

Using Intercultural Competence To Remove Unconscious Bias When Leading

Presenters: Joanne Barnes, Allan Bird, Chris Cartwright,
and Brad Grubb
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Workshop Agenda

- Introduction of workshop and presenters
- Unconscious Bias – Brad Grubb
- Intercultural Effectiveness – Chris Cartwright
- Mapping Leadership Challenges – Allan Bird
- Application of Principles – Joanne Barnes
- Summary – Joanne Barnes
- Questions

UNCONSCIOUS BIAS



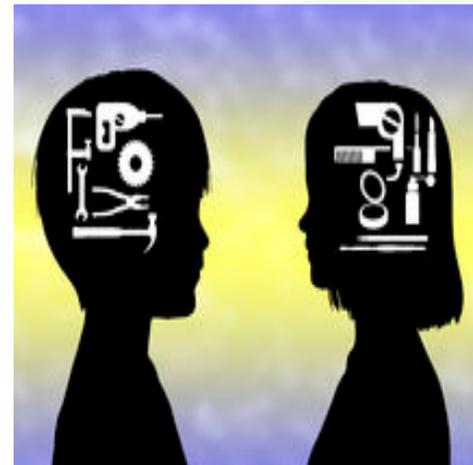
Unconscious biases
ARE NOT
permanent

Unconscious bias is
universal

WHAT ARE UNCONSCIOUS BIASES?

- Unconscious biases are...
 - Prejudices we have but are unaware of.
 - They are short cuts based on social norms and stereotypes.
- They can be truths or untruths

(McCormick, 2015)



WHAT ARE UNCONSCIOUS BIASES?

- Unconscious biases are...
 - Social stereotypes about certain groups of people based on a tendency to organize social worlds by categories
- (Navarro, J. R.)



WHAT ARE UNCONSCIOUS BIASES?

- Unconscious biases are...
 - Unsupported judgments in favor of or against a thing, a person, or group.
 - Occurs automatically as the brain makes quick judgments based on past experiences



UNCONSCIOUS BIASES – WHAT’S NEXT?

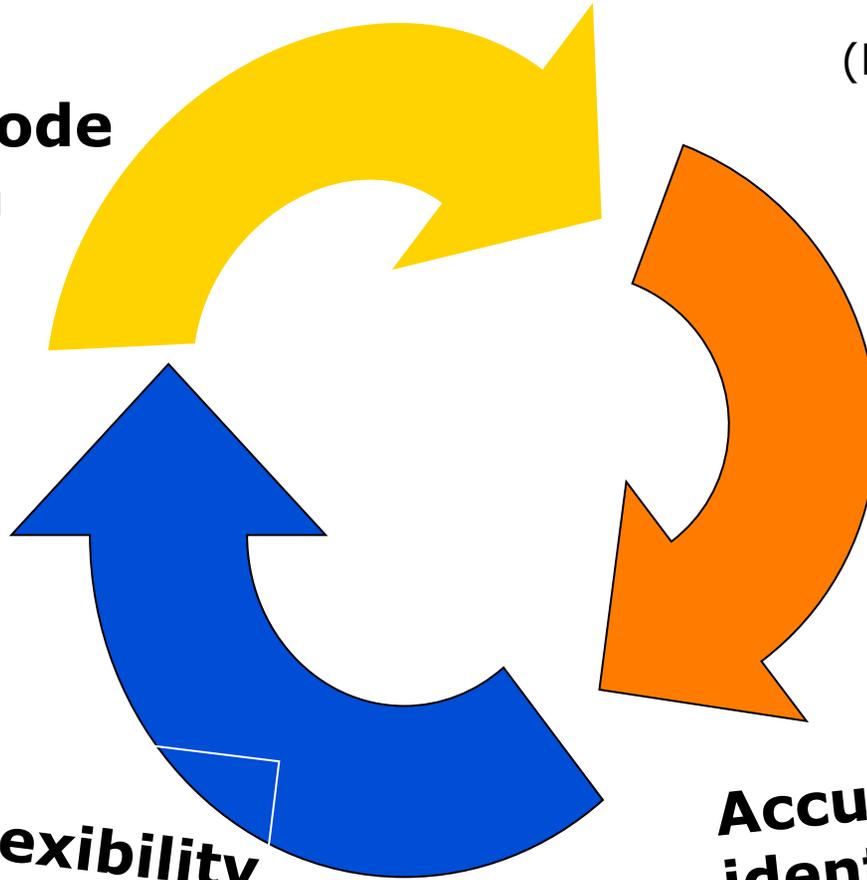
- Awareness and Action
 - **Awareness** of our biases gives us knowledge to practice the art of observation.
(Thiederman, 2013)
 - After **observation**, we are called to act.
 - **Action** leads to changing behaviors that can have a positive impact in a diverse world



THE EFFECTIVENESS CYCLE

**Perceive,
analyze, decode
the situation**

(Bird & Osland, 2004)



**Possess the
behavioral flexibility
and discipline to act
appropriately**

**Accurately
identify effective
managerial action**

What is a Competency?



The underlying qualities or characteristics that lead to superior performance

WHAT IS INTERCULTURAL COMPETENCE?

The ability to engage *effectively* and *appropriately* in a variety of cultural contexts.

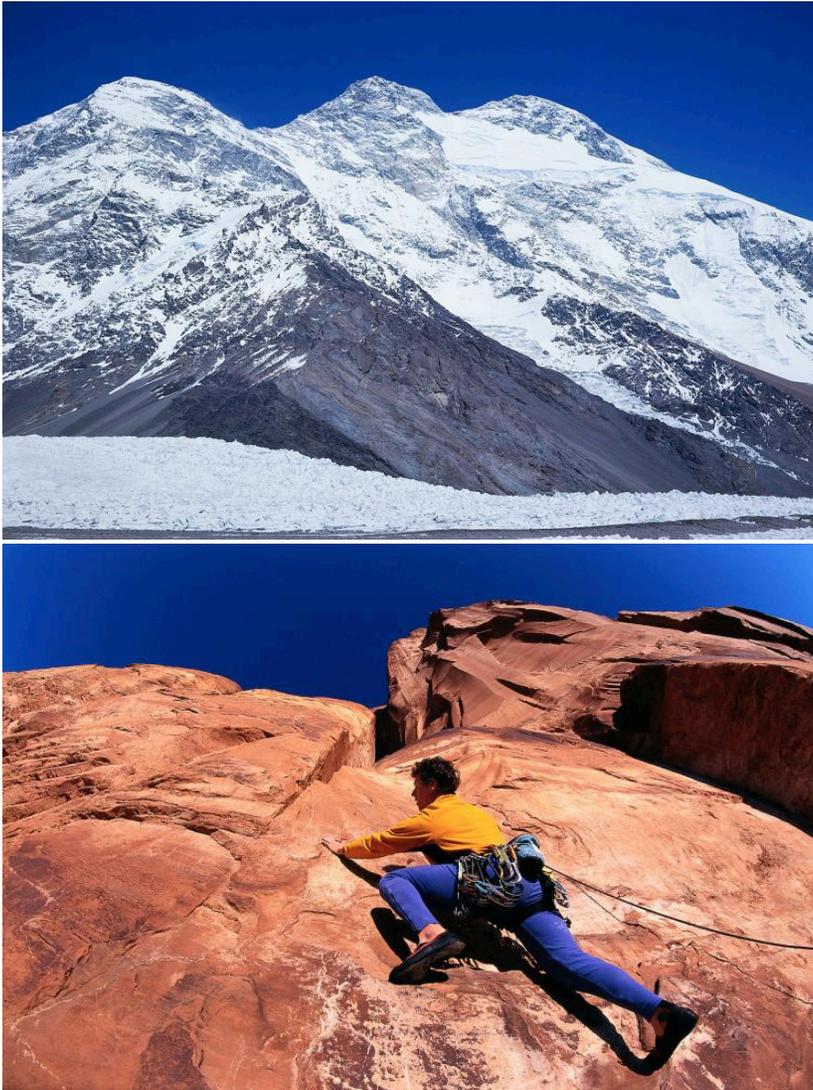


Intercultural Competency

- **A Mind set:**
Knowledge
- **A Heart set:**
Attitude
- **A Skill set:**
Abilities



ASSESSING THE INTERCULTURAL

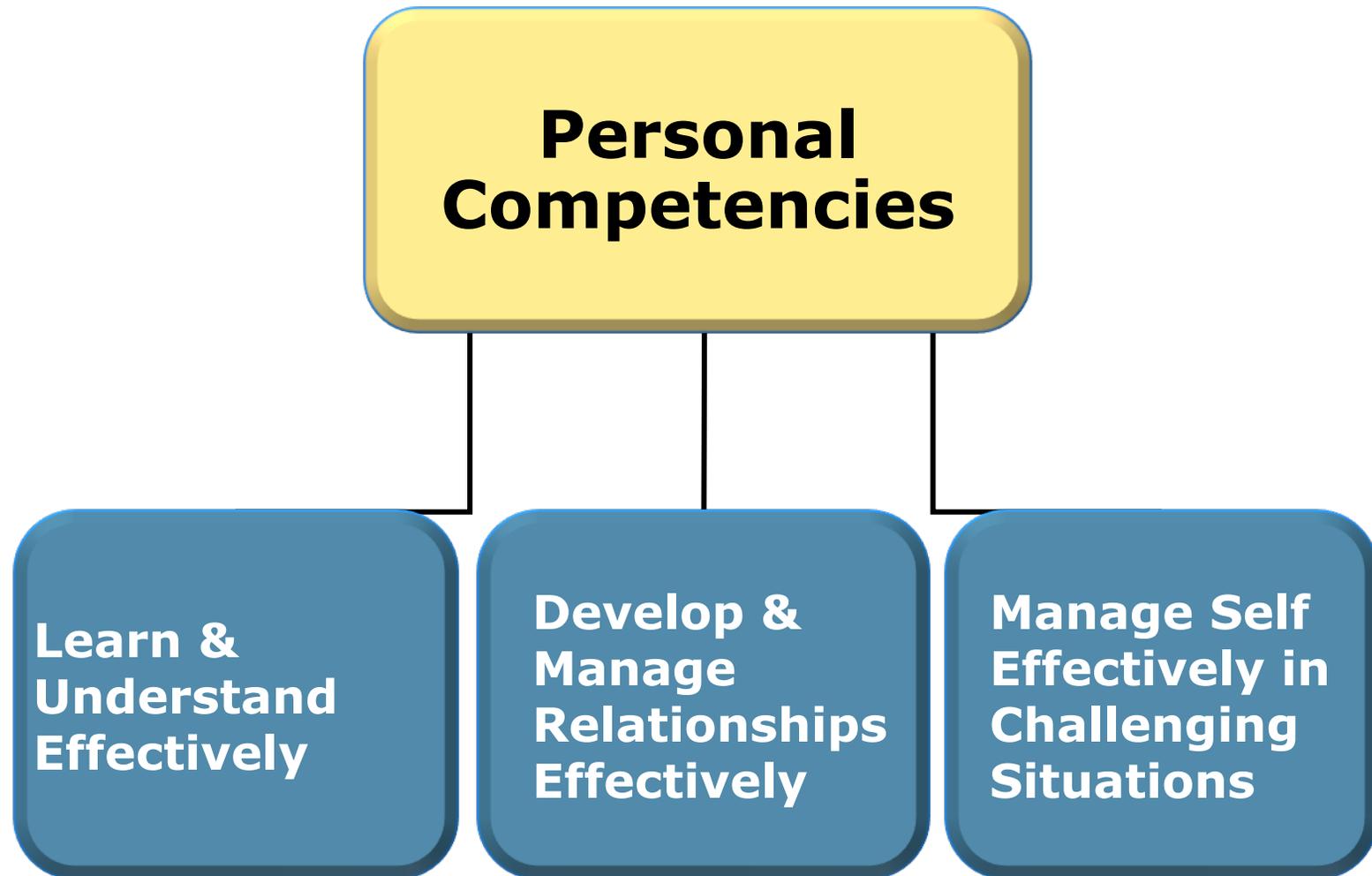


**Measuring the
Process**

Vs

**Determining
the level of
Competency**

Intercultural Effectiveness Inventory;



IES

Continuous Learning:

- *Exploration*
- *Self-Awareness*



Interpersonal Engagement:

- *World Orientation*
- *Relationship Development*



Hardiness:

- *Positive Regard*
- *Resilience*

Continuous Learning:

- *Exploration*
- *Self-Awareness*



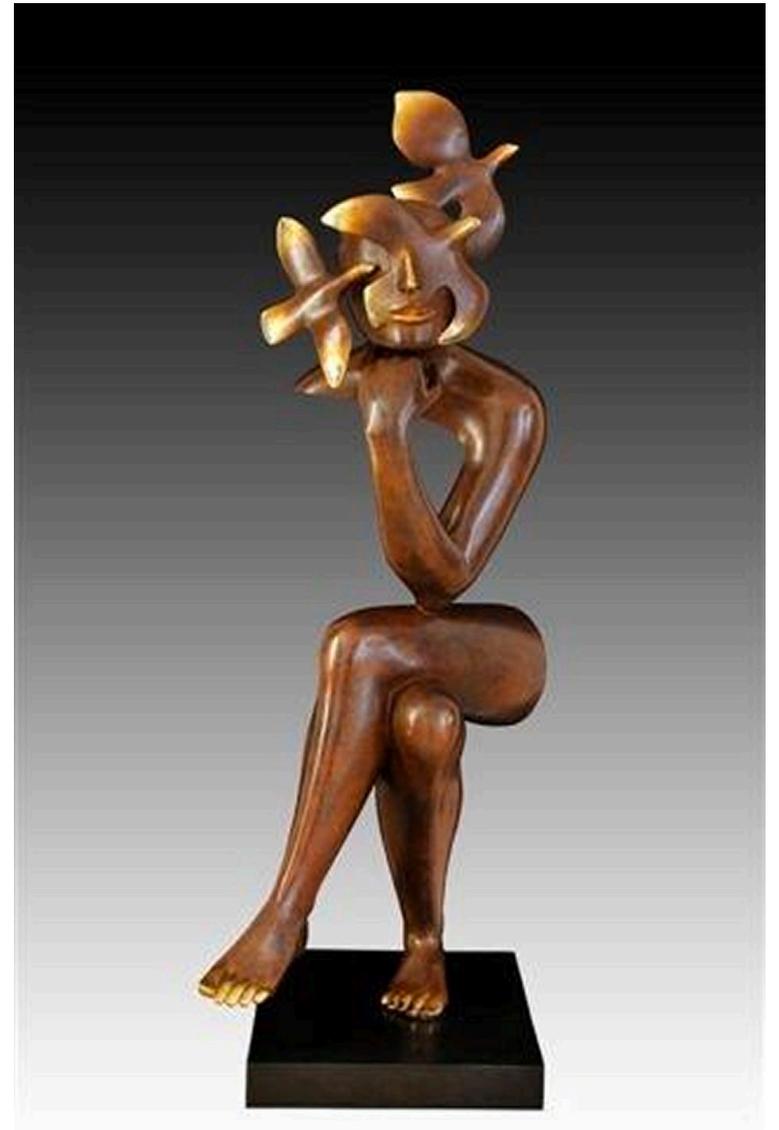
Interpersonal Engagement:

- ***World Orientation***
- ***Relationship Development***



Hardiness:

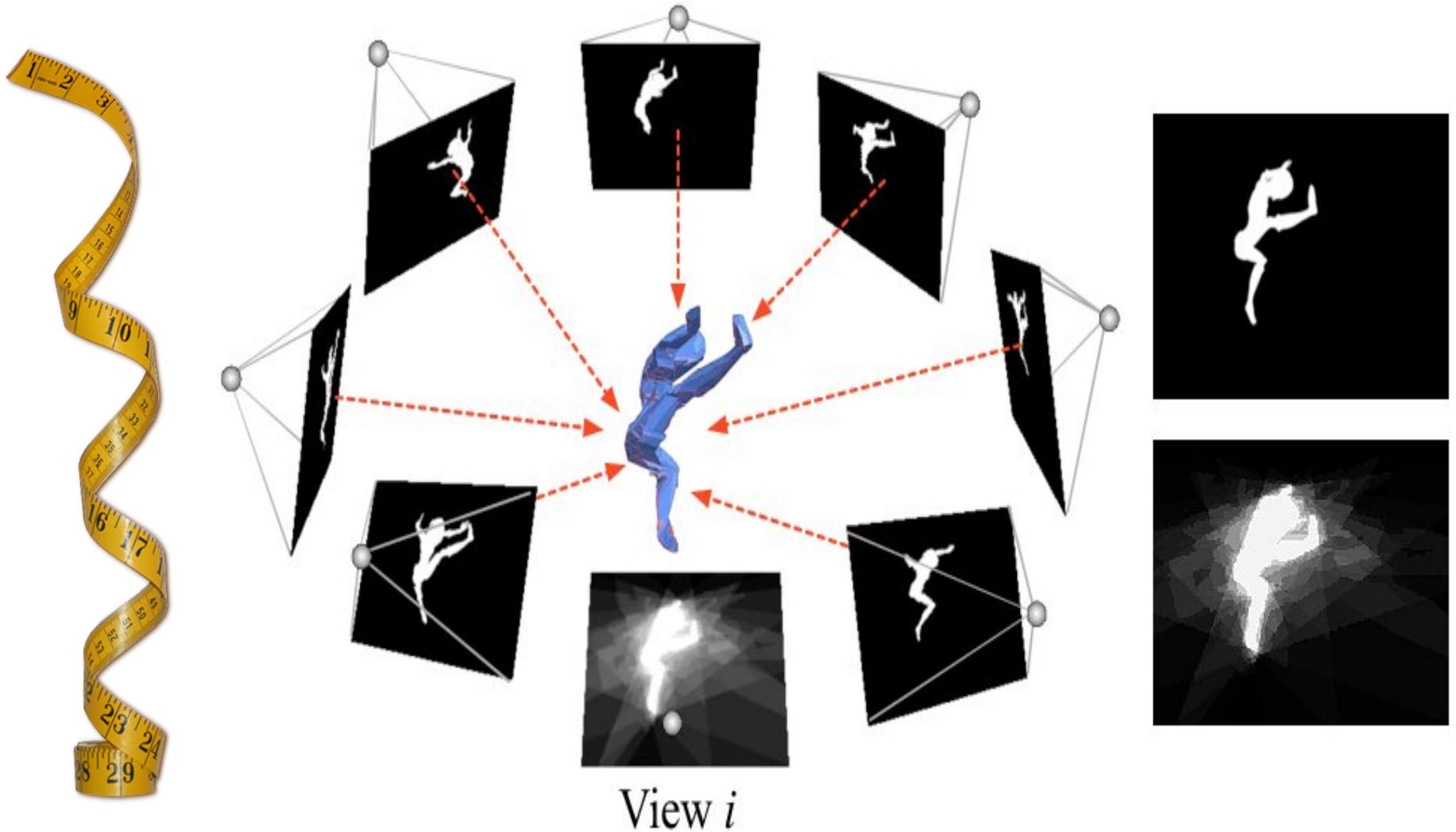
- ***Positive Regard***
- ***Resilience***



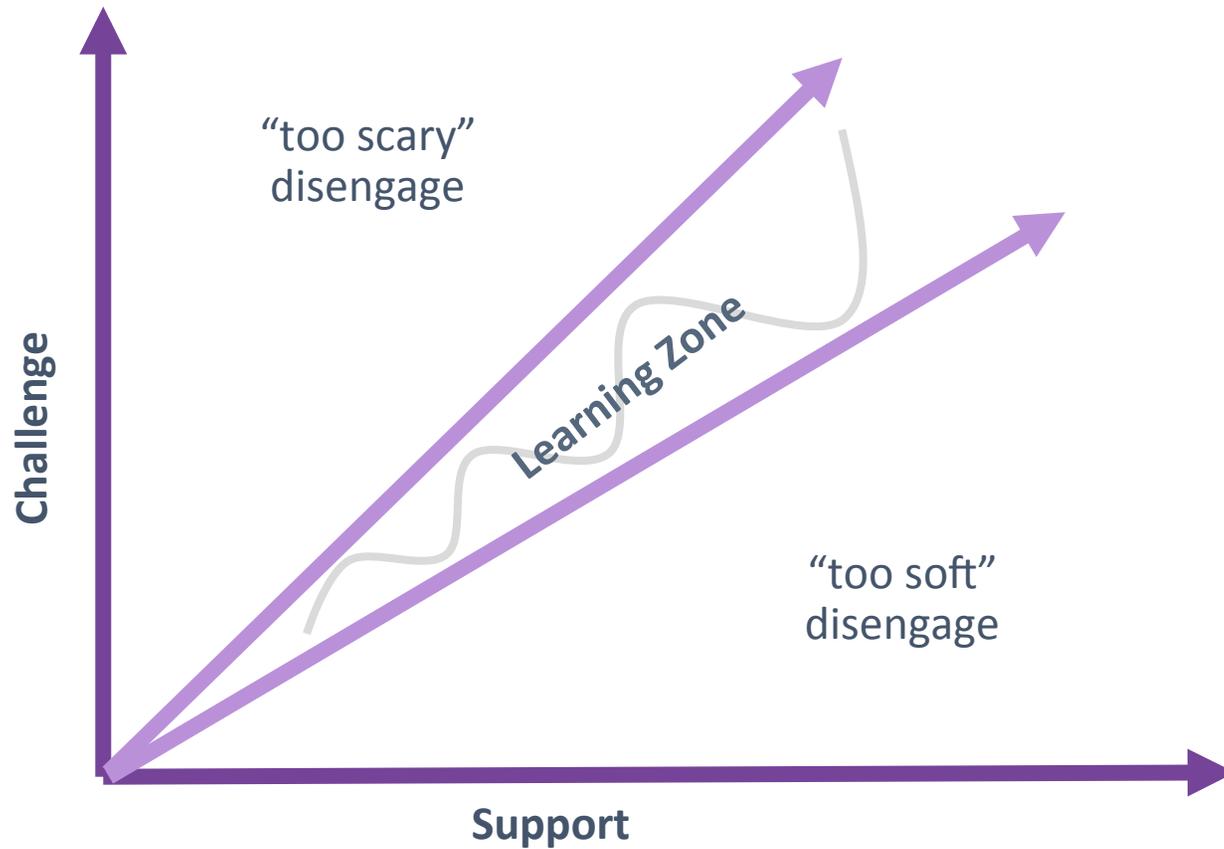
I. Your Intercultural Effectiveness Scores

	Low		Moderate			High	
	1	2	3	4	5	6	7
Continuous Learning	██████████		██████████				
Self-Awareness	██████████		██████████				
Exploration	██████████		██████████				
Interpersonal Engagement	██████████		██████████				
World Orientation	██████████		██████████				
Relationship Development	██████████		██████████			██████████	
Hardiness	██████████		██████████				
Positive Regard	██████████		██████████				
Emotional Resilience	██████████		██████████				
Overall Intercultural Effectiveness Scale	██████████		██████████			██████████	

MEASURING INTERCULTURAL COMPETENCE

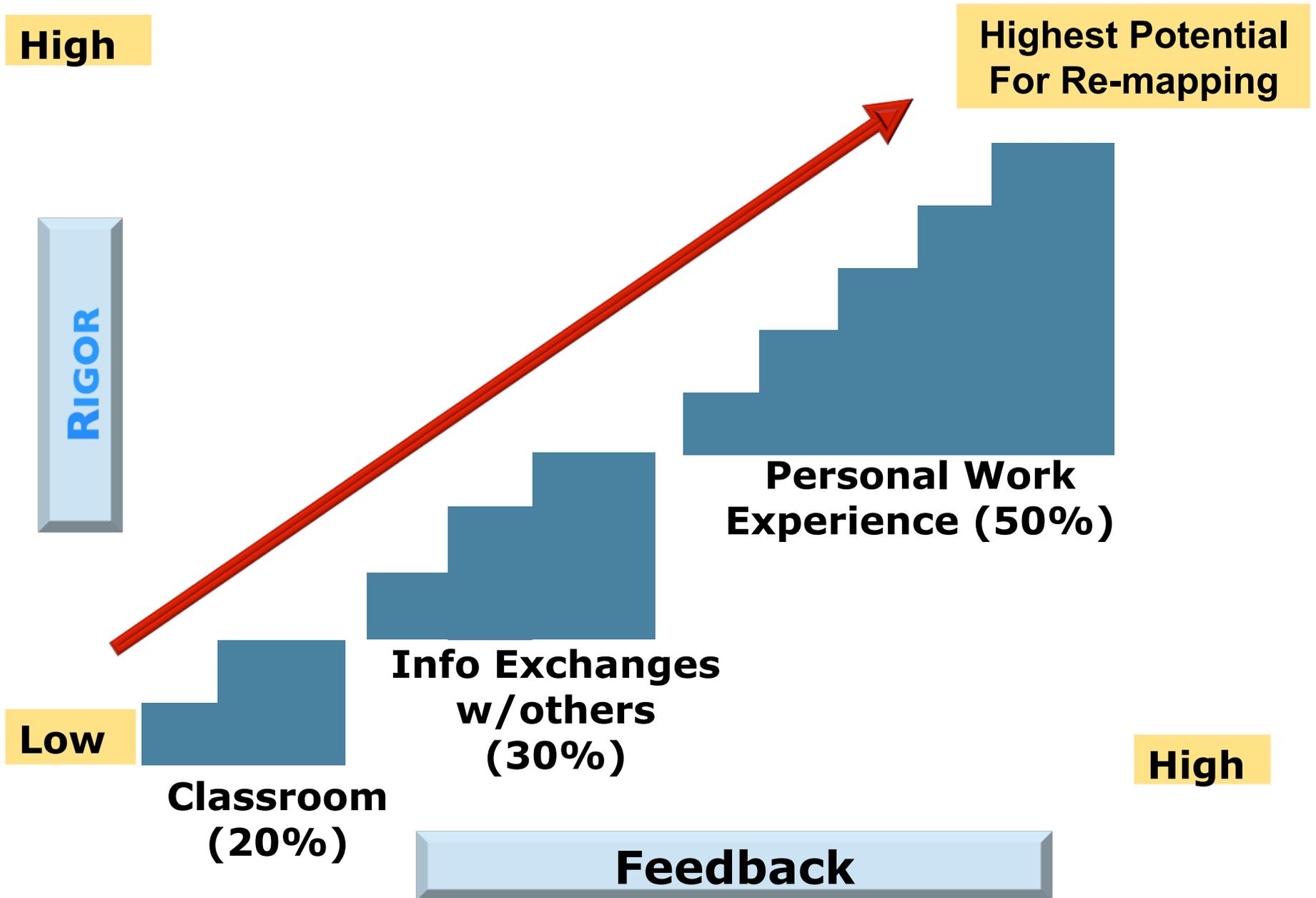


EDUCATOR INTENTIONALITY



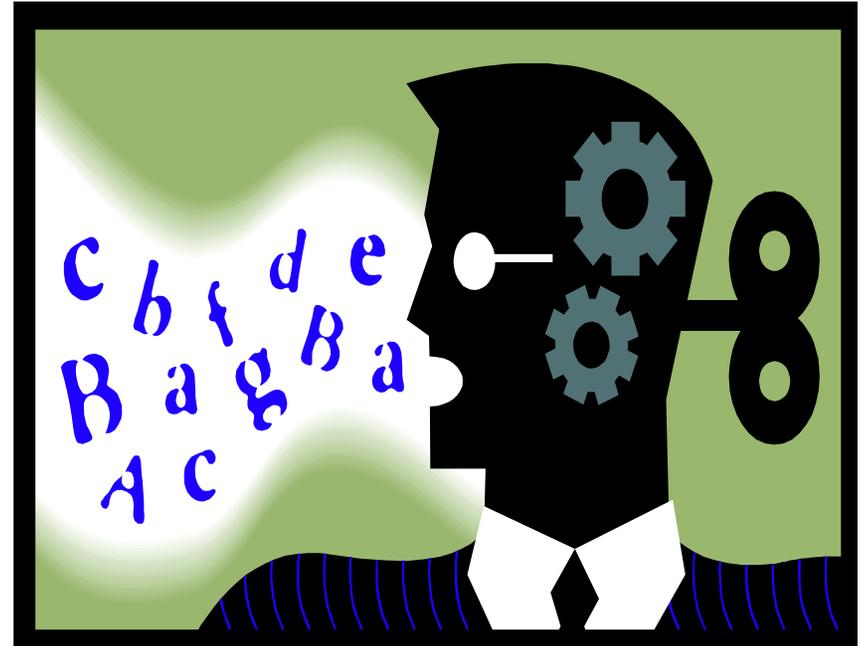
(Sanford, 1962 & 1967)

Developmental Methodologies



Discussion

*How have you learned
the competencies in
the IES in your life?*



Mapping Leadership Challenges



Dr. Allan Bird

Darla & Frederick Brodsky Trustee Professor in Global Business

Unconscious Bias Impact on Developing Leaders

■ Perceptual Challenges

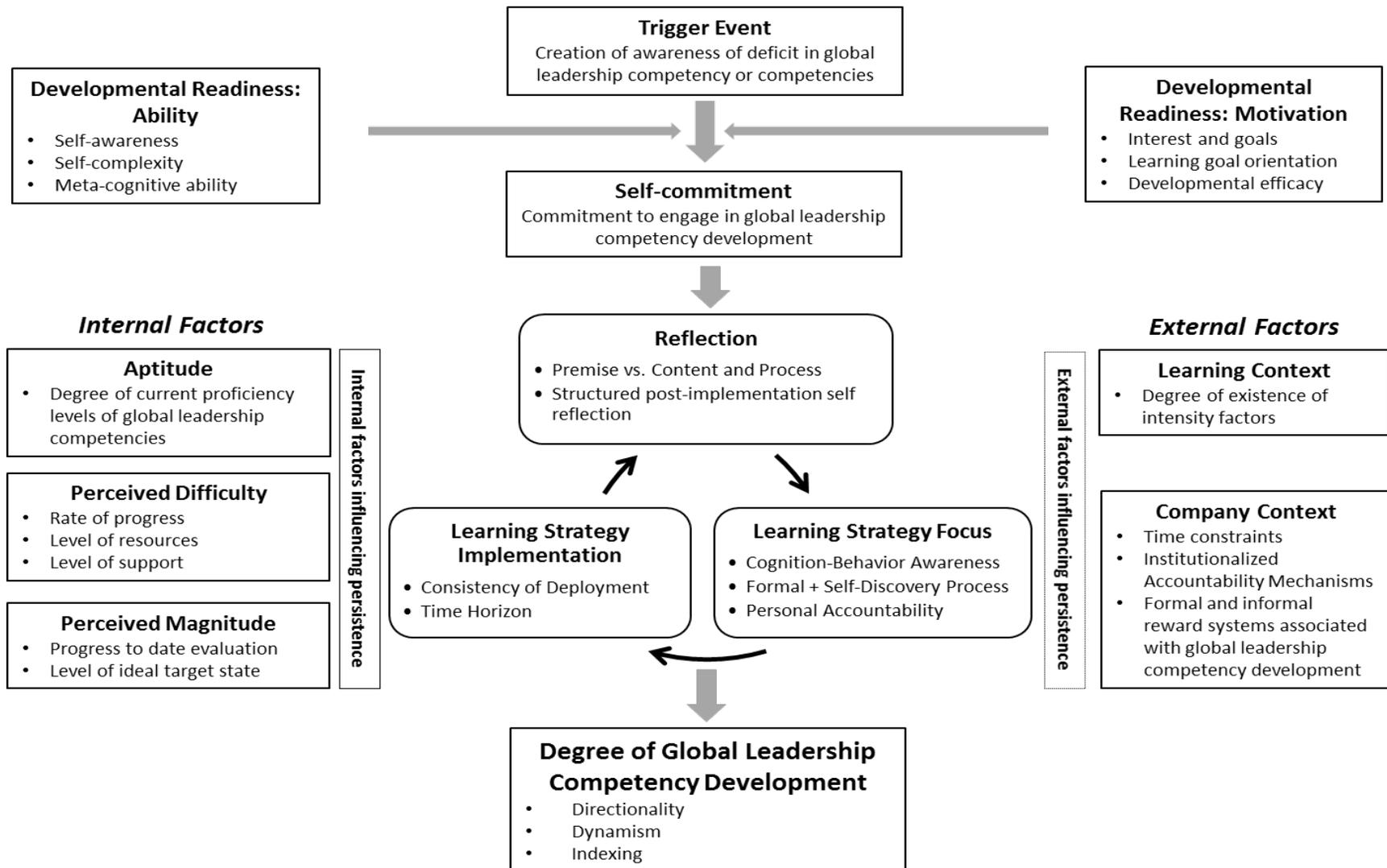


■ Relationship Challenges



■ Self-Management Challenges





Mark E. Mendenhall Todd J. Weber, Audur Arna Arnardottir, & Gary R. Oddou. (2017). "Developing Global Leadership Competencies: A Process Model" *Advances in Global Leadership*, 10: 117-146

What Does Leadership Development Take?

Requires:

- Experiential learning and reflection
- Crucible experiences
- Extensive practice
- Ability and willingness to learn and transform oneself

Refining Who We Are



Unconscious Bias – Leader Application

- Unconscious biases are formed early in our lives
- Leaders can eliminate them, and they can help followers can reduce theirs
- Recognize *unconscious bias* is natural, we all have unconscious biases – it begins with the leader
 - In the bag, pull out the notebook and identify three areas where you hold negative *unproven perceptions of others*
 - Gender, age, race, ethnicity, etc.
 - Now, identify how these affect your interaction with individuals inside & outside your organizations
 - A resource to use is the Implicit Association Test (IAT)
 - <https://implicit.harvard.edu/implicit/>
 - Develop an action plan to reduce your biases



Intercultural Effectiveness– Leader Application

- As unconscious biases are lessened, leaders can become more interculturally effective.
- Often intercultural effectiveness & intercultural competence are used interchangeably.
- To apply what we have learned today, in your bag, pull out the *Wheel of Intercultural Skills*

Six Key Intercultural Skill Areas

1. Formal education
2. Life experience
3. Work experience
4. Personal qualities
5. Application areas
6. Method Skills

Wheel of
Intercultural
Skills

Leadership Challenges – Leader Application

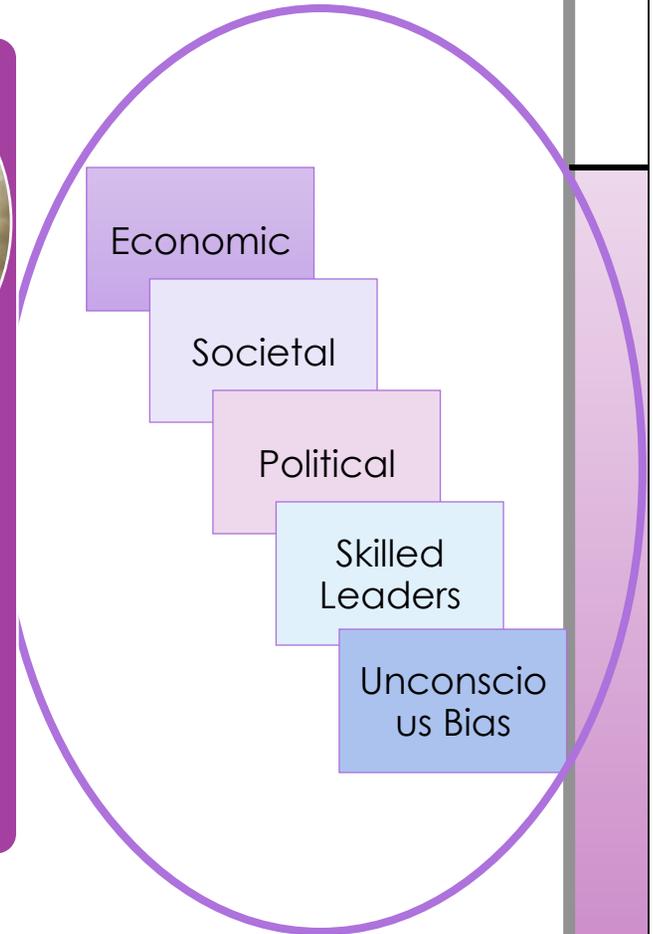
Unconscious Bias



Our Lens:
Perceptions of Others
Clouded



Reflect on bias you
may have
and why



Conclusions

- Recognition that leaders across all sectors are facing more challenging times
- Our world, our workforce, is more diverse and the trend will continue
- Unconscious bias is natural, all individuals experience it. It impacts our judgment
- Intercultural effectiveness skills enable us to work across cultures and unconscious biases by strengthening our *positive regard* for others as well as other areas of effectiveness.

Final Questions and Comments

