWER AND RESPONSIBILITY
- TIME MANAGEMENT APPROACHES
- ORGANIZATIONAL ARRANGEMENTS
- MODES OF THINKING
- NOTIONS OF TERRITORY AND BOUNDARIES
- DEFINITIONS OF IDENTITY AND PURPOSE
- COMMUNICATION PATTERNS
- OTHER

COACHING ACROSS CULTURES

The COF model is described in detail in *Coaching Across Cultures*, examples for each cultural dimension, various ways of leveraging differences, practical cases and recommendations. *Coaching Across Cultures* is the indispensable companion book to interpret and capitalize on your COF results.

[Find out more](#)



TAKE THE COMPLIMENTARY COF ASSESSMENT

Upon completion of the questionnaire, your individual COF profile will be automatically generated. You will be able to view and print your COF report.

[Participate](#)



PROJECT MANAGEMENT

This section is reserved for COF certified users and allows them to create & manage their COF projects.

[Manage projects](#)



GET COF CERTIFIED

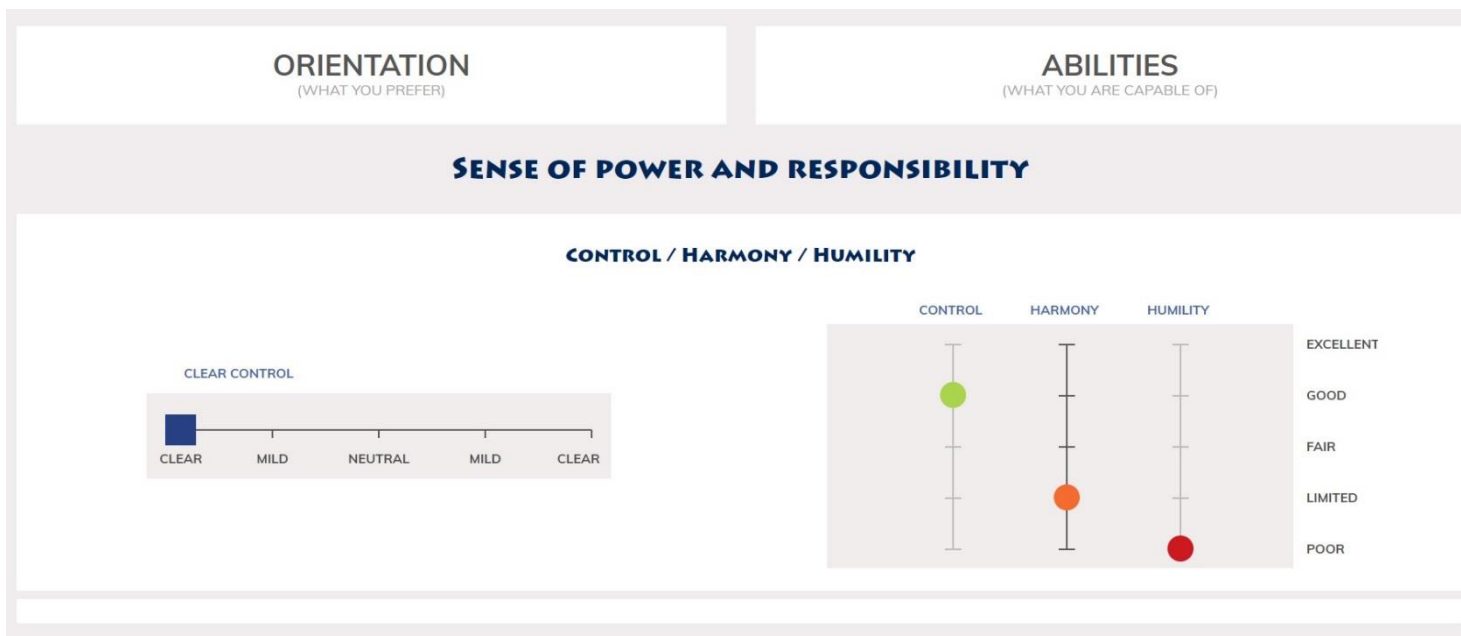
Become certified to use the COF assessment by participating in our acclaimed 3-day seminar or through individual supervision. The certification is highly recommended for using the COF assessment with your individual clients and indispensable with teams and organizations.

[Learn more](#)



Four interconnected levels of applications for intercultural coaching

- Individual
 - Self coaching (intrapersonal)
 - One-to-one coaching (interpersonal)
- Team
 - Team coaching
- Organization
 - Organizational development (e.g., cultural auditing and facilitating integration in Mergers & Acquisitions and Alliances)
- Society
 - Contributing to societal progress (promoting unity in diversity)



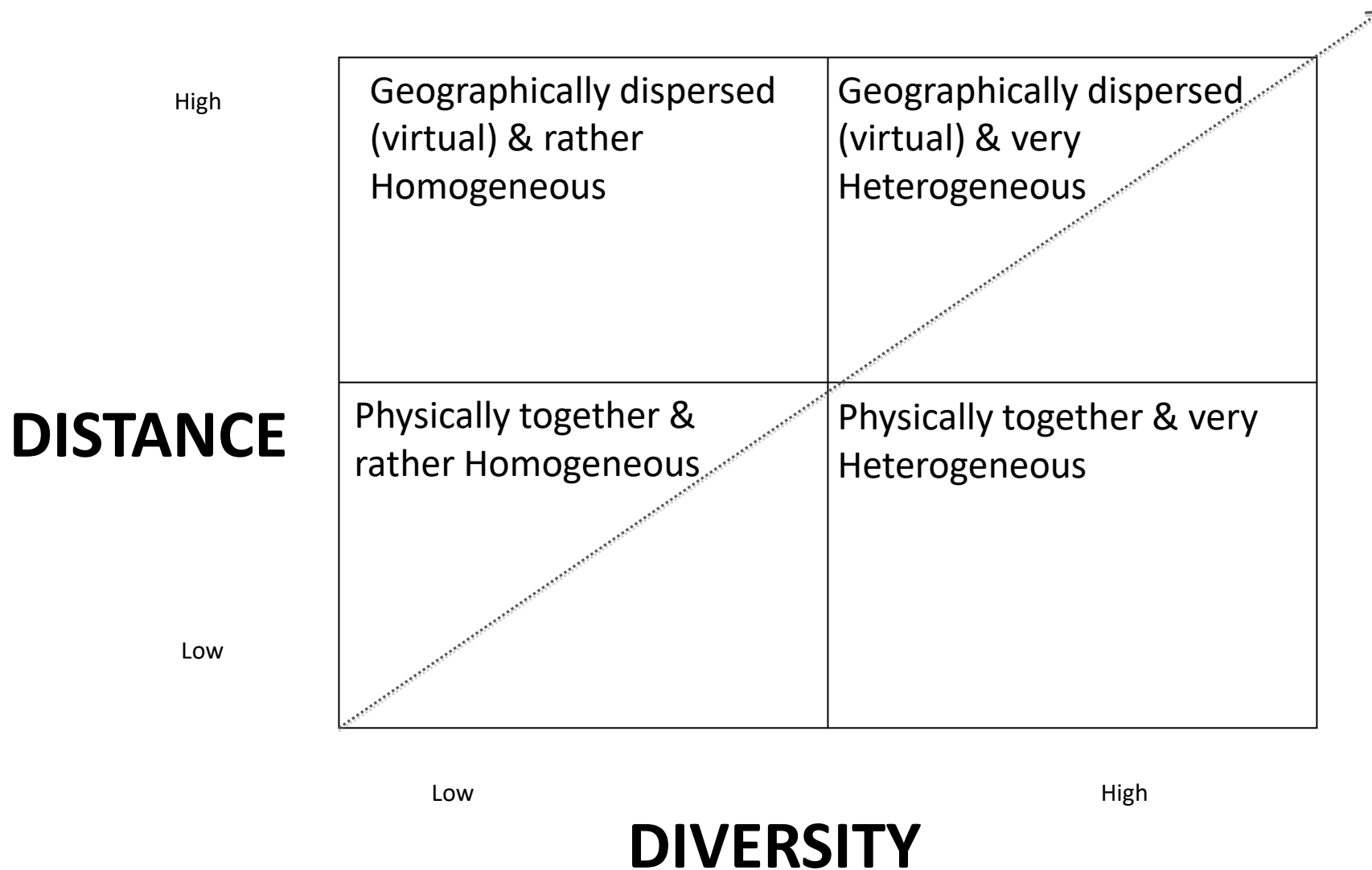
Individual

- Self coaching (intrapersonal)
- One-to-one coaching (interpersonal)

using the Cultural Orientations Framework (COF) assessment

Reflection

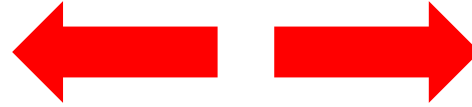
- What are your cultural orientations?
- How do these orientations possibly vary depending on the context?
- How do your cultural orientations impact the way you coach/lead?
- What cultural orientations do you tend to overuse/underuse?
What are your developmental opportunities?



Team

Addressing the additional complexity due to *diversity* possibly augmented by *distance*

Polarization



Journal of Personality and Social Psychology
1979, Vol. 37, No. 11, 2098–2109

Biased Assimilation and Attitude Polarization: The Effects of Prior Theories on Subsequently Considered Evidence

Charles G. Lord, Lee Ross, and Mark R. Lepper
Stanford University

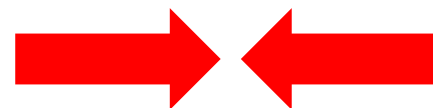
People who hold strong opinions on complex social issues are likely to examine relevant empirical evidence in a biased manner. They are apt to accept “confirming” evidence at face value while subjecting “disconfirming” evidence to critical evaluation, and as a result to draw undue support for their initial positions from mixed or random empirical findings. Thus, the result of exposing contending factions in a social dispute to an identical body of relevant empirical evidence may be not a narrowing of disagreement but rather an increase in polarization. To test these assumptions and predictions, subjects supporting and opposing capital punishment were exposed to two purported studies, one seemingly confirming and one seemingly disconfirming their existing beliefs about the deterrent efficacy of the death penalty. As predicted, both proponents and opponents of capital punishment rated those results and procedures that confirmed their own beliefs to be the more convincing and probative ones, and they reported corresponding shifts in their beliefs as the various results and procedures were presented. The net effect of such evaluations and opinion shifts was the postulated increase in attitude polarization.

Confirmation bias

Because of the potential for misunderstanding, miscommunication, and conflict, poorly managed intercultural teams can become the least productive teams in an organization (Matveev & Nelson, 2004)

The group dynamics in an intercultural team may be complex and time-consuming, adversely affecting the team’s productivity. Communication issues such as information overload and geographic distance between team members are challenges to team performance (Gillam & Oppenheim, 2006; Jarvenpaa & Leidner, 1998)

Pressures to Conform



Groupthink

by William H. Whyte Jr.



thing has been taking
ry—and almost without
s a country where “in-
pendence and self-reli-
-chword for three cen-
s now coming to be ac-

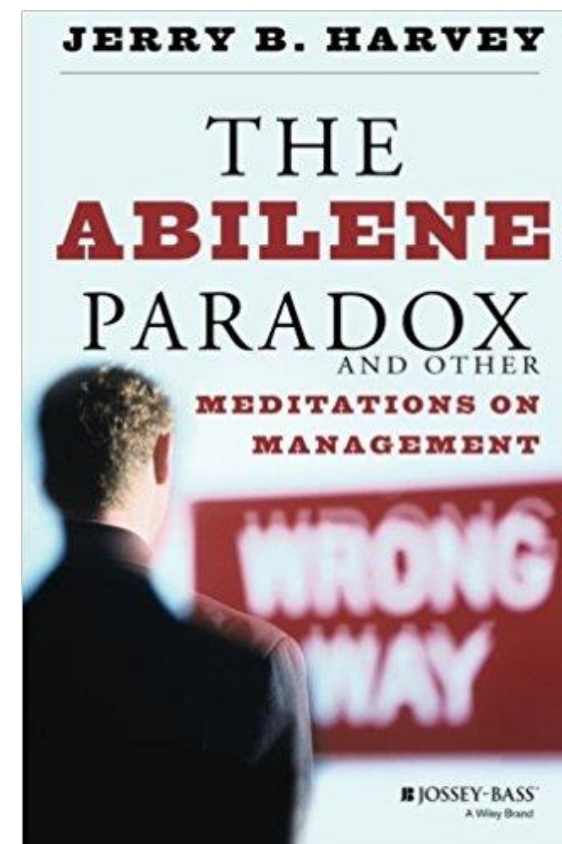
phenomena: recent public-opinion polls,
slick-magazine fiction, current best-sellers,
all document the same trend. Groupthink
is becoming a national philosophy.

Groupthink being a coinage—and, ad-
mittedly, a loaded one—a working defini-

Huxley's *Brave New W*
well's *Nineteen Eighty-*
danger, however, is some
It is not that the layma
around by the social org
he will become one him;

“When all think alike, then no one is thinking.”

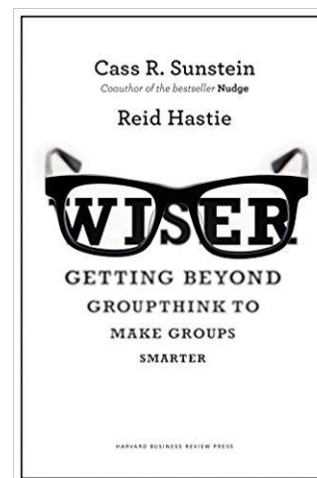
Walter Lippmann



Cultural diversity, when leveraged, promotes creativity and innovation

- “One of our central themes is the immense importance of diversity, not necessarily along demographic lines, but in terms of ideas and perspectives. We are speaking above all of **cognitive diversity**.”
- One of the particular advantages of diversity and dissent is that they promote two things that institutions need: **creativity and innovation**.

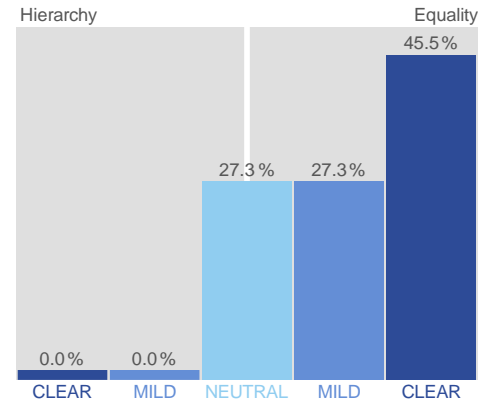
Cass Sunstein (Harvard University Professor) and Reid Hastie - "Wiser - Getting beyond groupthink to make groups smarter" (2015)



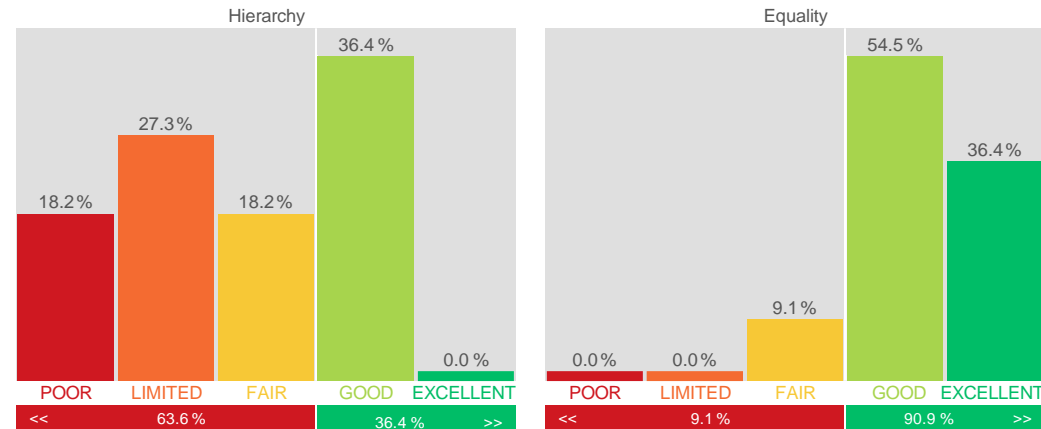
ORGANIZATIONAL ARRANGEMENTS

HIERARCHY / EQUALITY

ORIENTATION



ABILITIES



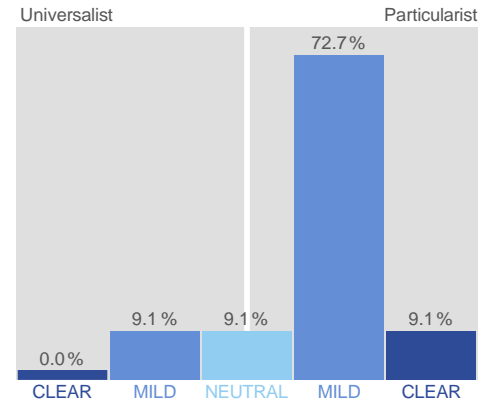
Coaching of an international executive team

Participant count: 11

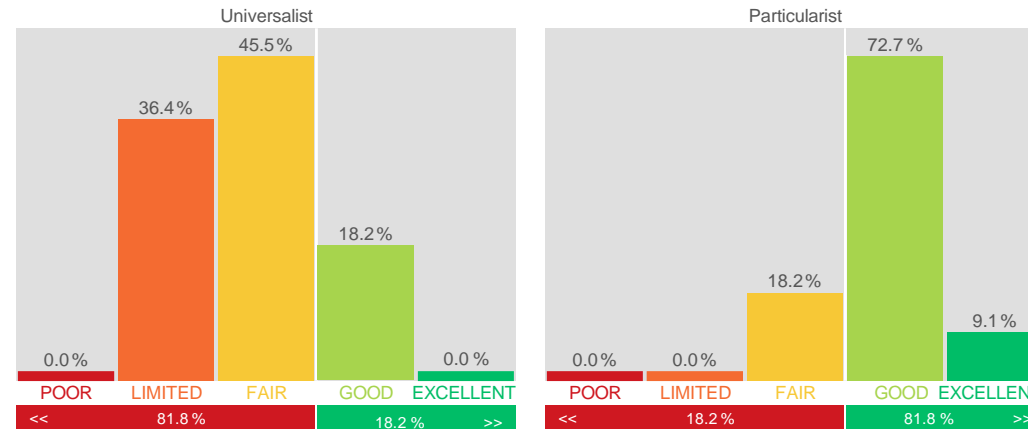
ORGANIZATIONAL ARRANGEMENTS

UNIVERSALIST / PARTICULARIST

ORIENTATION



ABILITIES



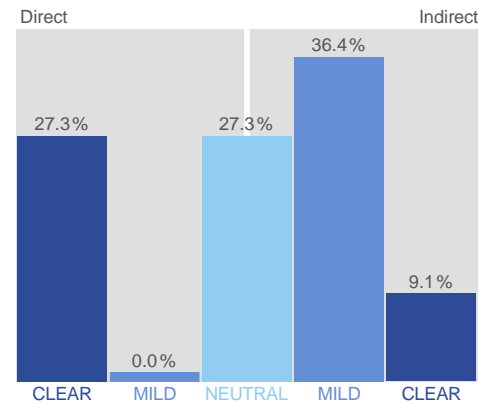
Coaching of an international executive team

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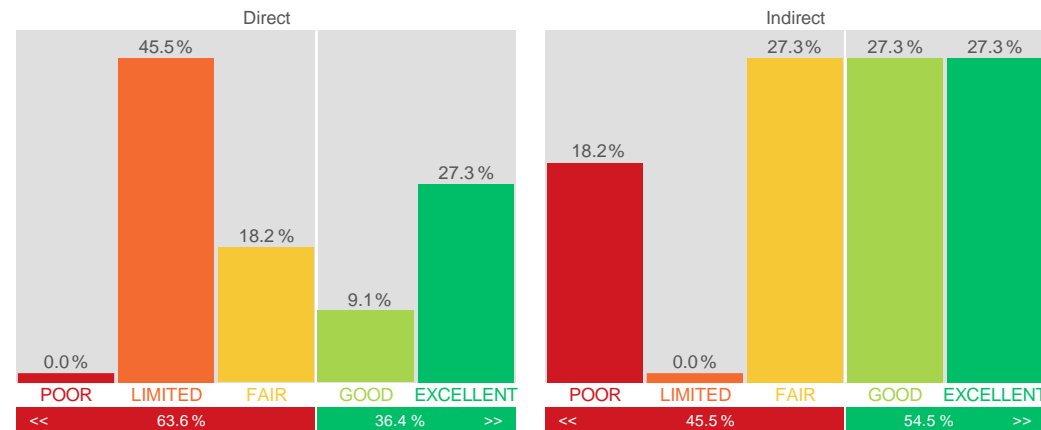
COMMUNICATION PATTERNS

DIRECT / INDIRECT

ORIENTATION



ABILITIES



Coaching of an international executive team

Participant count: 11

All teams are intercultural

- External/internal cultural diversity
 - Explicit/implicit cultural diversity
- To be most effective,
Team Coaching should become
Intercultural Team Coaching

Reflection

- What are your collective strengths/assets?
- What are your collective potential pitfalls?
- What could you do to further capitalize on your strengths and address your pitfalls to achieve your goals?

Leading & Coaching Across Cultures – COF Certification Program



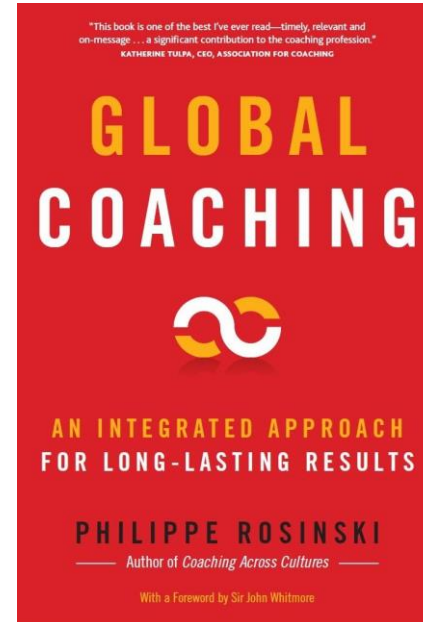
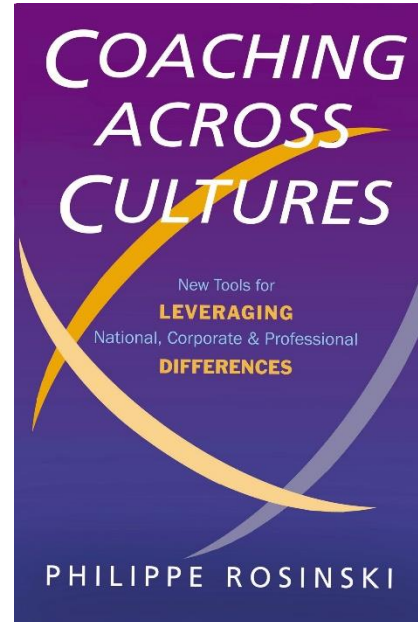
Yesterday I was clever so I
wanted to change the world.

Today I am wise so I want to
change myself.



Djalâl ad-Dîn Rûmî

Thank you!



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