

# Cultural Diversity and Inclusion: Self-Awareness and Interpersonal Relationships

Daniela Alessandri  
District Director Italy South

March, 7th 2018



# Berlitz international

## Global presence



- 550 Berlitz centers in more than 70 countries on all five continents
- Global network – close integration of all Berlitz centers
- Consistent standards worldwide – the same high teaching quality on a global level and identical training material
- Internationally tested and unique training methods
- Global pioneer regarding development of innovative training programs
- Qualified trainers – global trainer team and international Berlitz instructional standards

# The world of language and management seminars

Our varied training offerings teach skills in all three areas of competence.



# Intercultural competence

- The International/Cultural training approach
- Our solutions

Global competence  
is in our nature.

# Global Leadership Capabilities



Berlitz Global Leadership Training provides competitive competency development in three key areas:

Communication	Culture	Leadership
Acquiring the necessary language and incremental communications skills for particular markets and context-specific activities (delivering presentations, conducting negotiations, managing meetings, etc.)	Developing a sense of a leader's own cultural profile, preferences and style Building cultural agility and the ability to adapt their own cultural style to that required for a particular environment	Developing global business knowledge and acumen Acquiring market-specific business practice, knowledge and insights to maximize the chances of success when entering a new marketplace Acquiring and practicing Inclusive Leadership skills



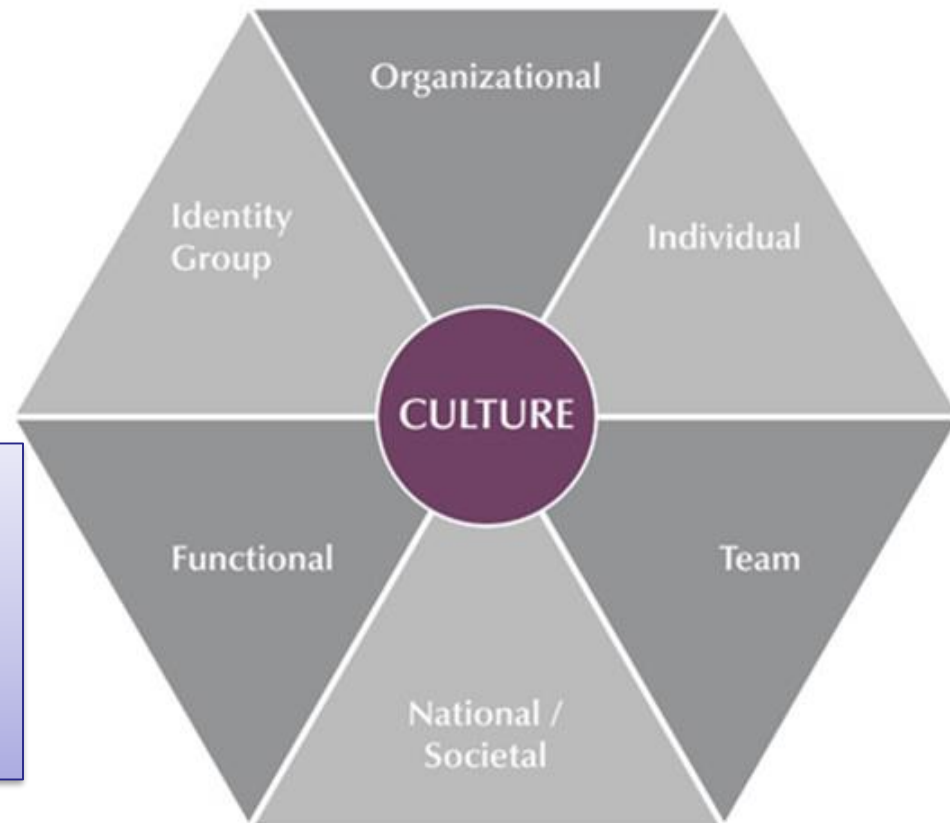
# The Six Levels of Culture

## Definition of Culture

The complex pattern of ideas, emotions and observable/symbolic manifestations (including behaviors, practices, institutions and artifacts) that tends to be expected, reinforced and rewarded by and within a particular group.

**Il sistema complesso di idee, emozioni e manifestazioni visibili o simboliche (inclusi comportamenti, abitudini, tradizioni e manufatti) che ci si aspetta di trovare, consolidare e gratificare da e all'interno di un particolare gruppo.**

## The Six Levels of Culture

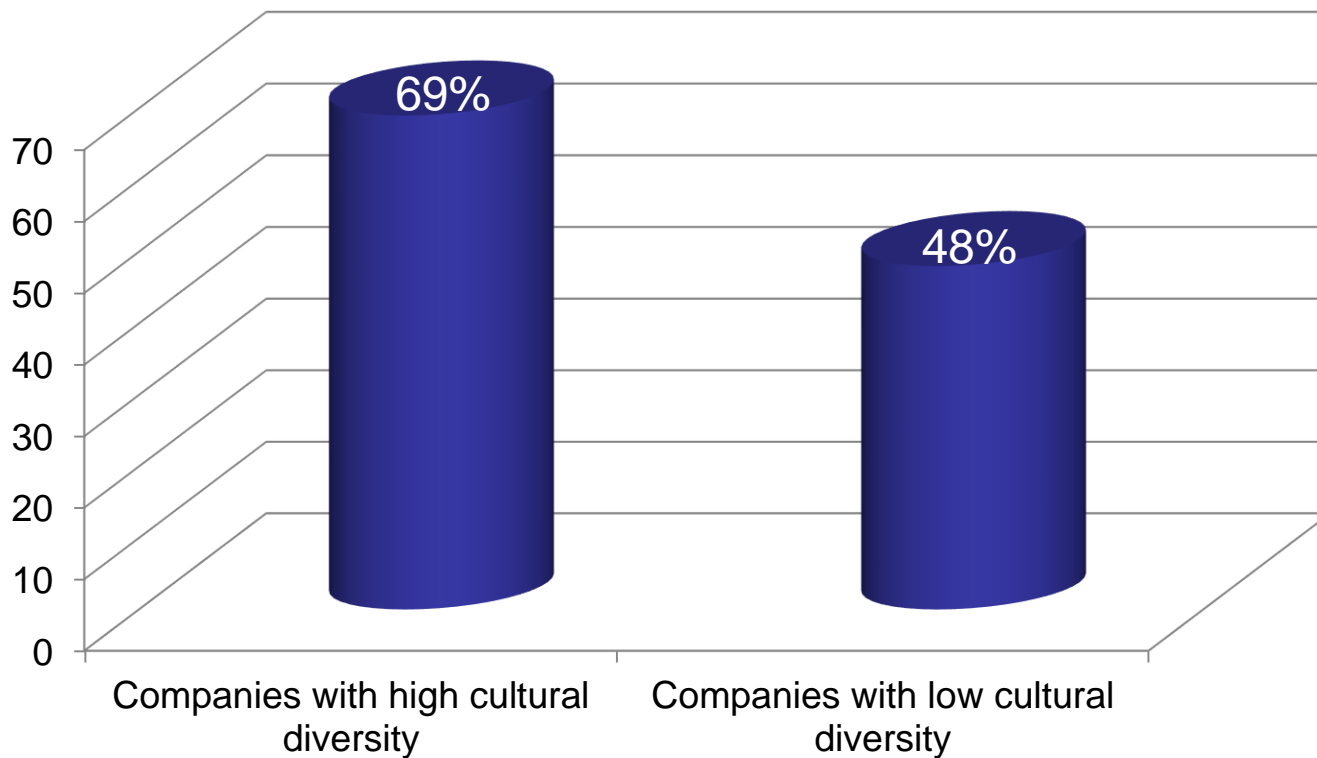


©2009 TMC - A Berlitz Company. All rights reserved.

# The Benefits of Cultural Diversity

Companies that emphasize cultural diversity are especially innovative.

**They introduce new or improved products more often than competitors with a less diverse staff.**



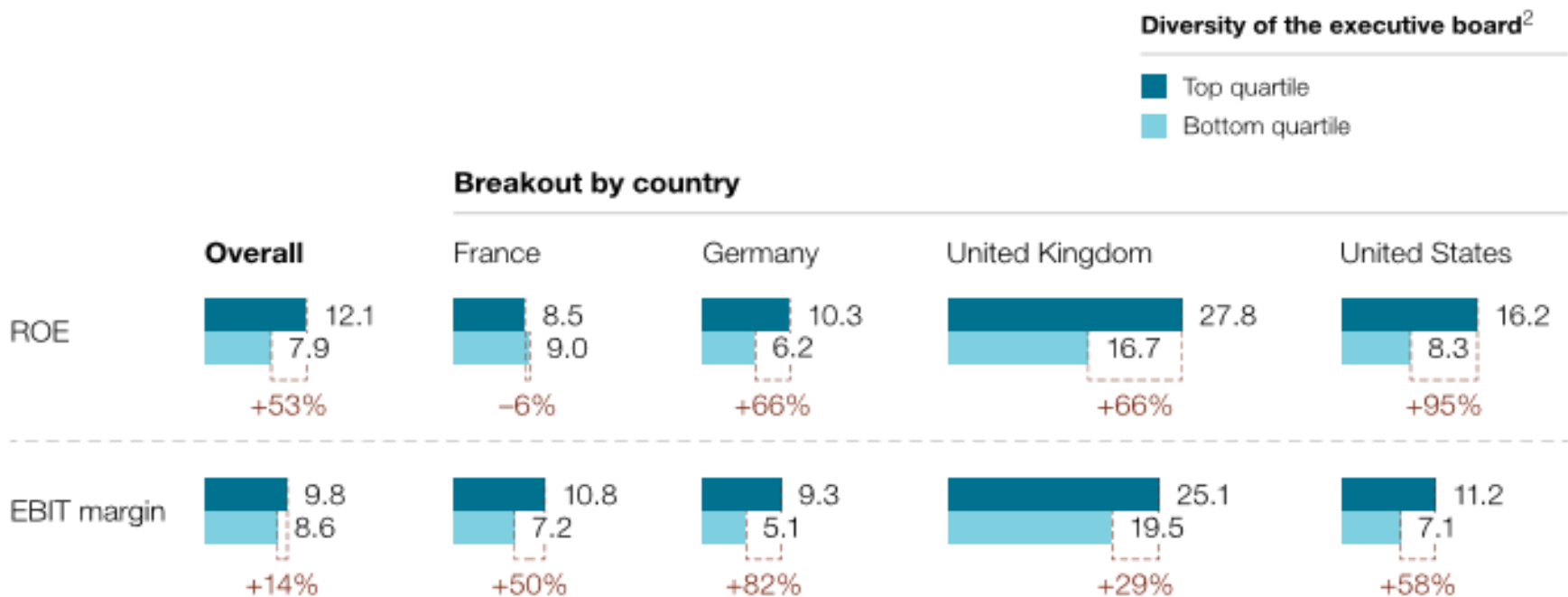
Source: Institut der deutschen Wirtschaft Köln (IW)

# The Benefits of Cultural Diversity

Companies with diverse executive boards enjoy significantly higher earnings and returns on equity

“Diversity Manager”!!!

Average returns on equity (ROE) and margins on earnings before interest and taxes (EBIT),<sup>1</sup> 2008–10, %



Source: *McKinsey Quarterly*, “Is there a payoff from top-team diversity?”



# The Benefits of Cultural Diversity

**Companies with diverse executive boards enjoy significantly higher earnings and returns on equity**

**“Diversity Manager”!!!**

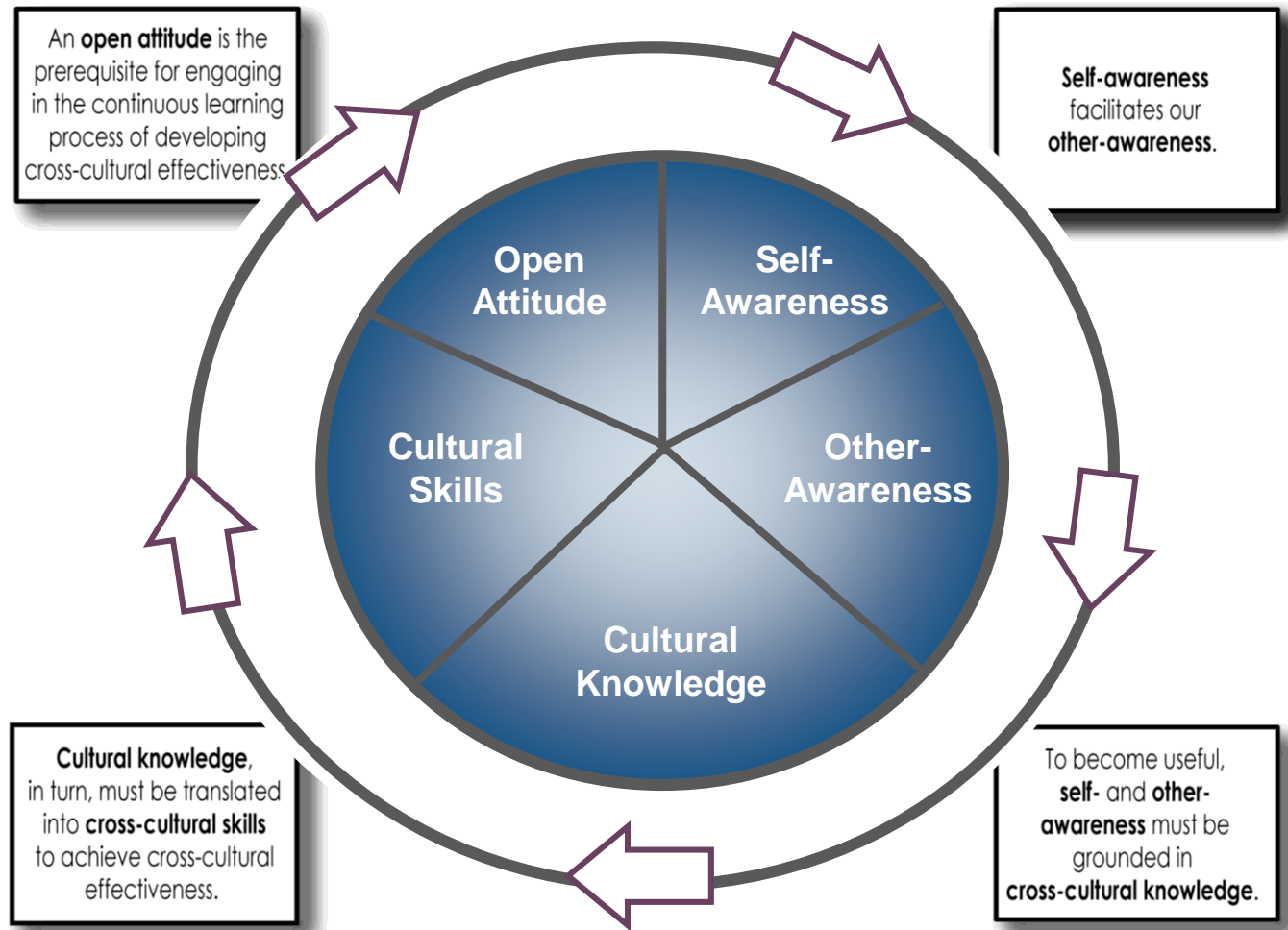
Aumento dei ricavi fino al 16,7% in più per i brand che investono in Diversity&Inclusion. Il Diversity Brand Summit premia Coca-Cola come azienda più inclusiva per il mercato. Nella Top 5 anche American Express, Google, TIM e Vodafone. Riconoscimento assegnato oggi a Milano durante il Diversity Brand Summit, primo evento europeo che mette in relazione diversity e business, ideato dall'associazione Diversity e dalla società di consulenza Focus Management

«L'inclusione è un percorso culturale: le aziende hanno una responsabilità sociale in questo ambito. La D&I è capace di **far convivere etica e business** in maniera armonica, abbattendo discriminazione e generando valore per le aziende»

Source: *McKinsey Quarterly*, “Is there a payoff from top-team diversity?”

# Developing Intercultural Competence

## The Journey to Cultural Competence



# How?: Cultural Navigator & C.O.I.

## The intercultural web platform

The screenshot shows the Cultural Navigator web platform interface. At the top, there is a search bar, a home icon, and a user profile dropdown for 'Andrew'. The main navigation bar includes 'Profile', 'Network', 'Learning', and 'Country Guides'. The central content area is divided into several sections:

- Andrew's Interests:** A row of four circular icons representing interests: 'Working with Brazil', 'Work in a virtual team', 'Lead a diverse team', and 'Leverage diversity'. A callout box on the left explains: 'Networking with colleagues across the world'.
- What's New:** A featured article titled 'Introducing Cultural Navigator Mobile' with a 'Learn More' button. A callout box on the right explains: 'Country information for more than 100 countries'.
- Bridge Cultural Gaps:** A circular progress indicator labeled 'COI' with a 'Compare with:' section for 'Colleagues' and 'Countries'. A callout box on the left explains: 'Learning paths for selected fields of interest with learning progress check'.
- Learning Paths (1):** A progress bar for 'Introduction to Culture' at 66% completion, with 'No Due Date'. A callout box on the right explains: 'E-learning modules'.
- Latest Posts:** A list of recent posts, including articles and videos by Miguel Fernandes and Tomoko Kimura. A callout box on the right explains: 'Networking between users and experts'.
- Cultures at Berlitz:** A section for organization-specific content, including a photo of a building. A callout box on the left explains: 'Cultural online assessment'.

Additional callout boxes on the right side of the interface explain: 'Podcasts and videos' (pointing to the Latest Posts section) and 'Networking between users and experts' (pointing to the Latest Posts section).

# Self-Awareness: Cultural Navigator®



Completing the assessment generates a thorough report on your individual work-style preferences.

Home > My COI Report

## My COI Report

The report is organized in a tabbed interface



The report can be saved and downloaded.

**My COI**  
Click to view details.

[Download Full COI PDF](#)

**Compare with:**

- [Colleagues](#)
- [Countries](#)
- [Functions](#)

[Interaction Style](#) [Thinking Style](#) [Sense of Self](#)

### How people tend to communicate and engage with others in work situations

Your Interaction Style results suggest that you tend to prefer the following:

- Using schedules as negotiable guidelines and managing time loosely (*Fluid*)
- Focusing more on building trusting relationships and planning than on accomplishing tasks and taking action (*Being*)
- Handling conflict and giving feedback discreetly, with an emphasis on saving face (*Indirect*)
- Communicating with eloquence and open displays of emotion in work situations (*Expressive*)

Download or print your Interaction Style Report:

[Download PDF](#)

# Self-Awareness: Cultural Navigator<sup>®</sup>

## Cultural Orientations Indicator (COI)



### Interaction Style

Fluid  
Doing  
Indirect\*  
Instrumental  
Informal  
Universalistic



### Thinking Style

Multi-Focus  
Future  
High Context  
Deductive\*  
Systemic

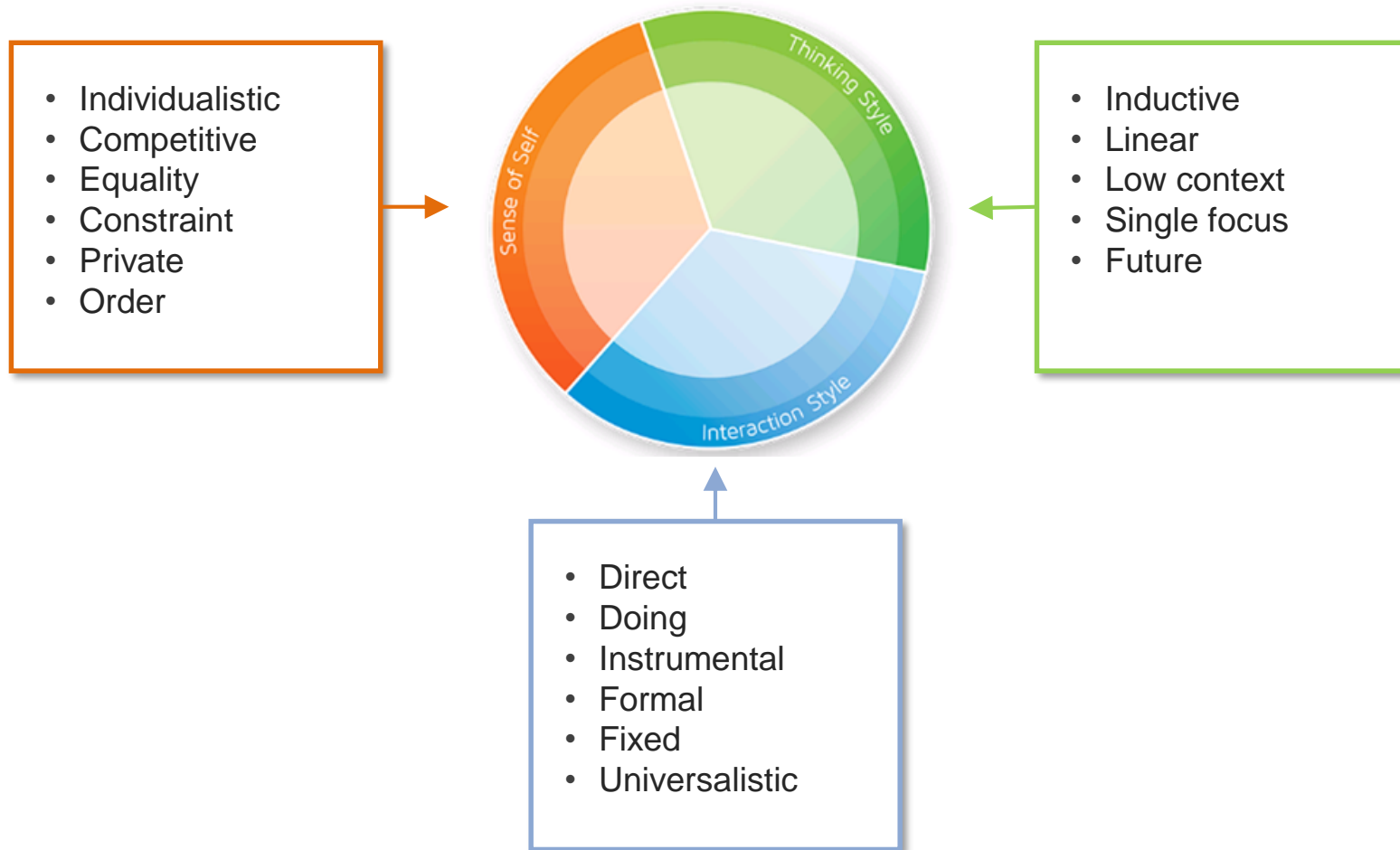


### Sense of Self

Constraint  
Public  
Hierarchy  
Collectivistic  
Cooperative\*  
Flexibility

# Self-Awareness: Cultural Navigator<sup>®</sup>

## Example of a German COI<sup>®</sup> profile





# Self-Awareness: Cultural Navigator®



Home > Reports > Gap Analysis Report

## Gap Analysis Report

Download Full Report

Interaction Style

Thinking Style

Sense of Self

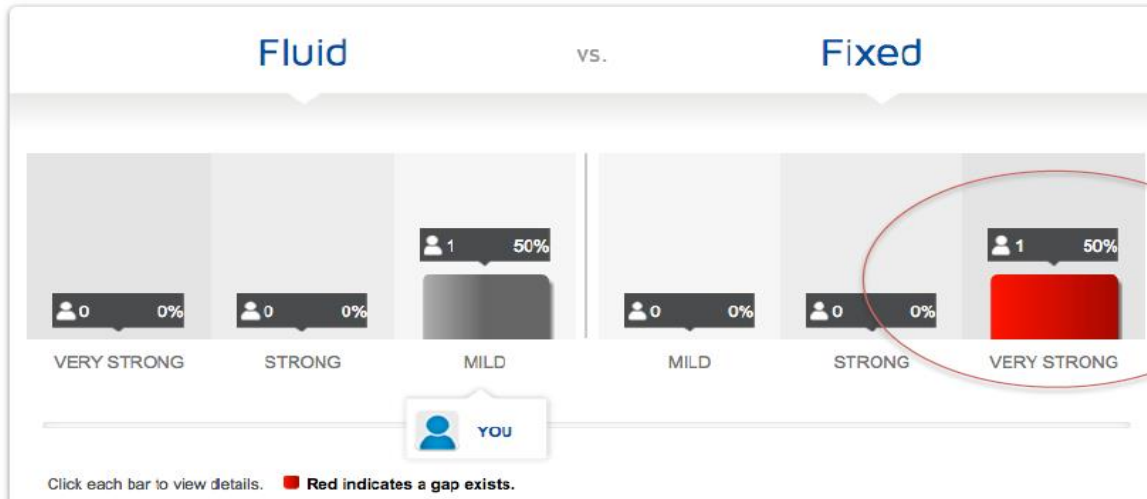
### How people tend to communicate and engage with others in work situations

This Gap Analysis Report highlights potential cultural gaps with your selected colleagues. Click the bars for more information on the challenges caused by these gaps and recommended strategies for bridging them.

Download or print your Interaction Style Report:

Download PDF

Cultural gaps are displayed along each continuum in red.



# Intercultural Training Example: International Leadership Program

Prospective leaders gradually build up competencies.



Prospective leaders gradually build up competencies.

## INTERNATIONAL LEADERSHIP AND CORPORATE CULTURE

### FAMILIARISE YOURSELF WITH CULTURES, AVOID CLASHES, IMPLEMENT SOLUTIONS

This seminar provides you with the tools to analyse and make strategic use of the potential for diversity within your company and the associated opportunities and conflict potential, as well as to achieve common aims.

#### Target group

- Executives with global responsibilities

#### Seminar content

- Strategic diversity management and instruments for diversity diagnostics
- Diversity in personnel management and teamwork
- Managing differences and conflicts
- Implementation strategies for your own company

All seminars  
also available  
in English!

# Didactical principles and methods

## The 4 learning principles for a Global Leader:

1

### **Goal-oriented training**

People learn best when the seminar content and activities are matched to their needs, experience and areas of interest.

2

### **Maximum learner participation**

The main focus of training is on active learner participation through exercises and application as well as the practicability of the seminar contents.

3

### **Techniques and theories are tools for direct transfer in day-to-day business**

Learners develop self-confidence, decision making skills and sense of responsibility through practical application of the theories and the techniques instead of acquiring knowledge passively.

4

### **Seminar participants learn by active practice and application as well as through the transfer of learning**

Participants` goal is to master everyday business situations. Consequently, practice and application is the main goal of all activities.



# Thank you very much!

## Contact details

Name: Daniela Alessandri

Email: [daniela.alessandri@berlitz.it](mailto:daniela.alessandri@berlitz.it)

Phone: +39 06 59 20 900