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# Leveraging GlobeSmart<sup>®</sup> for Your International Consulting Project

ACTIVITY GUIDE

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# Sample Sequence for Student Projects

## PREPARATION

1. **Self-awareness:** fill out the GlobeSmart Profile and compare personal GlobeSmart Profile to own country average profile. *Introduce "GlobeSmart Profile: Self-Analysis" worksheet to have participants reflect on their own profile.*
2. **Teambuilding:** this can be done in pairs or small groups. Create a team profile; compare the GS profiles of project team members and discuss similarities, differences, and how to work together effectively as a team. *Introduce "GlobeSmart Profile: Paired Analysis" or "GlobeSmart Profile: Team Analysis" worksheets to provide a framework for discussion.*
3. **Host awareness:** compare individual and team GS profiles with country profile for host organization; discuss possible adjustments the team members would need to make with respect to each of five dimensions
4. **Understanding Values:** ask students to identify their own core values, reflect on them, and then compare them to their host country's values. *Introduce "The Lens of Culture: Understanding What Drives Our Behavior" worksheets as a framework for reflecting on their own values.*
5. **Team Skill-building:** refer to GlobeSmart skill areas to plan the team's approach to key areas such as:
  - Introductions
  - Establishing Credibility
  - Running Meetings
  - Communicating Effectively
  - Presenting Information
  - Obtaining Information
  - Giving Feedback

*Introduce "Anticipating Style Differences with GlobeSmart" worksheet to plan how students need to adapt their current approach*

## ON-SITE PROJECT WORK

After 2-3 days on site, team members revisit GlobeSmart Profile, both for themselves and for the host country.

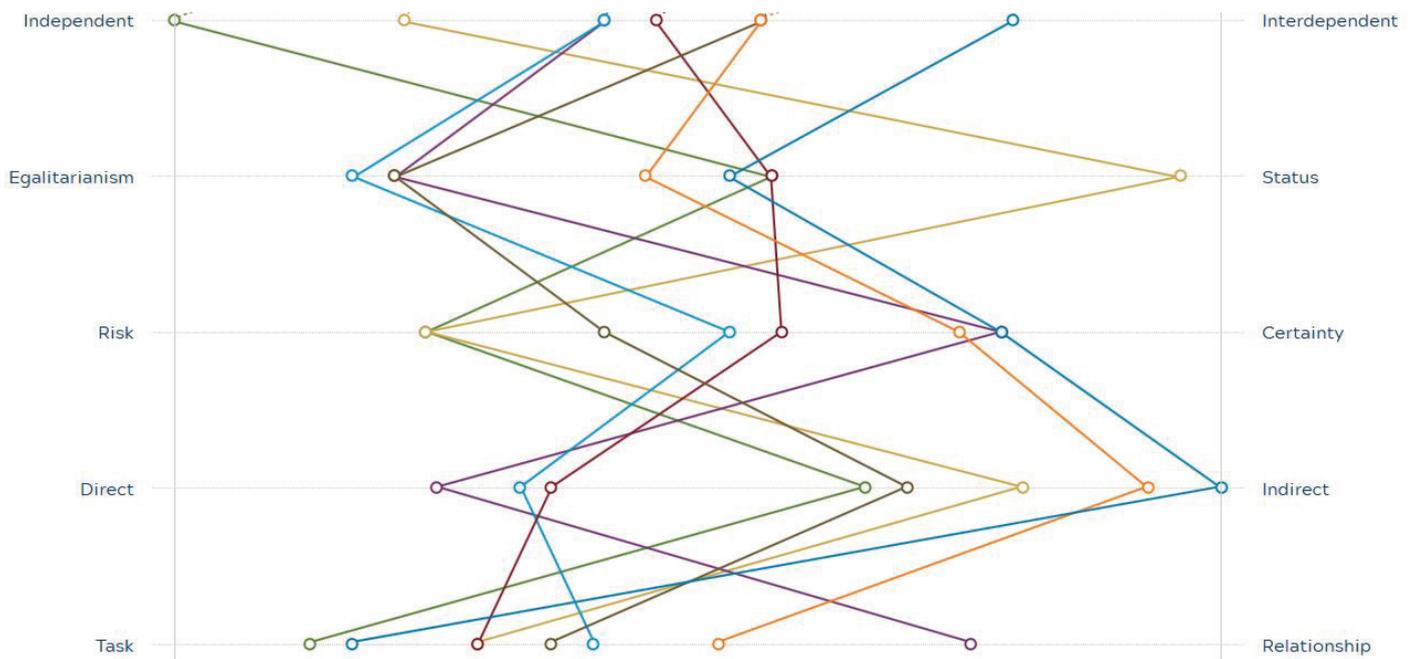
1. Review the host country profile and then discuss similarities or differences between key counterparts within the host organization. Consider how to adjust or recalibrate the team's approach to dealing with each of them based on this first-hand experience. Does the team need to shift its approach in any of the five skill areas previously mentioned? *Introduce "Now What: Context – Impact – Strategy" and "On Assignment Observation" worksheets to analyze real-life situations and develop a new approach.*
2. How are team members working together? Are there any adjustments they could make to ensure that the team is functioning effectively and fully leveraging the capabilities of each member? *Introduce "Case Study Analysis" worksheet to begin analyzing situations and applying skills to real-life scenarios.*

## POST-PROJECT DEBRIEFING

After project completion, debrief the team's interaction with the host organization as well as interactions among team members.

1. Discuss which cultural dimensions may have come into play, how the team adjusted, and what adjustments were more or less effective. What have been key learnings for team members based on their experience with the host organization?
2. Also discuss team dynamics and interactions between team members. Has the team fully leveraged the capabilities of each team member? What have been key learnings based on team member interactions with each other?

# Cultural Dimensions



## ABOUT CULTURAL DIMENSIONS

- Cultural dimensions are a validated, research-based framework that describe **common cultural behaviors**.
- Dimensions are **fundamental patterns** of ways in which cultures, as a whole, tend to vary from one another. They are generalizations based on studies of behavior of people who share cultural values and experiences.
- Use them as a **frame of reference** or something to keep in mind when interacting with another culture. It is a more effective method than memorizing do's and don'ts.
- Each cultural dimension is **on a range or continuum** and has varying degrees of how it can appear in interactions.
- There are **no right or wrong** dimensions or styles.
- **Avoid using them as labels or stereotypes**, e.g. applying the cultural difference based on limited information and use absolutes like "all" "always", "either/or".
- Regardless of which cultural framework we are more oriented to, **we still are individuals** with many variables influencing our behavior and assumptions.
- The cultural dimensions **usually do not stand alone**. For example, you may observe a few of them playing out in one interaction.

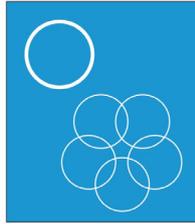
# Key Dimensions of Culture



How do I derive my identity?

## Independent

- Place great importance on individual identity
- Derive identity from personal choices and achievements
- Prefer taking action on one's own



## Interdependent

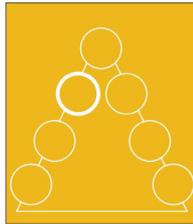
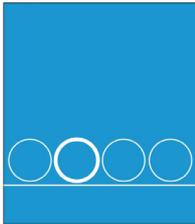
- Place great importance on group harmony and cooperation
- Derive identity from group affiliation
- Feel a sense of duty, obligation, and loyalty to ascribed groups



What is my preference for how my group should be structured and power should be distributed?

## Egalitarianism

- Be comfortable challenging the views of superiors
- Be flexible about roles
- Treat everyone much the same
- Assume power and authority should be shared broadly among a group



## Status

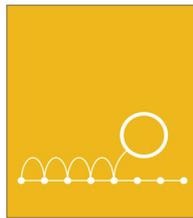
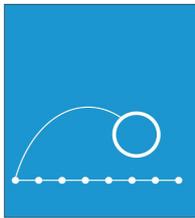
- Prefer not to challenge those above them
- Be deferential to superiors
- Adapt behavior depending on relative status
- Assume power and authority should be reserved for a few members of a group



How do I make decisions in uncertain or ambiguous situations?

## Risk

- Prefer rapid decision-making and quick results
- Place great importance on flexibility and initiative
- Value speed over thoroughness



## Certainty

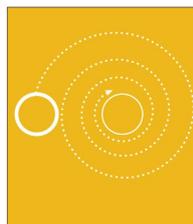
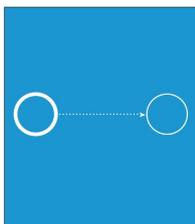
- Spend significant time on background research
- Establish proper procedures before starting a project
- Value thoroughness over speed



How do I communicate requests, tasks, and feedback?

## Direct

- Come to the point quickly
- Be forthright in asking questions in most settings
- Be comfortable making requests, giving direction, or disagreeing with others
- Give negative feedback directly



## Indirect

- Spend time explaining the context before coming to the point
- Avoid asking questions in public settings
- Express disagreement in subtle ways
- Give negative feedback indirectly



When working on new projects, do I prefer to address tasks first, or relationships first?

## Task

- Place high value on reaching goals & objectives on schedule
- Prioritize accomplishing tasks over maintaining relationships
- Focus on what people achieve more than who they know



## Relationship

- View time building relationships as key to achieving good results
- Prioritize maintaining relationships over accomplishing tasks on time
- Focus on who people know as much as what they themselves can achieve

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# GlobeSmart Profile: Self-Analysis

Refer to your completed GlobeSmart Profile online, or draw it in the workbook space below.

Independent		Interdependent
Egalitarianism		Status
Risk		Certainty
Direct		Indirect
Task		Relationship

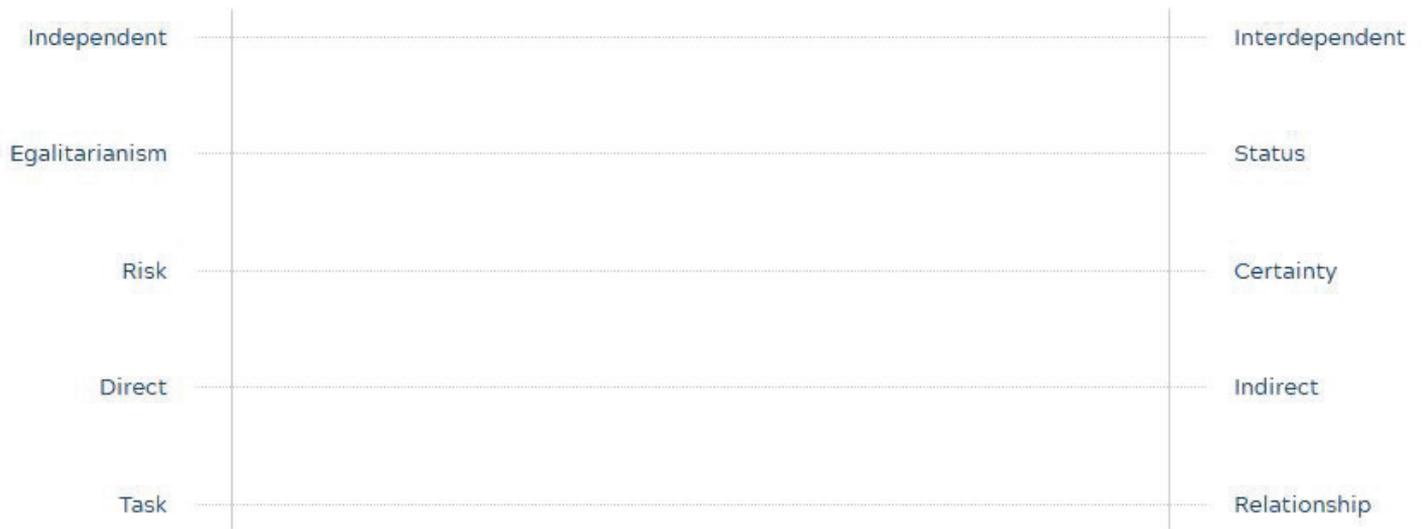
What do you notice about your profile? Any surprises?

Which dimension(s) stands out to you as particularly interesting and why?

What are some personal examples that highlight these dimensions in your everyday behavior?

# GlobeSmart Profile: Paired Analysis

*With a partner, draw your profile on the below diagram.*



What do you notice about your profiles?

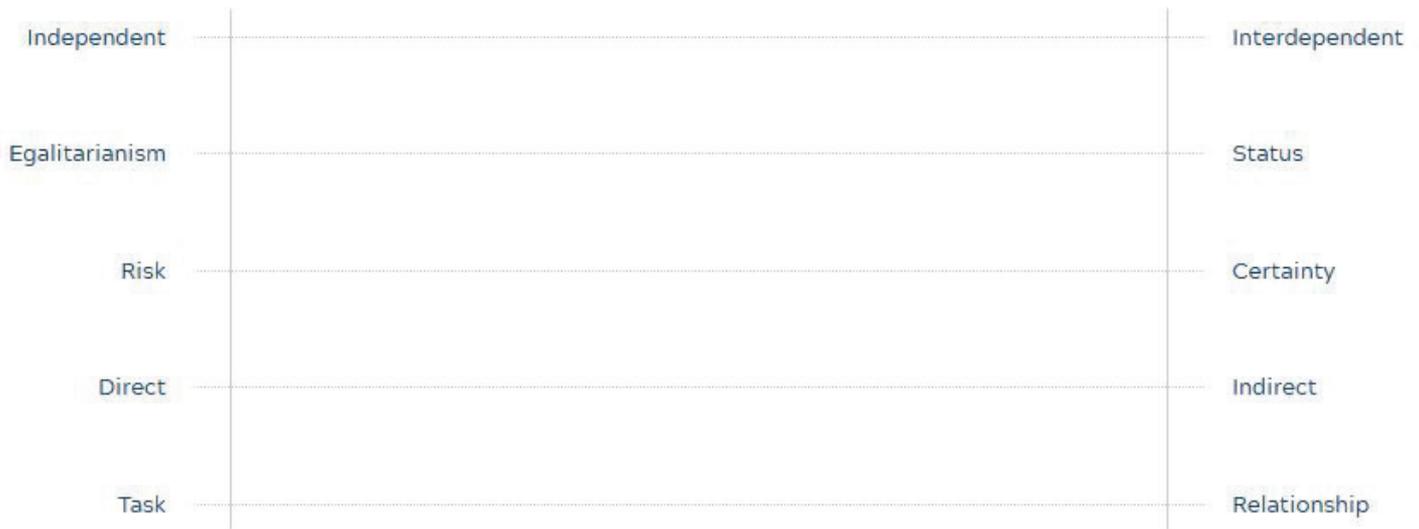
What strengths and what potential challenges would you anticipate in working with one another?

Select one dimension with a large gap. What are some strategies you could implement to minimize this gap?

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# GlobeSmart Profile: Team Analysis

Draw your team profile on the below diagram.

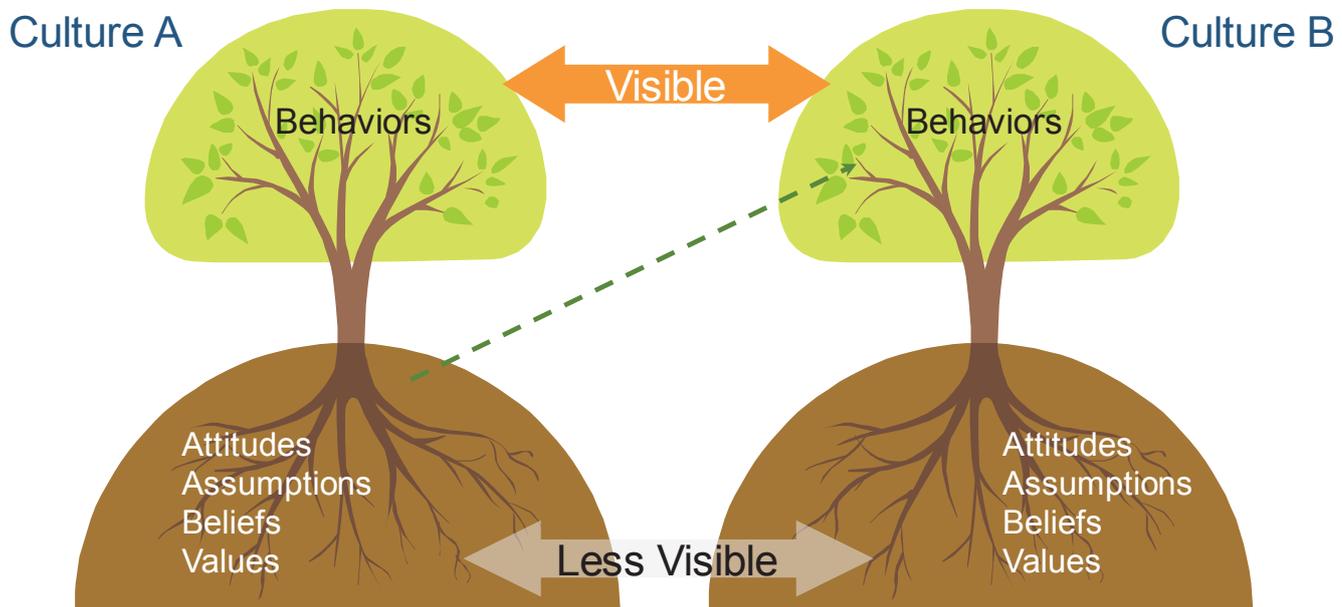


What similarities do you notice on the team profile? Where are there a wider range of differences?

What are some examples of how you have seen these differences play out in your work so far?

If your team has a leader, what is the impact of his/her profile on how your team operates?

# The Lens of Culture: Understanding What Drives our Behavior



***“Culture hides more than what it reveals, and strangely enough what it hides, it hides most effectively from its own participants.”***

Edward T. Hall, author of *The Silent Language*

## EXAMPLE VALUES

What I Need for Myself	What I Need to Succeed	What I Need from Society	What I Need from Others/Relationships
Adventure /Excitement	Achievement	Democracy / Equality	Consensus
Community	Advancement / Promotion	Efficiency	Cooperation
Creativity	Change / Variety	Fairness	Decisiveness
Enjoyment	Competition	Independence	Directness
Family	Education	Integrity	Flexibility
Freedom	Excellence	Privacy	Honesty
Friendships	Expertise	Public Service / Contribution to Society	Humility
Humor	Financial Success	Respect for Authority	Leadership
Nature	Hard Work	Respect for Elders	Loyalty
Physical Health and Fitness	Persistence	Respect for Rules	Politeness
Religion / Spirituality	Personal Development	Safety	Punctuality
Serenity	Resilience	Stability	Teamwork
Work / Life Balance	Status	Tradition	Trust

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# The Lens of Culture: Understanding What Drives our Behavior

Reflecting on the Lens of Culture and the list of values, what are your top 5 core values? How do they influence your daily work?

Utilizing GlobeSmart, navigate to the target country you will be visiting, and list their core values below:

How similar or dissimilar are your values with those of your target country? What do you anticipate as being potential challenges that you can work to understand?

How will you adapt your approach in your target culture in order to be most effective?

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# Anticipating Style Differences with GlobeSmart

*Utilizing GlobeSmart, take notes on how you may have to adapt your approach to be successful in everyday business interactions with individuals in your host country.*

Task	My Current Approach	How I Can Adapt for My Host Country
Introductions		
Establishing Credibility		
Running Meetings (Virtual and Face-to-Face)		
Communicating Effectively		
Presenting Information		
Obtaining Information		
Giving Feedback		

# Now What: Context – Impact – Strategy

A **tool** to help you **identify** the underlying cultural issues, the impact and **what to do next**

What/ Context	So What/ Impact	Now What/ Strategy
Cultural dimensions impacting issue	Potential issues that could arise	Strategies to minimize the gap
		
What are the key <b>cultural differences</b> that may impact your interactions?	What is the <b>potential impact</b> of these differences to you / your job?	What <b>strategies</b> could you apply to minimize the cultural gap and achieve better results?

## EXAMPLE

**SITUATION:** You are on a team call where remote colleagues are quiet and not participating.

What/ Context	So What/ Impact	Now What/ Strategy
<b>Dimensions playing a role:</b> <ul style="list-style-type: none"> <li>• <b>Status</b></li> <li>• <b>Relationship</b></li> <li>• <b>Indirect</b></li> <li>• <b>Certainty</b></li> </ul>	<ul style="list-style-type: none"> <li>• Important information not shared</li> <li>• Unaware of potential issues</li> <li>• Delays or missed deadlines</li> <li>• Frustration, unhappy customers or team</li> </ul>	<ul style="list-style-type: none"> <li>• More focus on relationship-building</li> <li>• Send agenda / materials in advance</li> <li>• Pre-meeting with key individuals</li> <li>• Take turns during call</li> <li>• Confirm key points at end of call</li> <li>• Send meeting minutes afterwards</li> </ul>

**SITUATION:** You are on a team call where remote colleagues are dominating the discussion.

What/ Context	So What/ Impact	Now What/ Strategy
<b>Dimensions playing a role:</b> <ul style="list-style-type: none"> <li>• <b>Egalitarian</b></li> <li>• <b>Task</b></li> <li>• <b>Direct</b></li> <li>• <b>Risk</b></li> </ul>	<ul style="list-style-type: none"> <li>• Important information not shared</li> <li>• Unaware of potential issues</li> <li>• Delays or missed deadlines</li> <li>• Frustration, unhappy customers or team</li> </ul>	<ul style="list-style-type: none"> <li>• Take initiative to share input and ask clarifying questions</li> <li>• Inject your ideas and opinions to the discussion</li> <li>• Offer to facilitate</li> <li>• Make suggestion to team to use conference call ground rules</li> </ul>

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# Now What: Context – Impact – Strategy

Describe a challenging cross-cultural situation:

What/Context	So What/ Impact	Now What/ Strategy
Cultural dimensions impacting issue	Potential issues that could arise	Strategies to minimize the gap

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# Case Study Analysis

## CASE EXAMPLE

Ashish, who is from Mumbai originally, has recently arrived on his first rotation assignment in Mexico City. Read the situations below and be prepared to discuss in a small group the questions presented. Do not combine the situations; consider each separately. You will have about 30 minutes to discuss in a small breakout group and then bring back to the larger discussion. (*This example is not based on a real GEMA participant*).

### Situation 1: Meeting Participation

Ashish finds that he is rarely invited to meetings of any consequence in the office, which has been really surprising. He would like to figure out how to change that or he feels he will miss out on important decision-making and discussion.

What host culture dimensions and assumptions would be driving the situation?

What might be some strategies or tips you would offer to help Ashish address the situation? Discuss several and pick your top two to present back to the larger group.

### Situation 2: Social Interactions

Ashish is very interested in getting his work done each day so that he can go home to join his wife and new infant. He often arrives early and works through lunch so that he can leave early.

What are at least three potential negative consequences of Ashish's work patterns in terms of his relationships with his host colleagues?

What might be a way to manage some of his desire for a work-life balance while also recognizing the impact it has on his relationships at work and trying another approach? There are successful options for Ashish. What are they?

### Situation 3: Obtaining Information

Ashish is still quite new to the Mexico City office. He finds getting information much harder than he had anticipated. For example, when he sends someone in another part of the building an email requesting information, often he doesn't hear back, even if he explains in the e-mail who he is and why he needs the information. It is really frustrating. People seem unhelpful and even rude.

What are at least two cultural issues that he may be encountering?

What would be your top two suggestions for Ashish to get the information he needs?

Discuss your ideas and come up with the one suggestion that your group agrees is the best, and the one that your group thinks was most out of the box, but actually a good idea.

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# Case Study Analysis

Topic Areas	Host Country Observations	Case Example Notes
Meeting Participation		
Social Interactions		
Obtaining Information		

## Dimensions of Culture:

- Independent – Interdependent
- Egalitarianism – Status
- Risk – Certainty
- Direct – Indirect
- Task – Relationship

# On-Assignment Observation

Topic Areas	Observations	Observations
Meeting Participation	<p>What has been your experience with meeting participation? Are you included in the meetings you hope to be or would you like to be more / less involved? Are the meetings run in a manner that you are used to and /or comfortable with? What, if anything, is different from your home culture's meetings? What host culture dimensions and assumptions could be driving the situation?</p>	
Social Interactions	<p>What are social interactions like in your location? How important are they to work relationships? Have you been able to connect socially with host colleagues? Have you been able to create a work-life balance?</p>	
Obtaining Information	<p>How easy or difficult has it been for you to obtain information in your location? What challenges or successes have you experienced with this? In what ways is the process similar or different from your previous experience? What might be the cultural dimensions that affect this?</p>	