



WORLDWIDE ERC®
WEBINARS

18 September 2018
11:00 AM (US ET)



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YOUR WAY,
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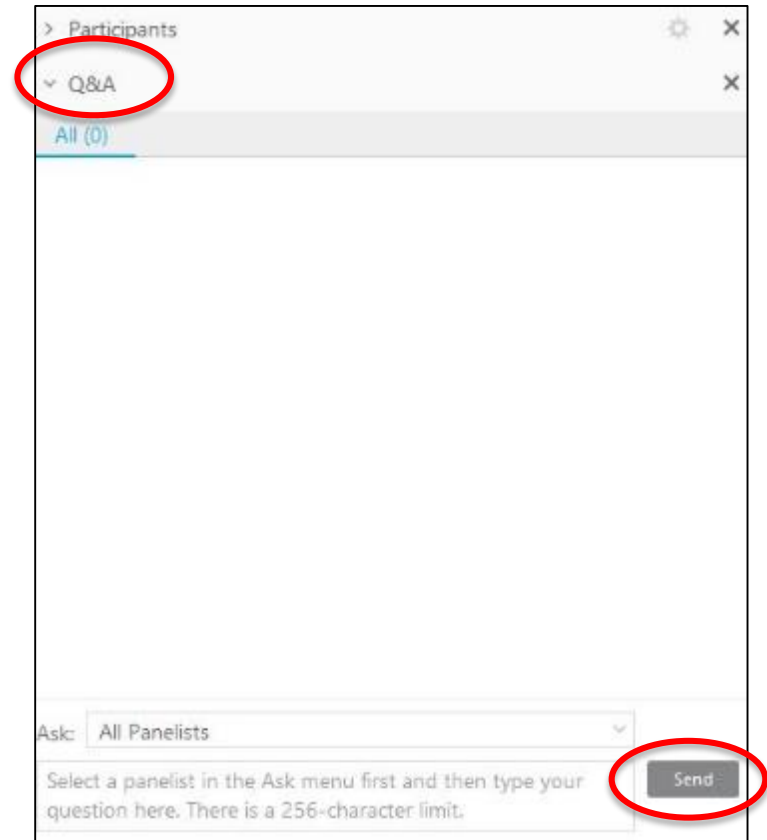
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Q&A Instructions

- Submit questions through Q&A dialogue box
- Box is located in lower right corner of screen
- Do not use the Chat Box
- Be specific
- You may submit your question at any time

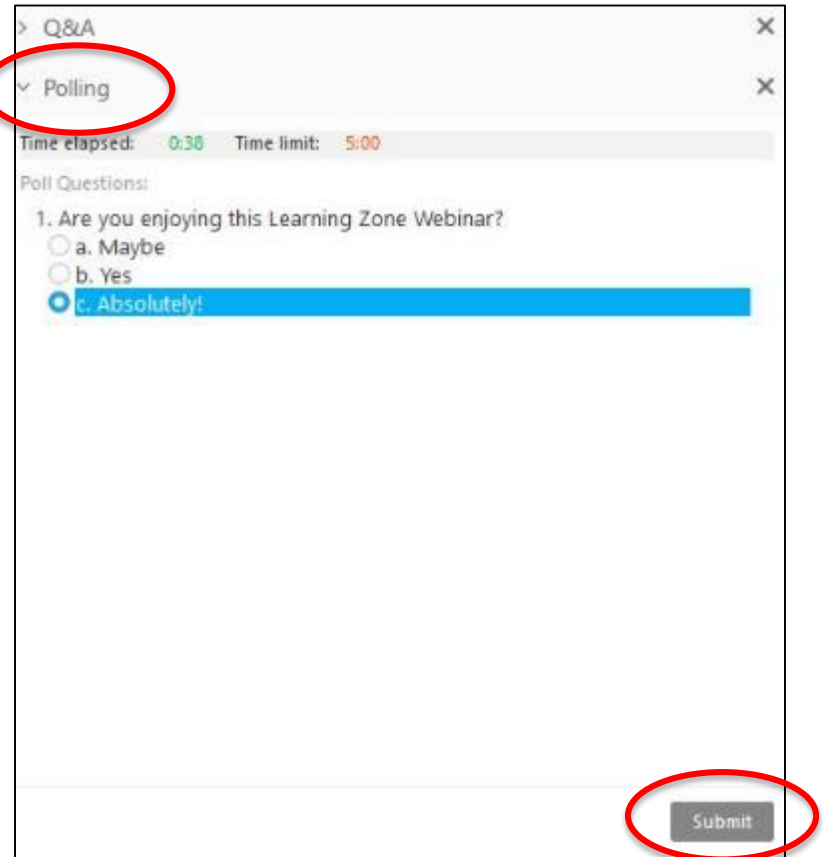
Q&A Dialogue Box:



Polling Instructions

- The Polling Box appears below Q&A Box
- Question will appear on slide and in the Poll Box
- Submit answer quickly
- Results will display in the same location

Polling Box:



The screenshot shows a 'Polling Box' interface. At the top, there is a 'Q&A' section and a 'Polling' section, both with expand/collapse arrows. The 'Polling' section is circled in red. Below the 'Polling' section, there is a progress bar showing 'Time elapsed: 0:38' and 'Time limit: 5:00'. The main content area is titled 'Poll Questions:' and contains a single question: '1. Are you enjoying this Learning Zone Webinar?'. There are three radio button options: 'a. Maybe', 'b. Yes', and 'c. Absolutely!'. The 'c. Absolutely!' option is selected and highlighted with a blue bar. At the bottom right of the box, there is a 'Submit' button, which is also circled in red.



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TODAY'S PRESENTERS



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**VICE PRESIDENT
CLIENT SERVICES**

CAPRELO



NIGEL EWINGTON

SENIOR PARTNER

TCO International



... VUCA – 4 FACTORS CREATING ORGANISATIONAL TURBULENCE?



VOLATILITY

Speed and frequency of change

UNCERTAINTY

Lack of predictability

COMPLEXITY

Interaction of multiple variables

AMBIGUITY

Lack of clarity





ONE KEY VUCA PAIN POINT FOR **GLOBAL MOBILITY** PROFESSIONALS

- Failing to get real buy-in despite apparent alignment with **global mobility** colleagues in other cultures
- As a result feeling bypassed and compromised, as well as losing trust within **critical global relationships**





1 POLLING QUESTION

The best way to build trust with people from other cultures is to be yourself - authentic and honest

- A** IN GENERAL DISAGREE
- B** NEITHER AGREE OR DISAGREE
- C** IN GENERAL AGREE





A GLOBAL AGILITY TRILEMMA

I

Get things done by remaining **authentic** and **true to myself.**

II

But at same time knowing how and **when to adapt to others.**

III

While **remaining consistent** with our organisational values, processes and principles.





1 POLLING QUESTION

The best way to build trust with people from other cultures is to be yourself - authentic and honest

- A** IN GENERAL DISAGREE
- B** NEITHER AGREE OR DISAGREE
- C** IN GENERAL AGREE





CONTEXT OF CASE

- Global manufacturing company
- Transferring operations from Germany into China
- Tri-regional mobility program with Head of Mobility in USA and key mobility stakeholders in Germany & China
- A recent process of drawing up and agreeing new policy, with a strict set of processes to follow across the globe
- At a meeting of all stakeholders in the USA the Head of Mobility presented the policy and asked for reactions
- Flouting of policy linked to transport allowance in China with a German c-suite executive. No-one informed the Head of Mobility!





RECALLING THE 3-WAY 'BUY-IN' MEETING IN THE USA

● **The Germans** asked lots of difficult questions

● **The Chinese** listened respectfully and merely commented that they were 'grateful for these directions', and 'would do their very best' to implement them.





2 POLLING QUESTION

What is most likely *to be the biggest contributor* to the misunderstanding underlying the case

- A** A LACK OF SENSITIVITY TO DIFFERENT APPROACHES TO COMMUNICATING INTENTIONS
- B** A LACK OF CLARITY FOR THE GLOBAL STAKEHOLDERS
- C** A LACK OF RESPECT FOR THE USA MOBILITY VP



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DIFFERENT CULTURAL ASSUMPTIONS ABOUT EFFECTIVE COMMUNICATION





2 POLLING QUESTION

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RETURN TO THE CASE: **WHAT HAPPENED IN CHINA?**

- Global transportation allowance of USD 1000 per month used to subsidize transportation needs
- Regulations in China necessitate car plus driver
- The German c-suite executive assumed that car + driver was entitlement, and demanded full costs covered
- Local HR acquiesced and paid from another budget





DIFFERENT CULTURAL ASSUMPTIONS ABOUT RULES VS EXCEPTIONS

'Universalist' cultures (the rule is the rule regardless of the context in which it is applied)

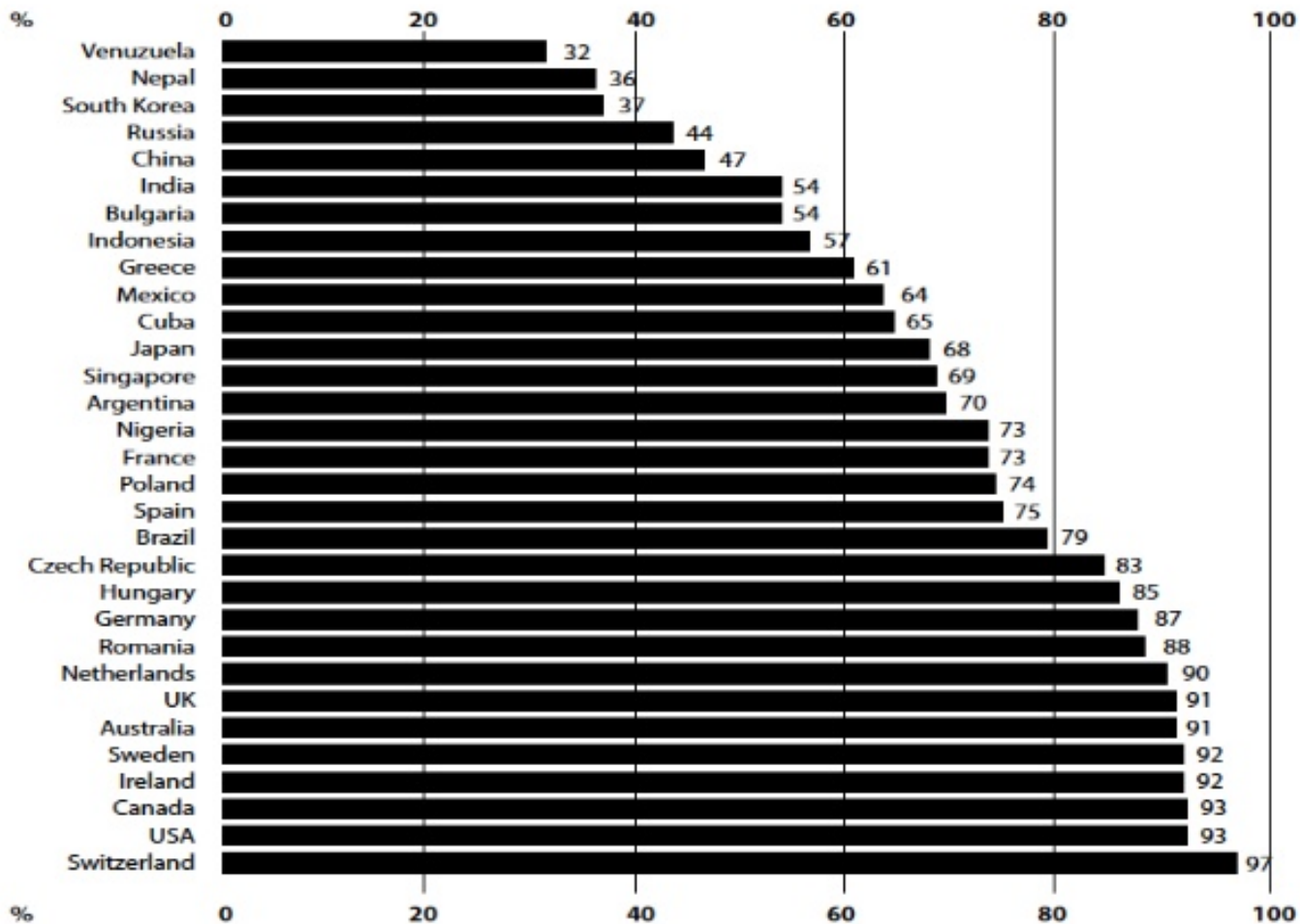


'Particularist' cultures (rules always need to be reinterpreted to meet the needs of particular people in particular contexts)



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Percentage of respondents opting for a universalist system rather than a particular social group (answers c or b+e)



**SUPPORTING
DATA**



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DIFFERENT CULTURAL ASSUMPTIONS ABOUT HOW TO **APPROACH HIERARCHY**





3 POLLING QUESTION

*What would have been a better way for the US Mobility VP to secure **real buy-in** to a guideline for transport allowance?*

- A** *CREATE A STRICTER POLICY OF STANDARDISATION AND REDUCE WRIGGLE ROOM, POSSIBLY WITH PENALTIES FOR LACK OF COMPLIANCE*
- B** *CUSTOMISE EACH POLICY TO THE LOCAL CONTEXT AS THIS IS WHERE THE BEST, MOST SENSITIVE DECISIONS GET MADE*
- C** *START BY EXPLAINING THE INTENTIONS OF POLICY, AND LISTEN TO/EXPLORE THE CHALLENGE OF LOCAL IMPLEMENTATION FROM A LOCAL PERSPECTIVE. THEN ESTABLISH GUIDELINES.*



EXPLORING CULTURAL NEEDS: A KEY GLOBAL MATURITY BEHAVIOUR



- ✓ Ask what's important to other side – then move to own needs
- ✓ Explore deeper cultural and emotional needs
- ✓ Humble enough to say we don't know



- ✗ Our view first and defend it
- ✗ We jump to conclusions about the needs of others.
- ✗ We are experts who know best



EXTRACTING VALUE: ANOTHER KEY GLOBAL MATURITY BEHAVIOUR



- ✓ Make space for quieter or divergent voices
- ✓ Explore value in the hidden corners of groups
- ✓ Check different opinions and represent them to others

- ✗ The quiet or divergent voice is unheard.
- ✗ Easier to agree with the majority view
- ✗ Collective intelligence is unrealized 'potential'.



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