



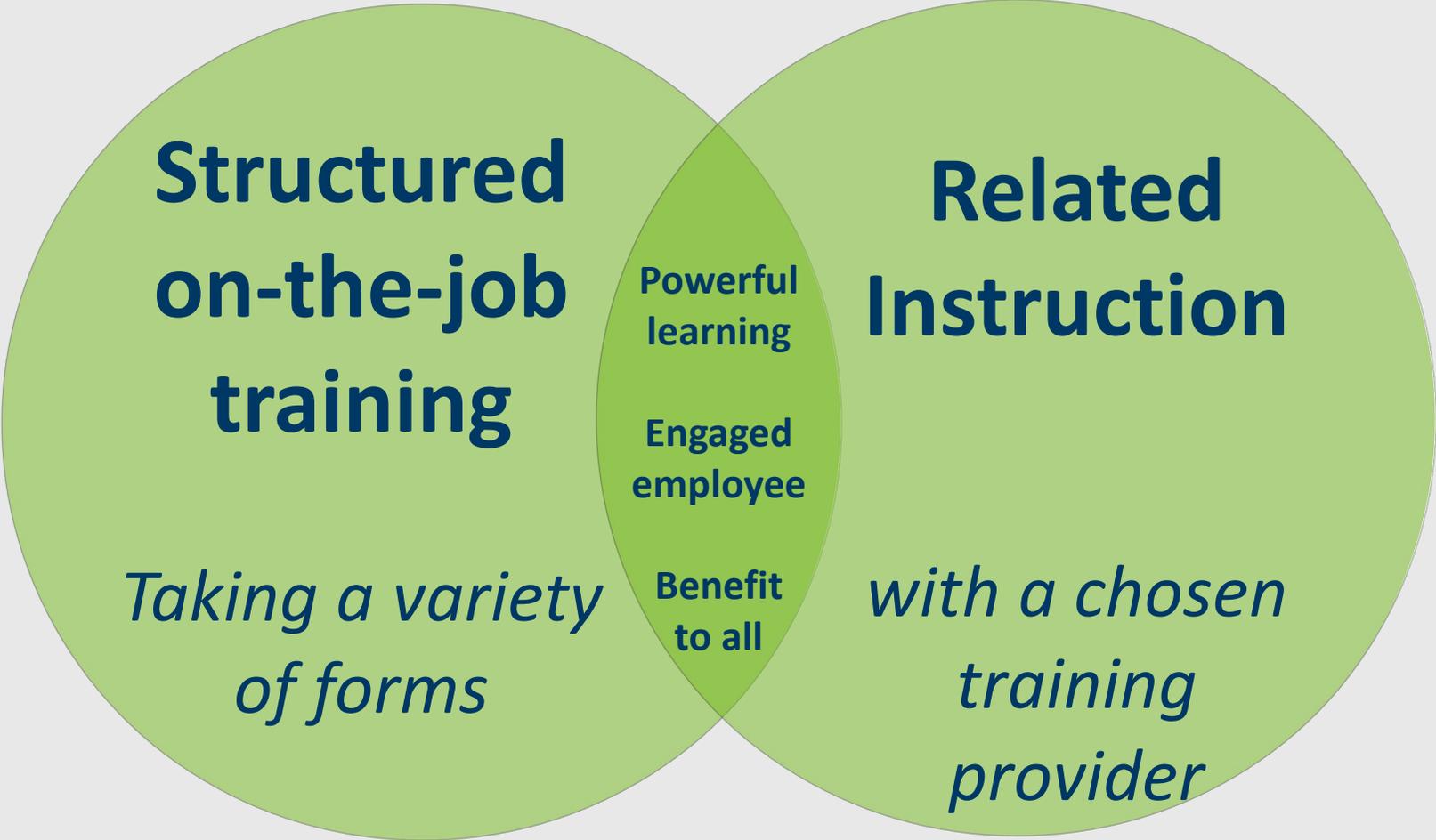
Speaker Series VI:
Effective Cross-Cultural Mentorship, Sponsorship and Coaching
September 19, 2019

PIPELINE PROGRAM

INDUSTRY-BASED. EMPLOYER-DRIVEN. DUAL-TRAINING EXPERIENCE.



Employment-Based Training



Benefits of Employment-Based Training

■ Employers:

- Build and shape their own workforce
- Creates new skilled worker pipeline
- Workers produce as they train
- Improve productivity overall
- Reduce employee turnover
- Increased knowledge transfer
- Smart succession planning

■ Workers:

- Employment
- Job Training
- Wages increase with progress
- Master in-demand skills
- Credentials
- Development of leadership skills



Effective Cross-Cultural Mentorship, Sponsorship and Coaching



Be

...open

...authentic

...engaged

...comfortable with being
uncomfortable

...non-judgmental

...understanding

...have fun!

INTERCULTURAL COMPETENCE EDGE

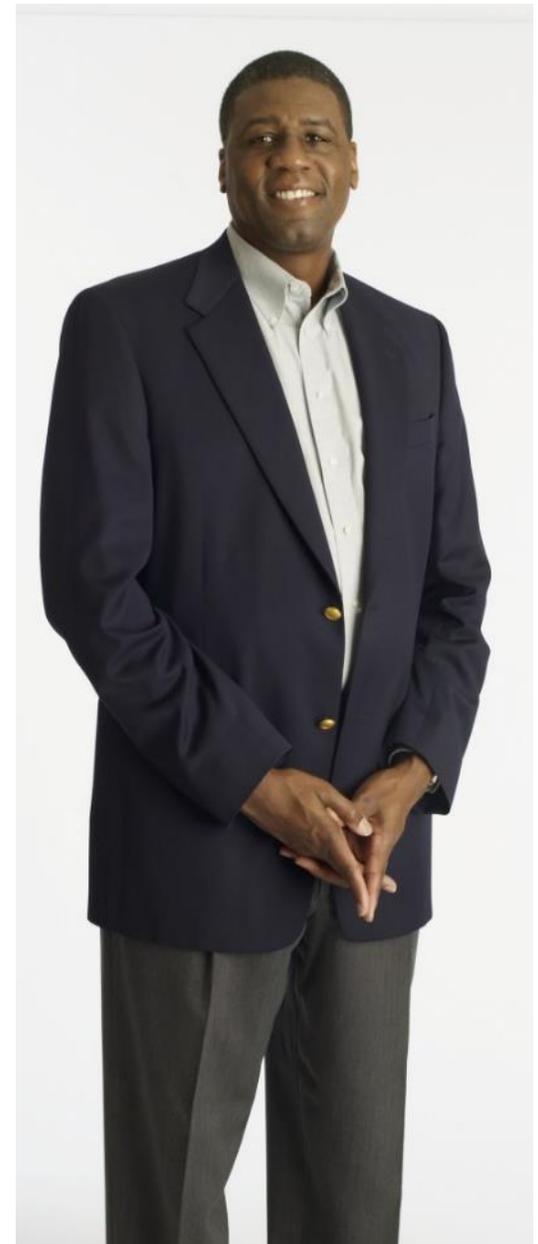


Methodology:

Research Driven
Experiential Learning
Group Discussion
Case Studies
Raise Consciousness

Bio:

Born: Brooklyn, New York
Syracuse University, BS
University of Rochester, MBA
3M Company: 25 Years
Intercultural Educator: 9 years



Michael Carter, CEO
Intercultural Competence Edge, Inc.

Objectives

Learn the definitions of mentorship, sponsorship, coaching, and intercultural competence

Understand the benefits of Cross-cultural sponsorship, mentorship and coaching

Explore how intercultural competence is the key to making cross-cultural mentors, sponsors, coaches effective



Our Path Today

- Define mentorship, sponsorship and coaching
- Explain the importance of mentorship, sponsorship and coaching (*Our Why*)
- Summarize Diversity, Equity and Inclusion
- Define culture and cross-cultural relationships
- Explain the importance of intercultural Competence
- Case studies





Mentorship, Sponsorship and Coaching Defined

Sponsorship vs. Mentoring vs. Coaching

| | Power | Topic | Duration |
|---------|--------------------------------------|--|---------------------------------------|
| Sponsor | Hierarchical or positional authority | Succession planning, leadership building | Long-Term: many years |
| Mentor | Wisdom authority | Career or personal growth | Mid-Term: 6 to 12 months |
| Coach | Special knowledge | Transfer of specific information, tools | Short-Term: class or program duration |



Sponsorship vs. Mentoring vs. Coaching



“A coach talks to you, a mentor talks with you and a sponsor talks about you.”



Mentorship vs. Sponsorship

Mentor

- Talks with you
- Advises
- Helps to prepare you to move up
- Identifies strengths and areas of growth you may not see in yourself
- Helps you navigate the corporate ladder (the unwritten rules)
- Provides a sounding board, shoulder to cry on, support, and guidance
- Little is expected in return

Sponsor

- Talks about you
- Acts
- Makes sure you have all the right roles
- Connects you to important players and assignments
- Offers guidance and critical feedback because they believe in you
- Expects stellar performance
- Expects your loyal support (trust is at the heart)
- Benefits from your success (no one gets to the top alone)
- More risky than mentoring (spend political capital)



MENTORSHIP.



SPONSORSHIP. ♡

Formal vs. Informal

- Sponsorship: Usually informal and often formed based on mutual benefit
- Mentorship: Is the most likely to be a formal program put together by:
 - A Company's Leadership
 - Human Resources Department
 - Diversity and Inclusion Department
- Coaching: is often seen as a formal part of a supervisor's job but many coaching relationships form informally



Why is mentorship, sponsorship and coaching important

- Research shows it increases retention
 - Increased job satisfaction
 - Increased engagement
 - Creates a sense of belonging or fitting in (Inclusion)
- Increased employee productivity
- It helps employees build competence
- It improves an employee's confidence
- It assists with employees building credibility with peers and upper management (promotion driver)
- It helps employees advance

Company: Reduced Cost and Improved Productivity

Recommendation

Create a formal mentoring program filled with interculturally competent mentors. Develop it using proven methods.

Sources of Information

- Consultants
- Benchmark other successful programs
- Research recommend step (Google)
- Etc.

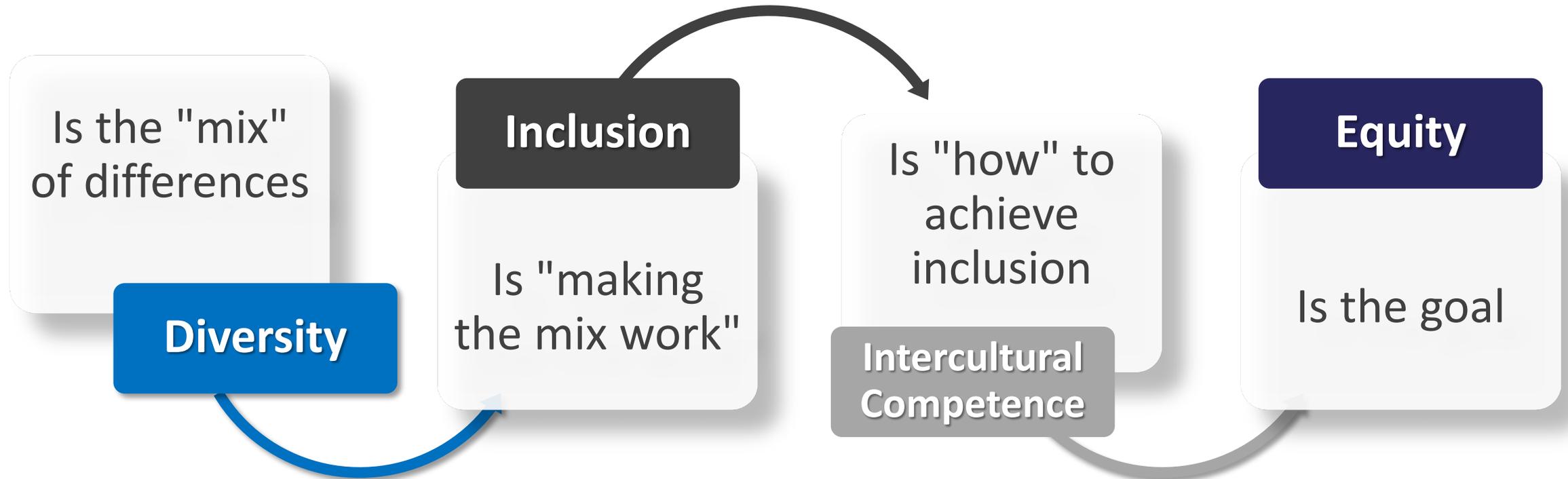


The word culture is a derivative of the word cultivate.



What is Culture and Cross-Cultural Relationships

Diversity, Equity and Inclusion Refresher



Making the Connections

Equality vs. Equity



What does this mean to you?



Five out of seven trends are related
Diversity, Equity and Inclusion

Culture Defined

A group's shared values, norms, and beliefs that create attitudes, behaviors, and practices that enable a group to survive and thrive.

- A **group** has a culture
- An **individual** has cultural influences

Software of the mind
Geert Hofstede



- Culture will form whenever a group comes together with a common goal/mission
 - Cultures can be large or small

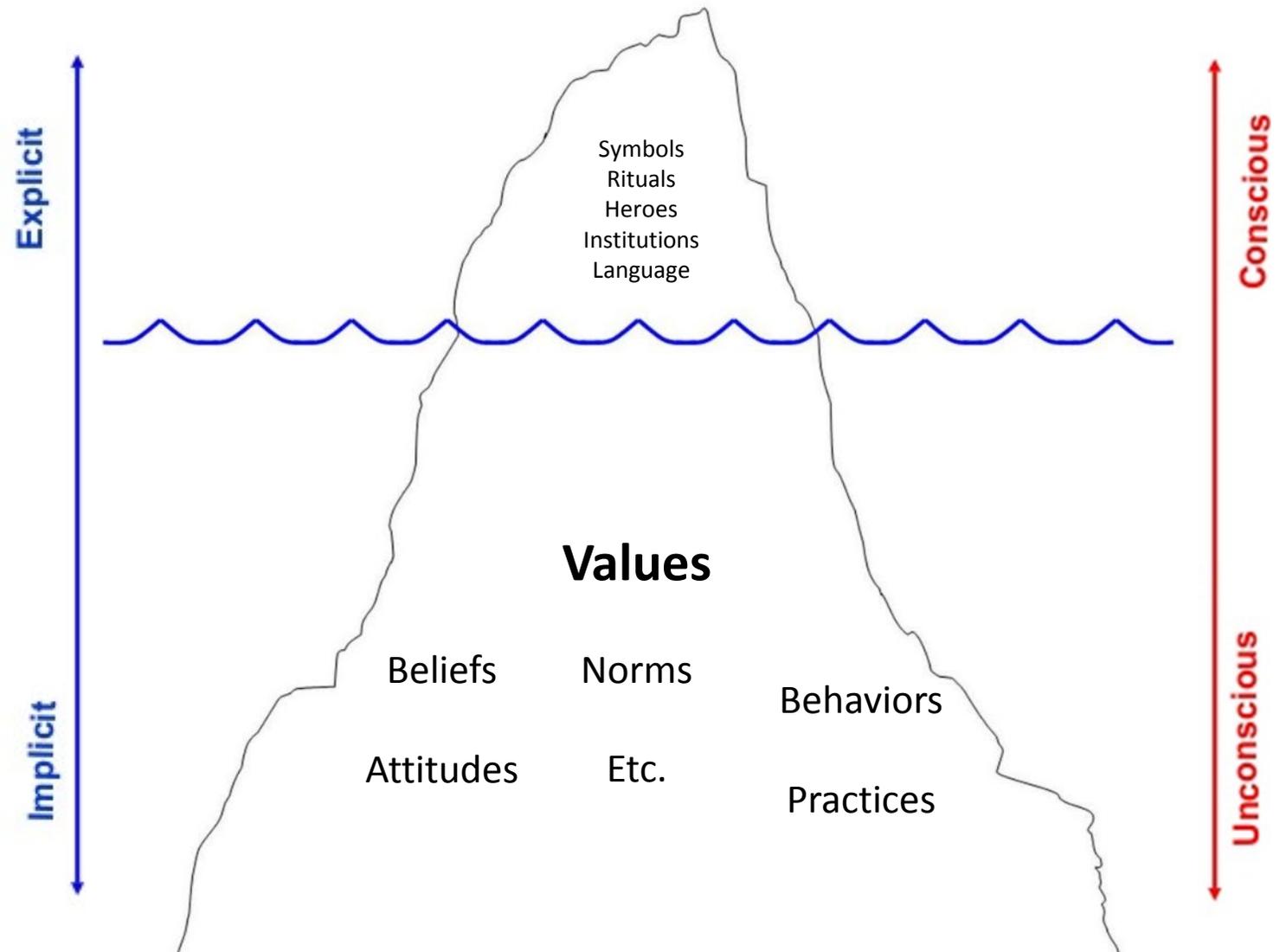
The Iceberg view of culture

Visible, obvious

Art, music, architecture,
drama, food, dance,
sport, language objects,
heroes, myths

Hidden from view

Beliefs, values, non-
verbal behaviors



Culture heavily influences our attitude and behavior, but is invisible to us



Culture: is ever present and we usually don't realize it.



Just like a fish does not know it is in water.

Until you take it out!

Levels of Culture

- National
- Regional
- State/City
- Social Class
- Identity Groups
 - Gender
 - Ethnicity
 - Race
 - Sexuality (GBLT)
 - Generational
 - Disability
 - Religion
- Organizational (Corp)
- Etc.



Culture can be studied at all levels and each of us belong to multiple levels - Geert Hofstede

How do we see culture?

- **Patterns of behavior** – the way we do things around here
- Traditions, ritual, practices, rules, processes
- Culture has many unspoken rules, hidden meaning and often strong unconscious biases.



Culture Matters!



Intent/Impact



Almost all relationships are cross-cultural

- Some of the more challenging cross-cultural relationships involve race, gender and sexuality because of the historical marginalization of these groups;
 - Sexism
 - Racism
 - Homophobia
 - Etc.- there are others
- These groups have a below average retention rate
- These groups are usually under-represented in upper-management

Most firms have no idea that they have a revolving door that is bleeding diversity talent, because unexplainably, they don't measure and report diversity turnover and the cost. But what if your executives knew that diversity turnover "was off the chart," where "women were two times as likely to leave as men, while black and Latino tech workers were 3.5 times more likely to quit than white or Asian colleagues"?



Intercultural Competence

What is Intercultural Competence?

Simply: a person's ability to build stronger cross-cultural relationships and inclusive environments. ***It is a mindset and skill!***

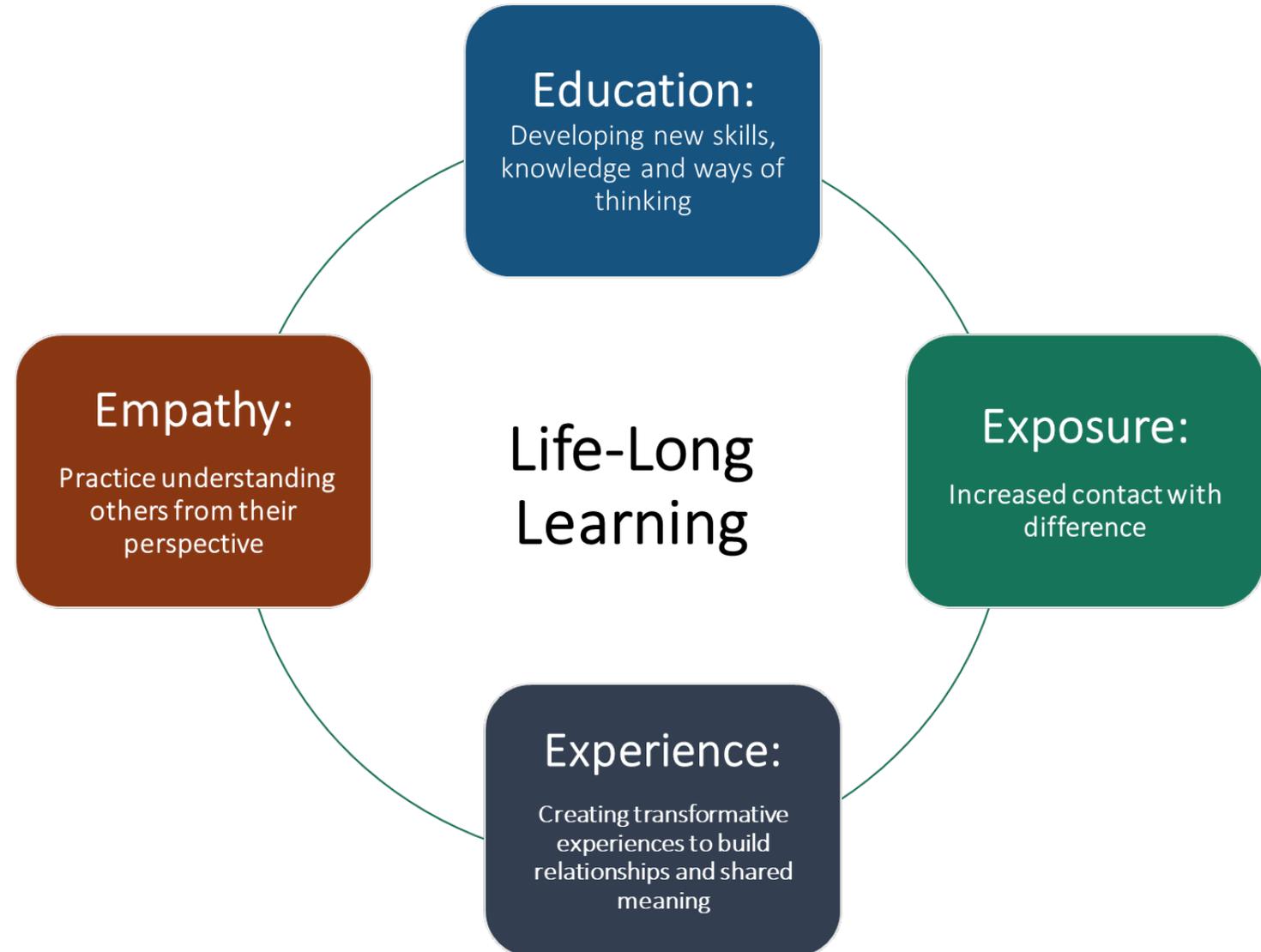
- A skill that you can be assessed and then improved with practice and education
- The ability to effectively incorporate several different world views into:
 - Problem-solving
 - Decision-making
 - Conflict resolution
- A **continuous learning process** to develop
 - knowledge
 - appreciation
 - acceptance



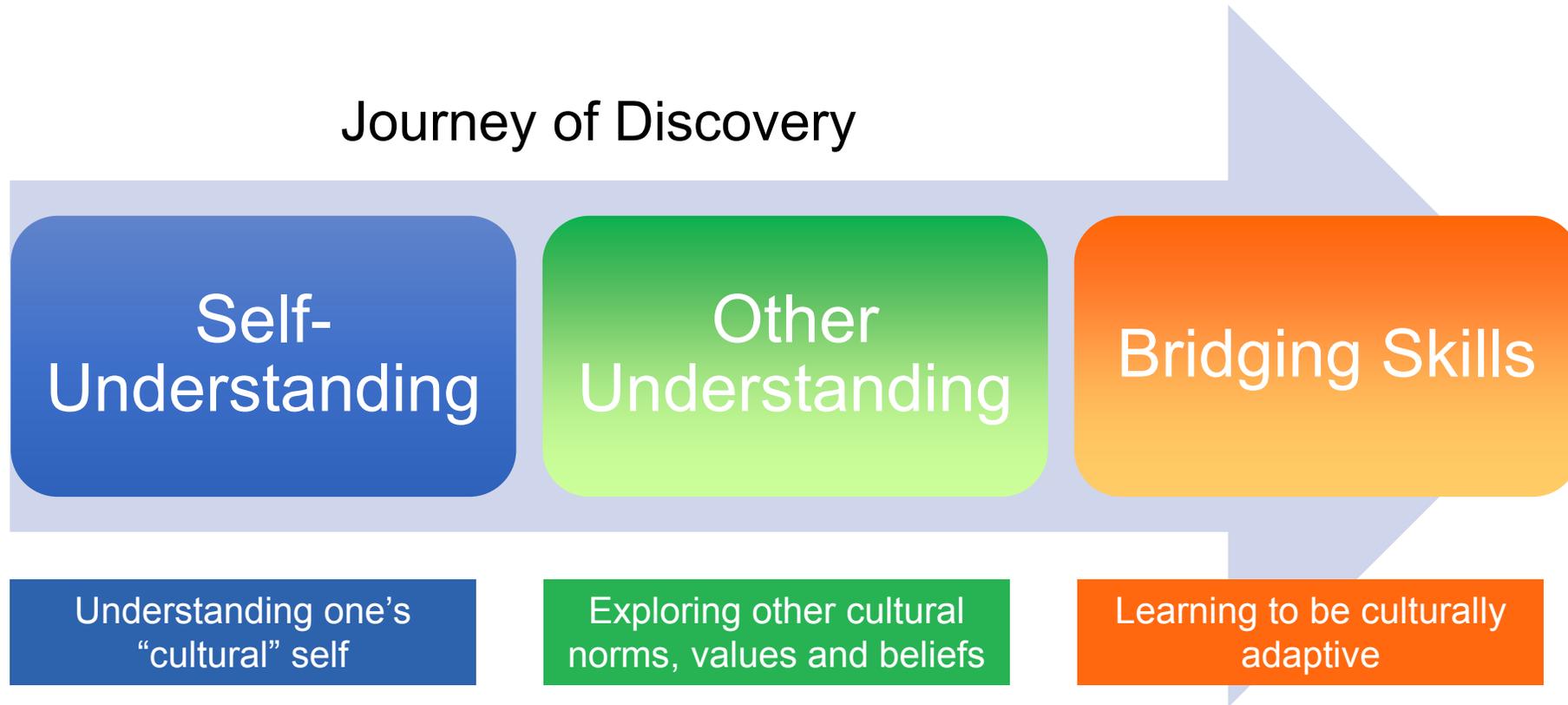
How you become Interculturally Competent



We recommend starting with the Intercultural Development Inventory[®] assessment



Intercultural Competence Education?



The **capability** to shift cultural perspective and adapt—or bridge--behavior to cultural commonality & difference

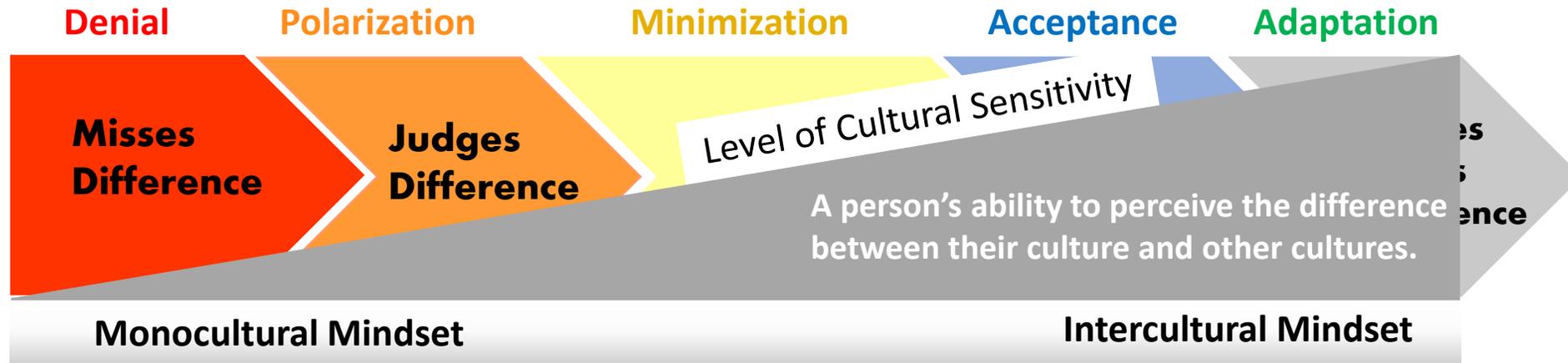
How do you measure Intercultural Competence

The Intercultural Development Inventory (IDI)[®]
One of the most widely used intercultural competence assessment tools

- Theory based psychometric instrument that measures intercultural competence
- Based on the Developmental Model Intercultural Sensitivity (DMIS) (Dr. Milton Bennett, 1986)
- We have to have a way to make sense of our world
- “Fish out of water”
- Accurate, Unbiased: Reliability and validity tested with over 10,000 subjects in a variety of different cultures



Intercultural Development Continuum (IDC)

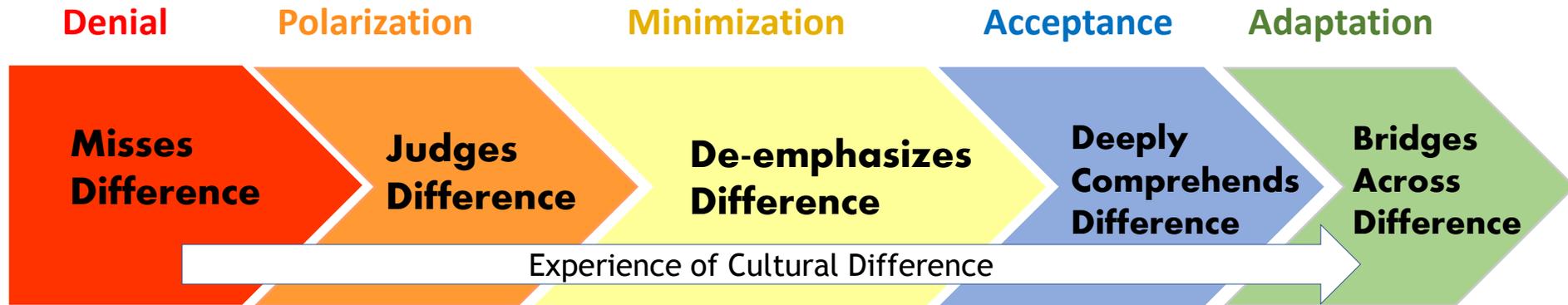


Monocultural Mindset: reflects a view that “one’s own culture is central to reality”

Intercultural Mindset: reflects a sense that one’s own cultural patterns are “not any more central to reality than any other culture”.

Hammer, Moordian, Bhawuk and Brislin posit that “ people must be interested in other cultures, be sensitive enough to notice cultural differences and then also be willing to modify their behavior as an indication of respect for the people of the other cultures” in order to effectively bridge across cultural differences and commonalities.

Intercultural Development Continuum (IDC)



Denial: An orientation that likely recognizes more observable cultural difference (e.g. Food) but may not notice deeper cultural differences and may avoid or withdraw from cultural differences.

Polarization: A judgmental orientation that views cultural differences in terms of “us” vs. “them”. **Defense or Reversal**

Minimization: An orientation that highlights cultural commonalities and universal values and principles that may also mask deeper recognition and appreciation of cultural differences

Acceptance: An orientation that recognizes and appreciates patterns cultural differences and commonality in one’s own and other cultural

Adaptation: An orientation that is capable of shifting perspectives and changing behavior in culturally appropriate and authentic ways.



Case Studies

Mentoring Case Study

You become a part of your company's formal mentoring program. You are the mentor of a young white woman. During one of your conversations she states that she feels she is not being heard in meetings. She is one of two females on an otherwise all male team of eight. She states, "they seem to only truly communicate with each other."

You advise her to be more assertive in the meetings. She responds that she is concerned that by asserting herself, she can be seen as emotional, sensitive or having a chip on her shoulder. She also fears being labelled, bitchy, whiney or not a team player.



What additional advice do you have and how should she implement it?

Explain your steps and approach



Women are more likely to receive vague feedback they can't act on, and this disadvantages them at promotion time.

Sponsorship Case Study

You are a leader at an information technology company. You have built a solid relationship with a young African American male who is coming up the ranks. Over the past five years he has proven his technical skills on several important projects.

You are in a succession planning meeting where multiple employees are being evaluated for advancement into management. He is on the slate of candidates for promotion and the only person of color. There are no people of color on this team evaluating the candidates and one woman.

When his name comes up for evaluation the following comments are made by other members.

- *I don't know him very well, although project XYZ went well.*
- *He does not seem assertive and ambitious to me.*
- *I feel he needs much more seasoning.*
- *He seems very happy in his current job.*



- **What do you say?**
- **What do you do?**

Explain your steps and logic

In closing



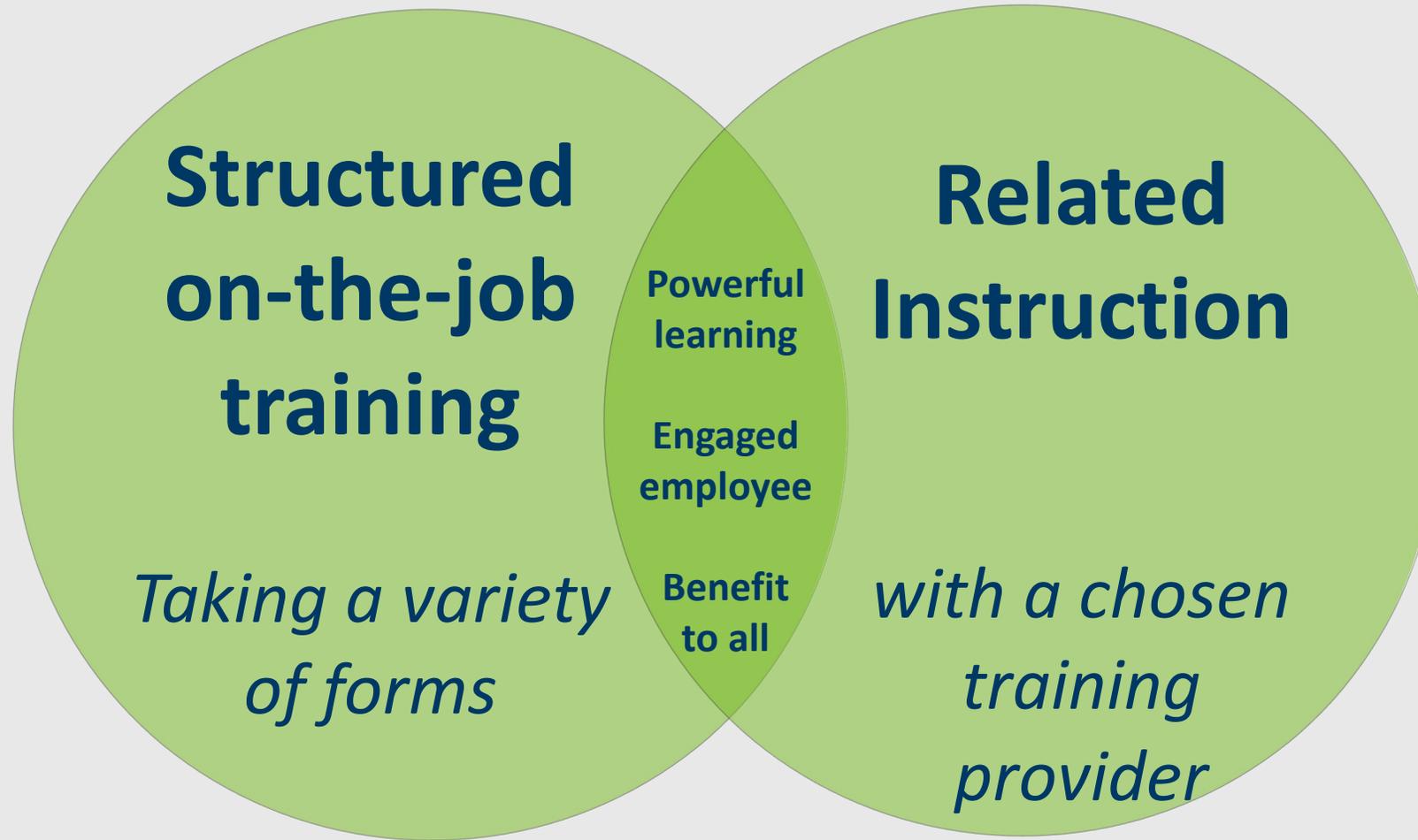
Recommendations:

- ✓ **Employer-Driven Dual Training Experience – Pipeline Program**
- ✓ **When Hiring Think “Cultural Add” instead of “Cultural Fit”**
- ✓ **Start a formal mentoring program to help with On-The-Job-Training**
- ✓ **Educate your organization on Intercultural Competence!**

*Thank
you*



Tying it all back to Employment-Based Dual-Training



Dual training can be a powerful approach

- **On-the-job training and mentoring, sponsorship and coaching go together perfectly**
 - Co-worker to co-worker
 - Employee to supervisor
 - Boost morale, build relationships and improve employee retention
 - Positive recruitment strategy
 - Increases job satisfaction
 - The mentor benefits too

More ideas for On-the-Job-Training

- Four other approaches to OJT
 - Job Shadowing
 - Cohort Based Training
 - Assignment Based Project Evaluation
 - Discussion Based Training

- To find more tools for OJT go to our website:

<https://www.dli.mn.gov/business/workforce/pipeline-dual-training-tools>

PIPELINE Coming Events: Save the Date!

October Industry Forum Meetings

- **Advanced Manufacturing Industry Forum:** Tuesday, Oct. 22, 2019, 9:00 - 10:30 a.m.
- **Information Technology Industry Forum:** Wednesday, Oct. 23, 2019, 9:00 - 10:30 a.m.
- **Health Care Industry Forum:** Thursday, Oct. 24, 2019, 9:00 - 10:30 a.m.
- **Agriculture Industry Forum:** Friday, Oct. 25, 2019, 9:00 - 10:30 a.m.

Speaker Series VII: Topic to be determined

- Thursday, December 5, 9:00 – 10:30 a.m., location to be determined

Thank You!



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