

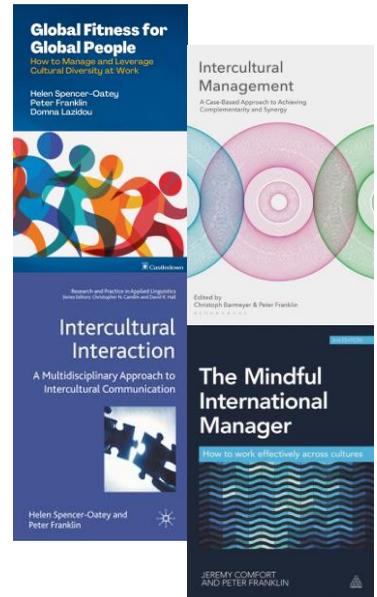
A workshop for Movetia

Global Fitness: Intercultural Competence for People & Companies

conducted by Professor Peter Franklin
on Wednesday, November 15, 2023



GlobalPeople Consulting Ltd.

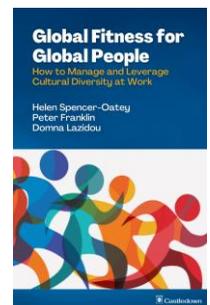


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Peter Franklin



- Born and brought up in East Kent, UK
- Cambridge University; RWTH Aachen University, Duisburg University, Germany
- Professor, Konstanz University of Applied Sciences (UIBE Beijing, Beijing Institute of Technology)
- Teaching, researching, writing: interaction, culture and management
- HR and organisational development: global competence in organisations, at work, in management and leadership
- Co-founder GlobalPeople Consulting Ltd.

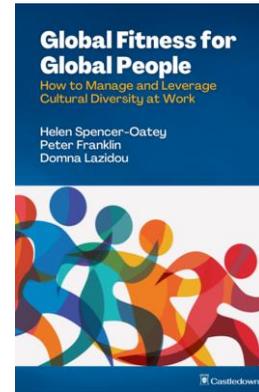


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Global Fitness enables a person and a company to handle and leverage cultural / social group diversity

Global Fitness consists of these enablers of individual or organisational success in contexts of **cultural diversity**:

- the knowledge, skills, personal qualities and values of individuals and small groups which are needed to work effectively and appropriately in such diversity
- the steps they can take to develop these characteristics and grow as individuals and teams
- the environment or context that supports and fosters their development.

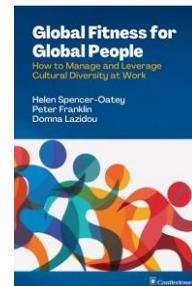


See Spencer-Oatey, H., Franklin, P. & Lazidou, D. (2022): *Global fitness for global people. How to manage and leverage cultural diversity at work.* Castledown, p. 10.

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Global Fitness is more than conventional conceptualisations of intercultural competence

	Focus of attention	Level of L & D	Resulting changed behaviour
Intercultural competence	Handling country-cultural difference and difficulty	Individual	Effective, appropriate
Global Fitness	Handling and leveraging diversity	Individual and organisational	Effective, ethical, business-beneficial



Global Fitness consists of three action areas



Global Fitness in Practice

- Global Knowledge and Understanding
- Global Communication Skills
- Global Rapport Management Skills
- Global Personal Qualities

See Part 1 of Spencer-Oatey, H., Franklin, P. & Lazidou, D. (2022): *Global fitness for global people. How to manage and leverage cultural diversity at work.* Castledown.

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Global Fitness consists of three action areas

Global Fitness Engagement

- How to embrace the unfamiliar, reflect and adapt
- How to build global relationships and enhance rapport
- How to collaborate and succeed in global teams
- How to exercise global leadership and handle the context
- How to handle ethical challenges and maintain integrity



See Part 2 of Spencer-Oatey, H., Franklin, P. & Lazidou, D. (2022): *Global fitness for global people. How to manage and leverage cultural diversity at work.* Castledown.

Global Fitness consists of three action areas



Global Fitness Environment

- Ensuring well-being
 - *How to establish the essentials*
- Promoting learning and innovation
 - *How to leverage cultural diversity*
- Identifying development priorities
 - *How to monitor and benchmark performance and satisfaction*
- Managing development initiatives
 - *How to plan and implement programmes*

See Part 3 of Spencer-Oatey, H., Franklin, P. & Lazidou, D. (2022): *Global fitness for global people. How to manage and leverage cultural diversity at work*. Castledown.

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Global Fitness in Practice consists of four competence areas



Global Fitness in Practice

- Global Knowledge and Understanding

See Part 1 of Spencer-Oatey, H., Franklin, P. & Lazidou, D. (2022): *Global fitness for global people. How to manage and leverage cultural diversity at work*. Castledown.

Global Fitness enables people and organisations to understand and thus accept difference



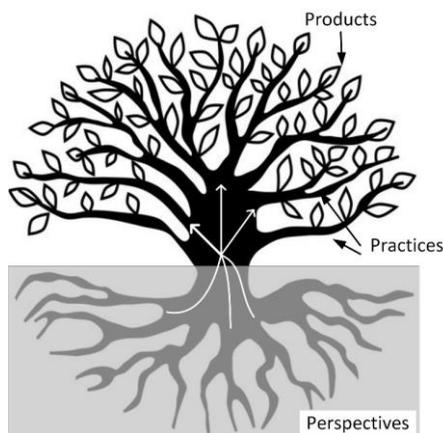
Thanks go to DT on pixabay for the image

A supplier from country A is negotiating with a client from country B. The supplier says that the deal will be very difficult. The client asks how her company can help solve the problems. The supplier is puzzled by the question and the client disappointed that her offer of help is not accepted.

This slightly adapted classic comes from Prof. Nancy Adler, *grande dame* of intercultural management research.

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Global Fitness means acquiring country cultural knowledge and understanding – that's relatively easy!



- Context is all: PESTLE knowledge – political, economic, societal, technological, legal, environmental – is essential
- 3 P knowledge: Products, Practices, Perspectives

Taken from Spencer-Oatey, H., Franklin, P. & Lazidou, D. (2022): *Global fitness for global people. How to manage and leverage cultural diversity at work*. Castledown, p.43, Fig. 3.1.

Social group diversity, not just country culture, may make intercultural interaction complex



Re-drawn with minor wording adjustment(s) from Spencer-Oatey, H., Franklin, P. & Lazidou, D. (2022): *Global fitness for global people. How to manage and leverage cultural diversity at work*. Castledown, p.8, Fig. 1.1.

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The complexity of global interaction is not monocausal



The triangle of influences on action and interaction

Global Fitness in Practice consists of four competence areas



Global Fitness in Practice

- Global Knowledge and Understanding
- Global Communication Skills

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Global Fitness enables people to communicate effectively across cultures by creating shared understanding

“A British (...) organisation had negotiated a teacher-training project with the Chinese Ministry of Education (MoE), in which Chinese teachers of English were to be re-trained (...). British staff were recruited to set up and run 6-month teacher-training courses in several centres in China and all seemed to go smoothly for the first few months. However, ...

... towards the end of the first year, the MoE complained to the British party about the design of the teacher training syllabus, ...

... maintaining that instead of aiming at English language improvement, the British teachers were focusing on improving teaching methods.”

Spencer-Oatey, H., Franklin, P., & Lazidou, D. (2022). *Global fitness for global people: How to manage and leverage cultural diversity at work.* Castledown. p. 62.

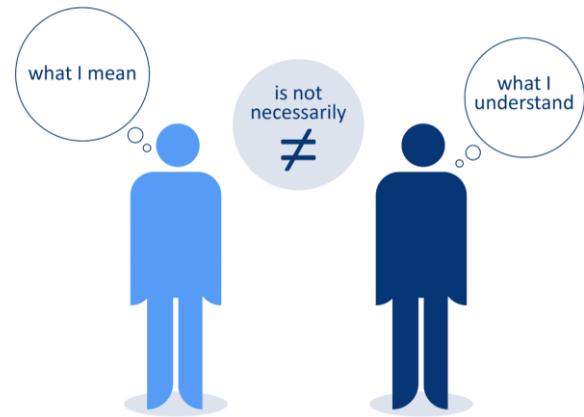


Global Fitness enables people not simply to 'send messages'

The "... simple sender-receiver (or encoder-decoder) model of communication doesn't explain accurately enough how communication takes place, and the sources of misunderstanding, especially in communication across cultures."

Spencer-Oatey, H., Franklin, P., & Lazidou, D. (2022). *Global fitness for global people: How to manage and leverage cultural diversity at work*. Castledown, p. 59-60.

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Re-drawn version from Spencer-Oatey, H., Franklin, P., & Lazidou, D. (2022). *Global fitness for global people: How to manage and leverage cultural diversity at work*. Castledown, p.60.

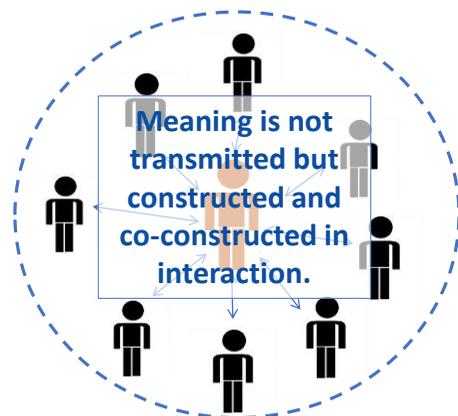
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Global Fitness enables people to construct meaning



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Thanks go to Marcella Hödl for this graphic.

Global Fitness enables people, for example, to ask themselves not “What did the person say?” but “What did the person mean?”

“Communication always involves some inferring of meaning in addition to simple decoding; (...) that is to say, meaning is not transmitted but ‘constructed’ jointly by the participants.”

Spencer-Oatey, H., Franklin, P., & Lazidou, D. (2022). *Global fitness for global people: how to manage and leverage cultural diversity at work*. Castledown, p.60.



Thanks to to Rob Mayhew on tiktok for this clip

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Global Fitness in Practice consists of four competence areas



Global Fitness in Practice

- Global Knowledge and Understanding
- Global Communication Skills
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See Part 1 of Spencer-Oatey, H., Franklin, P. & Lazidou, D. (2022): *Global fitness for global people. How to manage and leverage cultural diversity at work*. Castledown.

Dysfunctional communication can trigger emotions, prompt negative judgements and damage relationships



Thanks go to geralt on pixabay for the image

In a language not his mother-tongue, a team leader from country X is presenting an idea that he has developed to one of his team members from country Y. The team leader explains why he thinks the idea is a good one, and the team member responds first with a brief, silent pause, then with an inbreathed hiss, followed by a weak agreement. The team leader is **surprised and annoyed** when he happens to discover a few weeks later that his team member has not passed on the idea to the team.

Adapted from: Miller, 2008

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Global Fitness can prevent dysfunctionality

Global Rapport Management Skills ...

... enable the building and maintaining of fruitful connections with others.



Global Fitness in Practice consists of four competence areas



Global Fitness in Practice

- Global Knowledge and Understanding
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- Global Personal Qualities

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You need more than Global Knowledge, Global Communication Skills and Global Rapport Management Skills

“I found myself receiving criticism from my British boss – that I should increase my self-awareness (...)”

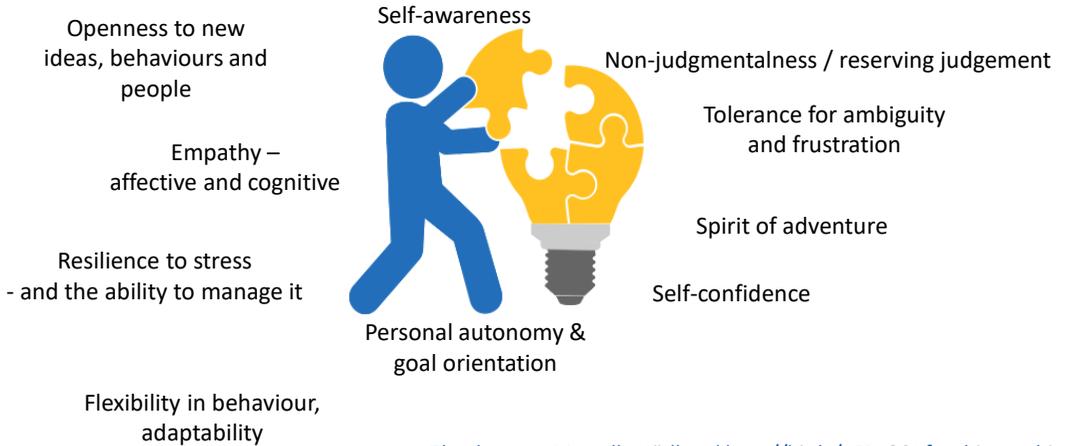
Spencer-Oatey, H., Franklin, P. & Lazidou, D. (2022): *Global fitness for global people. How to manage and leverage cultural diversity at work.* Castledown, p. 29, extract from Case study 2.3



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Global Personal Qualities are multifarious

Empirical research has consistently revealed a wide range of personal qualities related to intercultural competence.

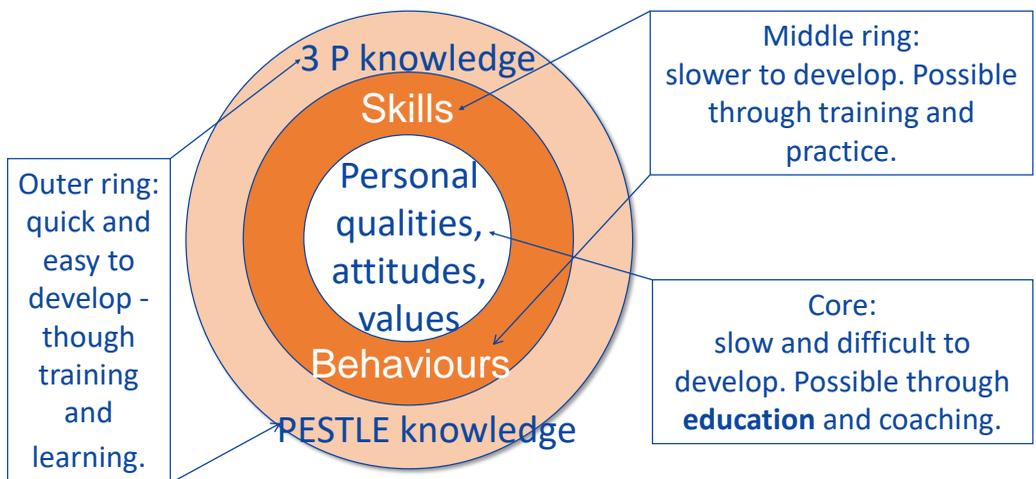


HTWG Konstanz / Prof. Peter Franklin

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Global Personal Qualities take time to develop



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Global Fitness means companies promote informal organisational and individual learning

- Fostering an open atmosphere
- Diversifying the workforce through recruitment
- Maximising informal learning on / from the job
- Retaining talent, managing career progression



See Ch. 12 of Spencer-Oatey, H., Franklin, P. & Lazidou, D. (2022): *Global fitness for global people. How to manage and leverage cultural diversity at work*. Castledown.

Global Fitness means companies implement L & D measures

- Set realistic time-frame and objectives
- Describe expected behavioural outcomes
- Identify lacks and necessities by using micro and meso needs analysis
- Choose suitable methods
- Individualise learning where possible
- Monitor quality and outcomes
- Use professional and experienced trainers and coaches

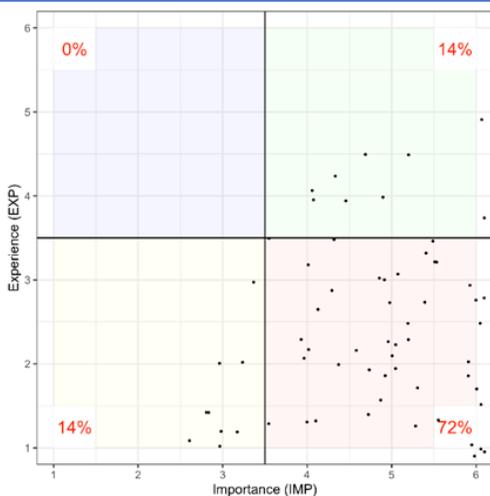
See Ch. 14 of Spencer-Oatey, H., Franklin, P. & Lazidou, D. (2022): *Global fitness for global people. How to manage and leverage cultural diversity at work.* Castledown.c



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Global Fitness means companies identify evidence-based development priorities



Global Fitness Profiler

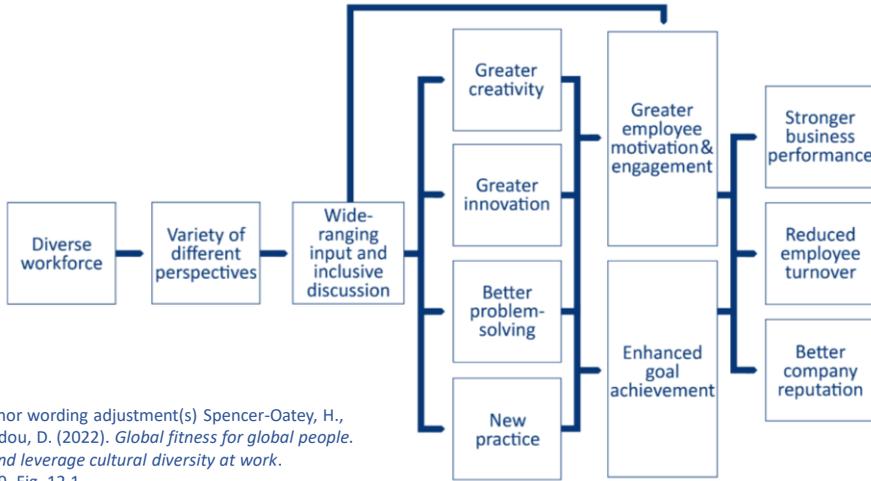
Intercultural Training and Support

- 86% of your departmental staff regard *Intercultural Training and Support* as important (see the two right hand sections of the diagram), indicating that they feel a need for it in their day-to-day work or for career purposes.
- Only 14% feel they are receiving such training and support – nearly three-quarters of them want it but report not receiving such support. This indicates a clear developmental priority for you.

With minor wording adjustments: Spencer-Oatey, H., Franklin, P., & Lazidou, D. (2022). *Global fitness for global people. How to manage and leverage cultural diversity at work.* Castledown, p. 233, Fig 13.2.



To conclude: Global Fitness leads to both ethical and business-beneficial outcomes



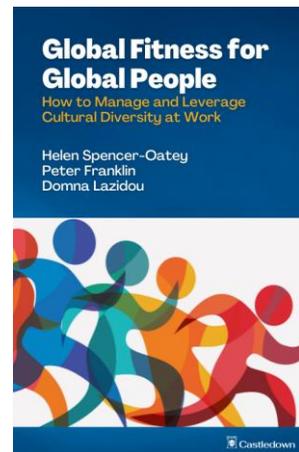
Re-drawn with minor wording adjustment(s) Spencer-Oatey, H., Franklin, P., & Lazidou, D. (2022). *Global fitness for global people. How to manage and leverage cultural diversity at work.* Castledown, p. 209, Fig. 12.1.

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Follow-up opportunities

- Lots of research insights, information and free tool templates on the GlobalPeople Consulting Ltd website



Key takeaways

- Global Fitness is a metaphor, a conceptualisation, a state, a process, a learning journey
- Global Fitness at the organisational level is more than the sum of individual level competencies
- Global Fitness is best achieved by the company taking steps to foster Global Fitness – to be the gym for acquiring individual-level competence



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