


Innovations
are a part of the Global reality.
Social responsibility
is a Global necessity.
Time
is not a Global dimension
People are!

The Global Project Manager ...

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Agenda...

- ▶ **Globalisation ... or?**
- ▶ **Personal Intercultural Competencies?**
 - Status – my mindset?
 - Energy, Emphasis and Attention – where?
 - Take Personal Leadership – how?
- ▶ **A Global Mindset ... is what?**



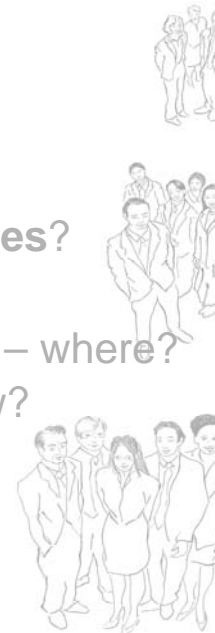
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Flat or not?

- ▶ **Why the world isn't flat ...!**
 - Distance, CAGE and a Global Mindset

Pankaj Ghemawat
"Redefining Global Strategy – Crossing Borders in a World Where Differences Still Matter", 2007
- ▶ **Why the world is flat ...!**
 - "The Playing field is being leveled!"

Thomas L. Friedman
"The World is flat", 2005



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Mental Models of the World – our mindset



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Multinational Decision Making...

- ▶ **Problem recognition!**
 - Problem Solving – We should change the situation
 - Situation Acceptance – Some situations should be accepted as they are
- ▶ **Information search!**
 - Gathering “facts”
 - Gathering Ideas and possibilities
- ▶ **Construction of alternatives**
 - New, Future-oriented alternatives – adults can learn and change
 - Past-, present-, and futures oriented – adults cannot change
- ▶ **Choice**
 - Individual decision making
 - Team decision making
- ▶ **Implementation**
 - Slow – Managed from the top, Responsibility of one person
 - Fast – Involves participation of all levels, Responsibility of team



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*International Dimensions of
Organizational Behaviour
By Nancy Adler with Allison
Gundersen
Thomson, South-Western, 2008*

Intercultural Competencies

CULTURE SPECIFIC

CULTURAL VALUES FOCUS

INDIVIDUAL GENERIC QUALITIES AND COMPETENCIES



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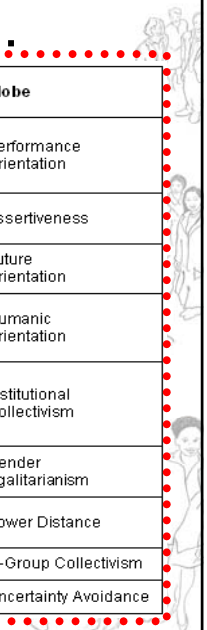


Cultural Values/Dimensions

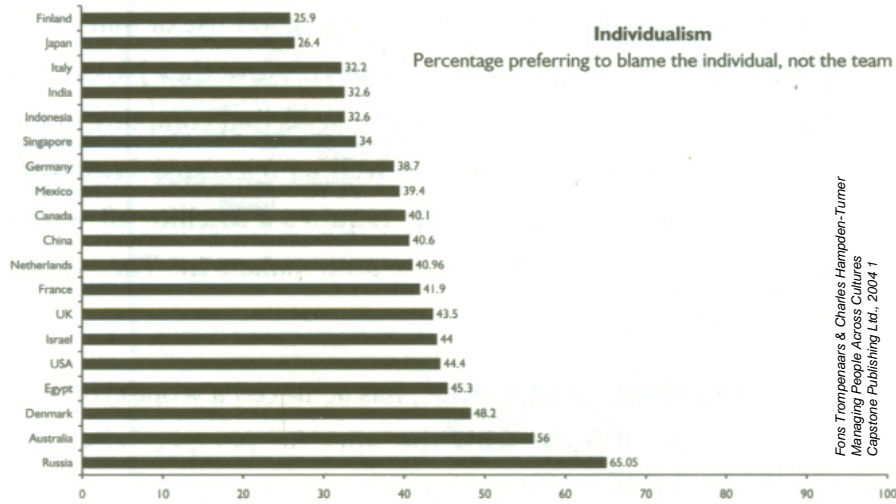
Florence Kluckhohn og Fred Strodtbeck	Fons Trompenaars	Globe
Relationer mellem personer	Kollektivism vs individualisme	Performance Orientation
Relationer til miljøet	Relativ vs absolut	Assertiveness
Former for menneskelig aktivitet		Future Orientation
Holdninger til		Humanic Orientation
Overbevisning om grundlæggende menneskelighed		Institutional Collectivism
Brugen af		Gender Egalitarianism
		Power Distance
		In-Group Collectivism
		Uncertainty Avoidance



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Cultural Values/Dimensions ...

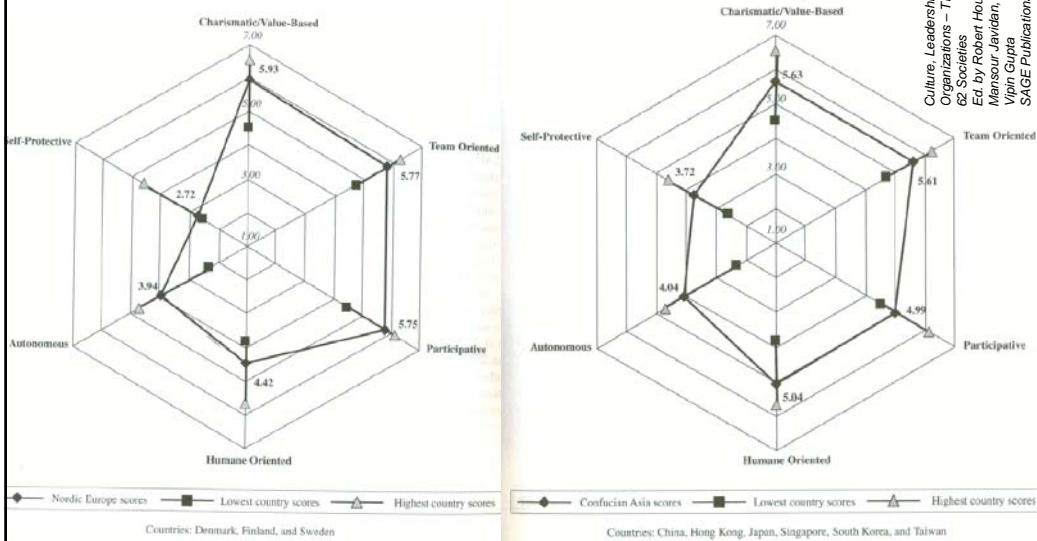


Fons Trompenaars & Charles Hampden-Turner
 Managing People Across Cultures
 Capstone Publishing Ltd., 2004 1



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Culture & Leadership...



Culture, Leadership, and Organizations - The GL OBE Study of 62 Societies
 Ed. by Robert House, Paul Hanges, Mansour Javidan, Peter Dorfman og Vipin Gupta
 SAGE Publications, 2004



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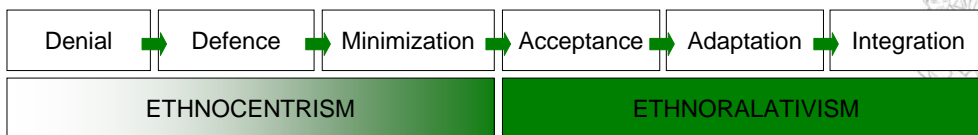


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DMIS

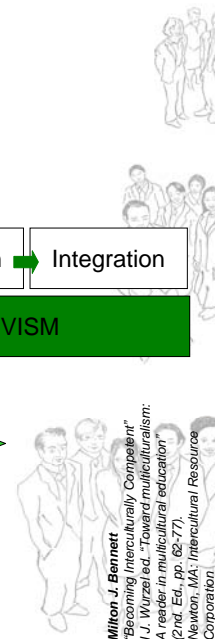
... the Developmental Model of Intercultural Sensitivity




□ □ ... towards a higher level of complexity →



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Milton J. Bennett
"Becoming Interculturally Competent"
L.J. Wyrskel ed. "Toward multiculturalism:
A reader in multicultural education"
(2nd. Ed., pp. 62-77)
Newton, MA: Intercultural Resource
Corporation.



The Intercultural Development Inventory (IDI)
Individual Profile



Prepared for
 "9385"
 Sample Profile

Prepared by
 Intercultural Communication Institute

In conjunction with
 Milton J. Bennett, Ph.D. and Mitchell R. Hammer, Ph.D.

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 8835 Southwest Canyon Lane, Suite 238
 Portland, Oregon 97225, USA
 Phone 503-297-4622 - Fax 503-297-4695
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 Milton J. Bennett, Ph.D. and Mitchell R. Hammer, Ph.D.
 10/12/2005

The International Profiler



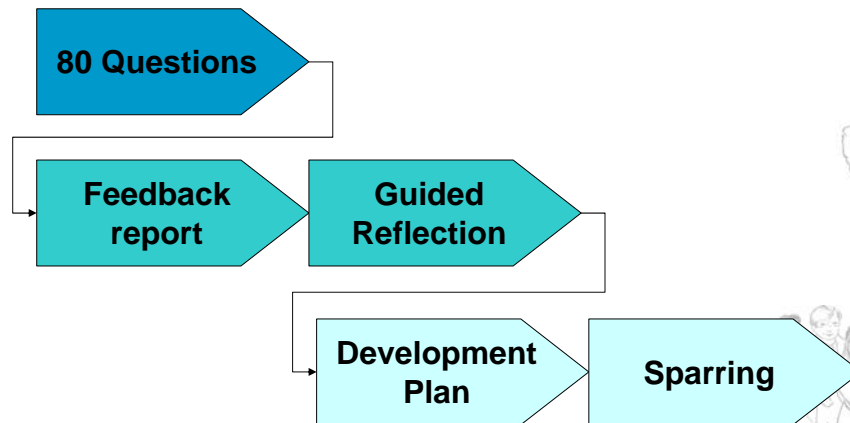
The International Profiler (IIP) questionnaire



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The International Profiler

- the process...



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The International Profiler

- Intercultural Competencies

<p>1. Openness</p> <ul style="list-style-type: none"> ▷ New Thinking ▷ Welcoming Strangers ▷ Acceptance 	<p>4. Emotional Strength</p> <ul style="list-style-type: none"> ▷ Resilience ▷ Coping ▷ Spirit of Adventure
<p>2. Flexibility</p> <ul style="list-style-type: none"> ▷ Flexible Behaviour ▷ Flexible Judgement ▷ Learning Languages 	<p>5. Perceptiveness</p> <ul style="list-style-type: none"> ▷ Attuned ▷ Reflected Awareness
<p>3. Personal Autonomy</p> <ul style="list-style-type: none"> ▷ Inner Purpose ▷ Focus on Goals 	<p>6. Listening Orientation</p> <ul style="list-style-type: none"> ▷ Active Listening



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The International Profiler

- Intercultural Competencies

7. Transparency

- ▷ Clarity of Communication
- ▷ Exposing Intentions

9. Influencing

- ▷ Rapport
- ▷ Range of Styles
- ▷ Sensitivity to Context

8. Cultural Knowledge

- ▷ Information Gathering
- ▷ Valuing Differences

10. Synergy

- ▷ Creating New Alternatives



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The International Profiler

- Intercultural Competencies / Flexible Judgement definition

Does not judge on first impressions

Updates assumptions about people in the light of new information

Spontaneously restructures knowledge as adaptive response to changed situations

Flexible Judgement

Maintains adaptable opinions and avoids fixed stereotypes

Holds balanced views about the relative merits of different cultures



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The International Profiler

- Rapport (samples of the results ...)

Valuing Differences



Valuing Differences - likes to work with colleagues and partners from diverse backgrounds, and differently. Wants to beliefs, and also to comm

		Low				Mid Low				Your Percentile Score				
		1	5	10	15	20	25	30	35	40				
Range Score														
Normed Score														

Welcoming Strangers



Welcoming Strangers - keen to initiate contact, and build relationships, with new people, especially those who have different experiences, perceptions, and values. Often takes a particular interest in strangers from different and unfamiliar cultural backgrounds.

Clarity of Communication

Clarity of Communication - style of communication, misunderstandings, message is delivered to audience.

		Low					Mid Low					Mid					Mid High					High					
		1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	%ile				
Range Score																							68				
Normed Score																							84				

		Low					Mid Low					Mid					Mid High					High					
		1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	%ile				
Range Score																							74				
Normed Score																							91				



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Personal Leadership's

- Choice Point

Do what You've Always Done!

Operate from automatic pilot, from your habitual cultural perspective

Practice Personal Leadership!

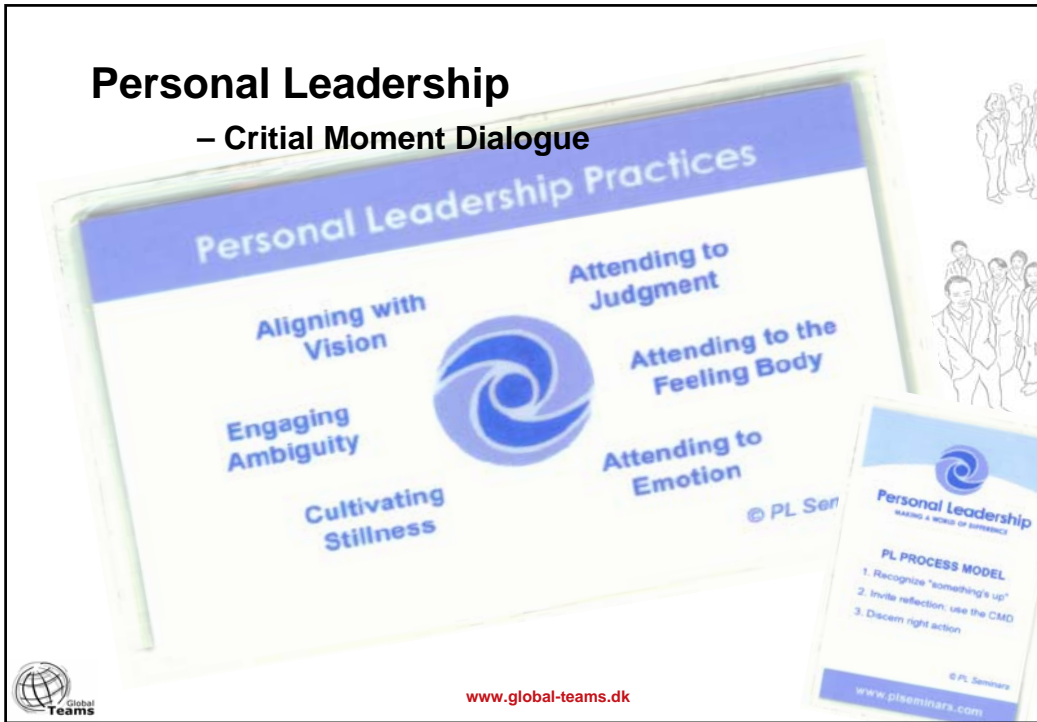
Respond mindfully and creatively to the unique situation



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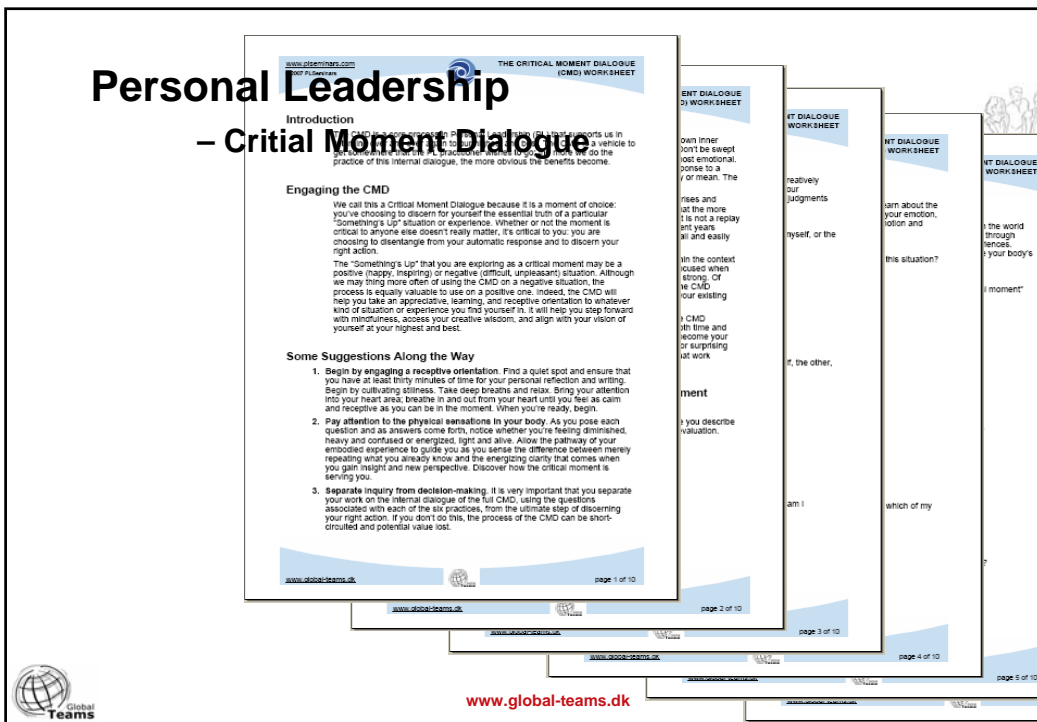
Personal Leadership

- Critical Moment Dialogue



Personal Leadership

- Critical Moment Dialogue

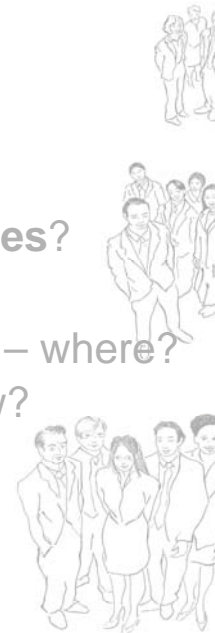


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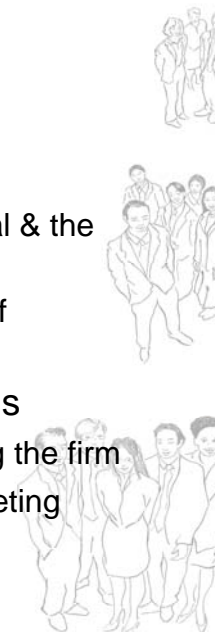


A Global Mindset

- ▶ Cosmopolitan
 - ▷ Transcends the nation-state model
 - ▷ The universal & the particular – the global & the local – differentiate & integrate
 - ▷ Presents variously complex repertoires of allegiance, identity and interest
- ▶ Highly developed Cognitive Complex skills
 - ▷ The complex multicultural situation facing the firm
 - ▷ Make appropriate trade-off among competing multinational options



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A Global Mindset

Integration
(Ability to integrate diversity across cultures and markets)

High

Low

High	Parochial mindset	Global mindset
Low	Not applicable	Diffused mindset

Low

High

Differentiation

(Openness to diversity across cultures and markets)



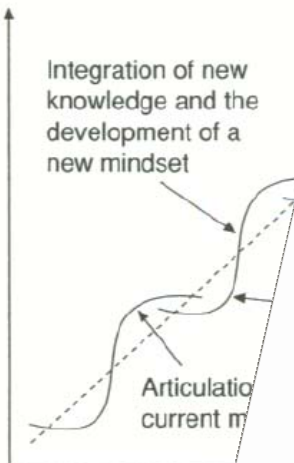
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A Global Mindset

Development of a global mindset

Integration of new knowledge and the development of a new mindset



Global Mindset Strategy

Global Mindset Strategy – A visionary Organizational Development process. This process is based on a global corporate policy defined the client facilitated by our consultants. A comprehensive set of guidelines and practical measures then transform the policy into a living reality.

A selection of some of the proven tools applied during the process:

- Intercultural Development Inventory (IDI) Profile:** The IDI measures an individual's (or group's) fundamental worldview orientation to cultural difference, and thus the individual's or group's capacity for intercultural competence.
- Personal Leadership – Making a world of Difference:** Taking leadership of our personal experience so we can better interact with the new and unfamiliar – turning theories, models, and knowledge into a personal practice of applied competence.
- Intercultural Training:** Developing a "common language" and building an effective tool-set to navigate and leverage the differences we experience within our everyday international business dealings.
- Global Team Development:** How to leverage diversity and build trust within international teams, including classical team development and optional outdoor elements. One of tools used is *Trust In International Teams* and Thomas-Kilmann's *Conflict Mode Instrument*. This way the important topic of trust becomes tangible and transparent. Team results and differing cultural expectations surrounding trust issues are analysed.
- The International Profiler (TIP):** Developing international competencies within the individual working context. A psychometric questionnaire is filled out online, and a comprehensive profile of international competencies is sent to the client. This profile is then analysed by a licensed consultant in a face-to face or telephone coaching session. This is followed up by an individualised development plan.

Global Diversity Policy

- Vision
- Values
- Goals
- Balancing local & global responsibilities

Personal Leadership

- From values and goals to behavior
- The creation of role models
- Experiential workshop

Tools ...

- Intercultural Training
- Intercultural Development Inventory
- The International Profiler
- Global Teams Development

Global Mindset

- Living the vision every day ...
- Procedures for recruiting, advancement & retaining



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CV / Peter Bybjerggaard

▶ **Academia ...**

- Int. MBA (Org. behaviour/Strategy), Glasgow, Scotland (1998)
- MSc. (Aerospace Vehicle Design), Cranfield, UK (1990)
- BSc. (Operations Management), Elsingnor Tech. H.School (1987)

▶ **Short Course ...**

- Psychodynamic Organisational Development, IGA (2005 - 2007)
- Summer Institute of Intercultural Communication (2007)
- The International Profiler (2007)
- NLP Master Practitioner, Future Pace (2003)

▶ **Professional carrier...**

- Global Teams, management consultant (2002 – ...)
- Promentor Management A/S, Man. Cons. (1999 – 2002)
- Dantorque A/S; Technical Director (1998 – 1999)
- Int. Carrier with int. R&D / Aerospace (1987 – 1998)



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