





CULTURAL INTELLIGENCE

Leading Across Cultures with Curiosity, Clarity, and Intention







THE AGENDA

- Cultural Intelligence
- Hofstede's Cultural Dimensions
- How Culture Shows Up at Work
- What Leaders Can Do

WHAT YOU'LL LEAVE WITH

How to spot cultural differences that may be shaping a situation

How to ask better questions before jumping to conclusions

How to adjust your leadership approach when needed



A FEW THINGS TO KEEP IN MIND...

- These frameworks help us notice patterns
- They do not explain every person
- Culture can be national, regional, generational, professional, or team-based
- The goal is better questions
- Stay curious

WHEN EXPECTATIONS COLLIDE

- Think of a time at work when something felt off.

  What were you expecting that the other person may not have been expecting?



BEFORE WE JUDGE THE MOMENT, WE NEED A WAY TO READ IT.

We walk into situations with a specific lens.
We notice some things and miss others.
We make meaning (too?) fast.

WHAT IS CULTURAL INTELLIGENCE?

The ability to work well across difference, unknown

To notice what may be shaping a situation

To avoid quick assumptions

To adjust how you lead when needed



WHAT IT LOOKS LIKE



Hofstede's Cultural Dimensions

TWO USEFUL LENSES



Power distance

How much hierarchy feels normal



Individualism and collectivism

Whether the group or the individual comes first

Hofstede's Cultural Dimensions

WHERE DO YOU LEAN?



Power distance
How much hierarchy feels normal

Easy to challenge up

VS

Respect the chain of command

Hofstede's Cultural Dimensions

WHERE DO YOU LEAN?

Individual
Voice

VS

Group
Harmony



Individualism and collectivism

Whether the group or the individual comes first

FOUR MORE LENSES



Competition or Cooperation



Comfort with Ambiguity or Need for Clarity



Short-term Focus or Long-term Thinking



Freedom to Express or Pressure to Hold Back

Hofstede's Cultural Dimensions

HOFSTEDE'S CULTURAL DIMENSIONS

low		high
More Equal	POWER DISTANCE	More Hierarchical
Group Oriented	INDIVIDUALISM / COLLECTIVISM	Individual Voice
Cooperation / Quality of Life	COOPERATION / COMPETITION	Competition / Achievement
Comfort w/ Ambiguity	UNCERTAINTY AVOIDANCE	Preference for clarity, rules
Short-term Focus	LONG-TERM ORIENTATION	Long-term Thinking
Freedom to Enjoy	INDULGENCE / RESTRAINT	Social Restraint

WHAT IT MAY AFFECT AT WORK

POWER DISTANCE	Authority, access, challenge
INDIVIDUALISM / COLLECTIVISM	Autonomy, group responsibility, voice
COOPERATION / COMPETITION	Success, performance, conflict
UNCERTAINTY AVOIDANCE	Rules, planning, risk
LONG-TERM ORIENTATION	Short-term results, future payoff, persistence
INDULGENCE / RESTRAINT	Enjoyment, celebration, work-life balance

PAUSE & ASK

- What expectations may be different here?
- What assumptions am I making?
- What information am I missing?
- What question could help me understand the situation better?
- How might I adjust my communication or leadership approach?

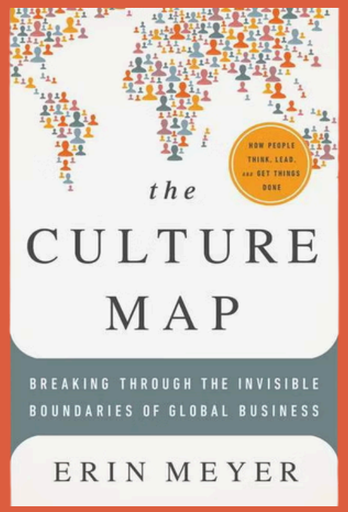
SHARE YOUR COUNTRY COMPARISON



Use the tool to generate questions, not assumptions.

- Share what you learned in your pre-work assignment
- Notice one or two dimensions with the biggest differences
- Discuss how those differences might show up at work
- Share one insight and one caution with the large group

Erin Meyer's Culture Map



HOW CULTURE SHOWS UP AT WORK

- Communicating
- Evaluating
- Persuading
- Leading
- Deciding
- Trusting
- Disagreeing
- Scheduling

Erin Meyer's Culture Map

DIRECT FEEDBACK
Clear, explicit, candid

INDIRECT FEEDBACK
More subtle, softened, and relationship-aware

How We Give Feedback

Different approaches can both be respectful
The key is making expectations clear

Erin Meyer's Culture Map

How Trust Gets Built

TASK-BASED TRUST
Trust grows through competence and reliability

RELATIONSHIP-BASED TRUST
Trust grows through personal connection and time together

Neither is better.
Leaders need to know which kind of trust the situation requires



THINK ABOUT YOUR TEAM



Choose one real workplace situation

- Which dimension may be shaping it most?
- What expectation may be different?
- What leadership response might help?

WHAT LEADERS CAN DO

Say more than you think you need to

Create more than one way for people to contribute

Put decisions and next steps in writing

Adapt feedback and trust-building to the people in the room

