

Culture Eats Strategy for Breakfast

by Tanya Finnie

Corporate PA Summit







Cultural Identity

Nationality

Gender

Race/Ethnicity

Age

Sexual Orientation

Religion

Function/Role

Hobbies

Disability

Health Status

Marital/Family Status

Socio-economic Status

Diversity is being asked to the party, inclusion is being asked to dance.

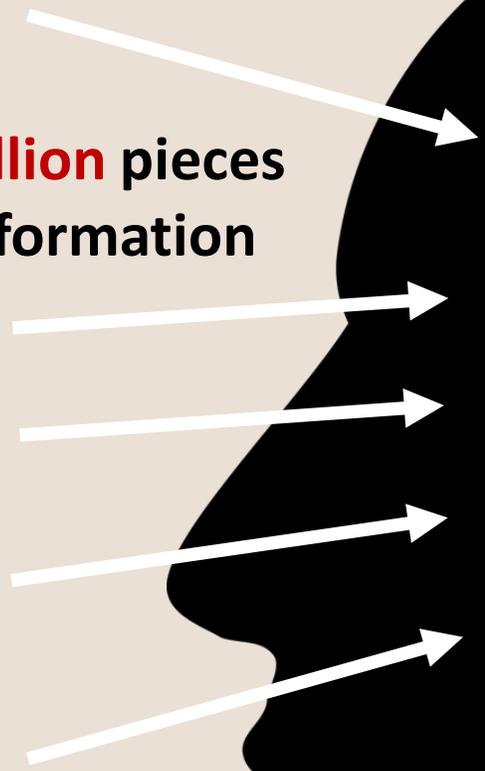


Perception

The way you think/interpret or understand something.



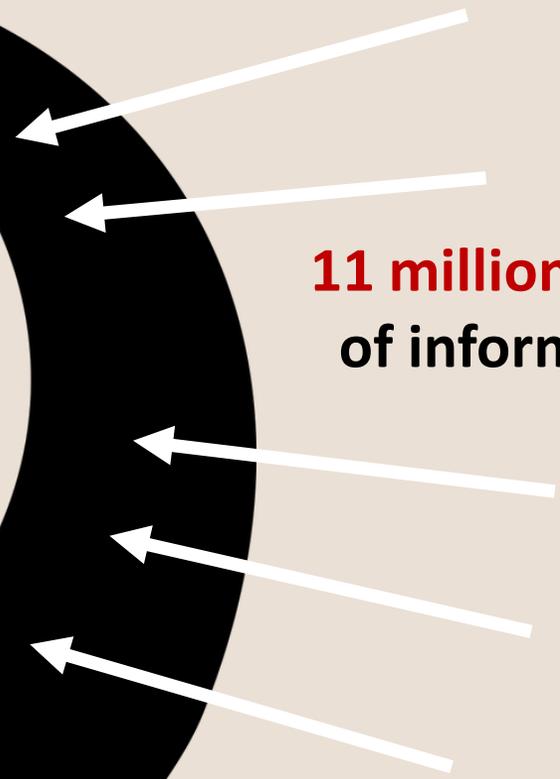
11 million pieces
of information



40-50
pieces



11 million pieces
of information



7



Skin Colour – 100 ms.

Gender – 150 ms



SYSTEM 1

SYSTEM 2

Intuitive Thinking

- ✓ Unconscious
- ✓ Automatic
- ✓ Emotional
- ✓ Fast
- ✓ Effortless
- ✓ Intuitive
- ✓ Everyday

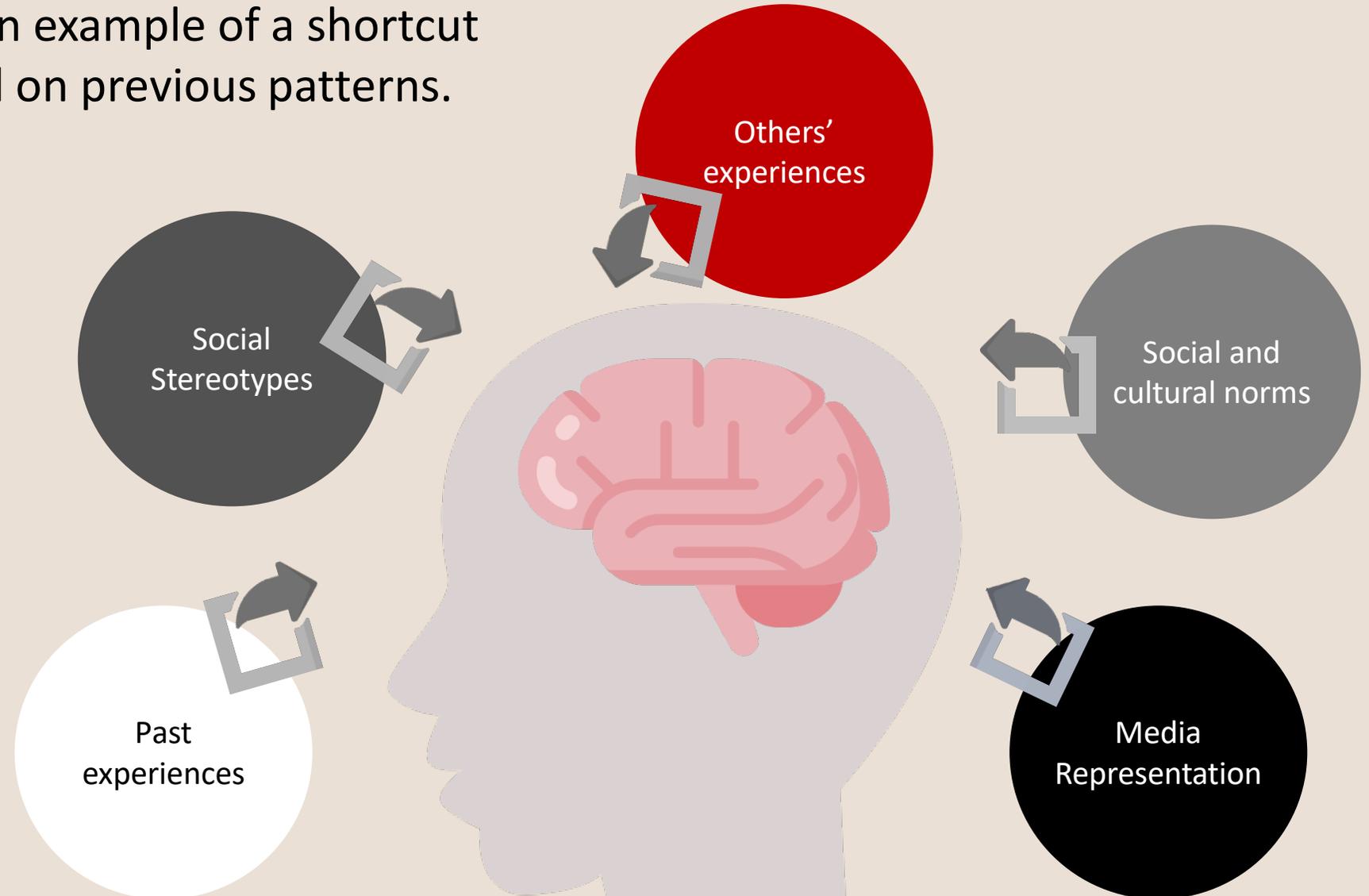
Rational Thinking

- ✓ Conscious
- ✓ Deliberate
- ✓ Systematic
- ✓ Slow
- ✓ Effortful
- ✓ Rational
- ✓ Complex

Kahneman, D. (2011). *Thinking Fast and Slow*.
Farrah, Straus and Giroux, New York.

Unconscious Bias

Unconscious bias is an example of a shortcut our brain takes based on previous patterns.





WIMPING TO CONCLUSIONS



IUMRING TQ GQNGIUSIQNS



FEMALE

MALE

Husband

Mother

Daughter

Uncle

Grandma

Boy

Grandpa

Girl

Son

Wife



FEMALE

OR LIBERAL ARTS

MALE

OR SCIENCE

Music

Mother

Engineering

Philosophy

Father

History

Wife

Son

Chemistry

Physics



**MALE
OR LIBERAL ARTS**

**FEMALE
OR SCIENCE**

Father
Engineering
Music
Daughter
Uncle
Math
Girl
Literature
Husband
Physics

IAT STATISTICS



75% of those who took this test had a faster response time when **male** was tied to **science** and **female** was tied to **liberal arts**.



CQ

EQ

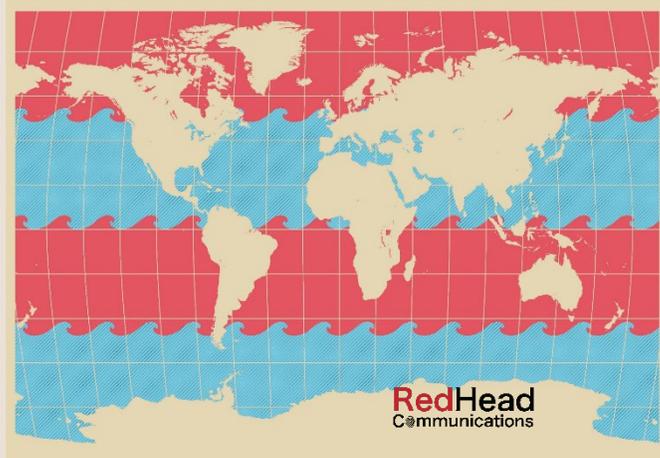
IQ



What is Cultural Intelligence (Quotient)

The capability to function effectively across various **cultural contexts**

Ethnic

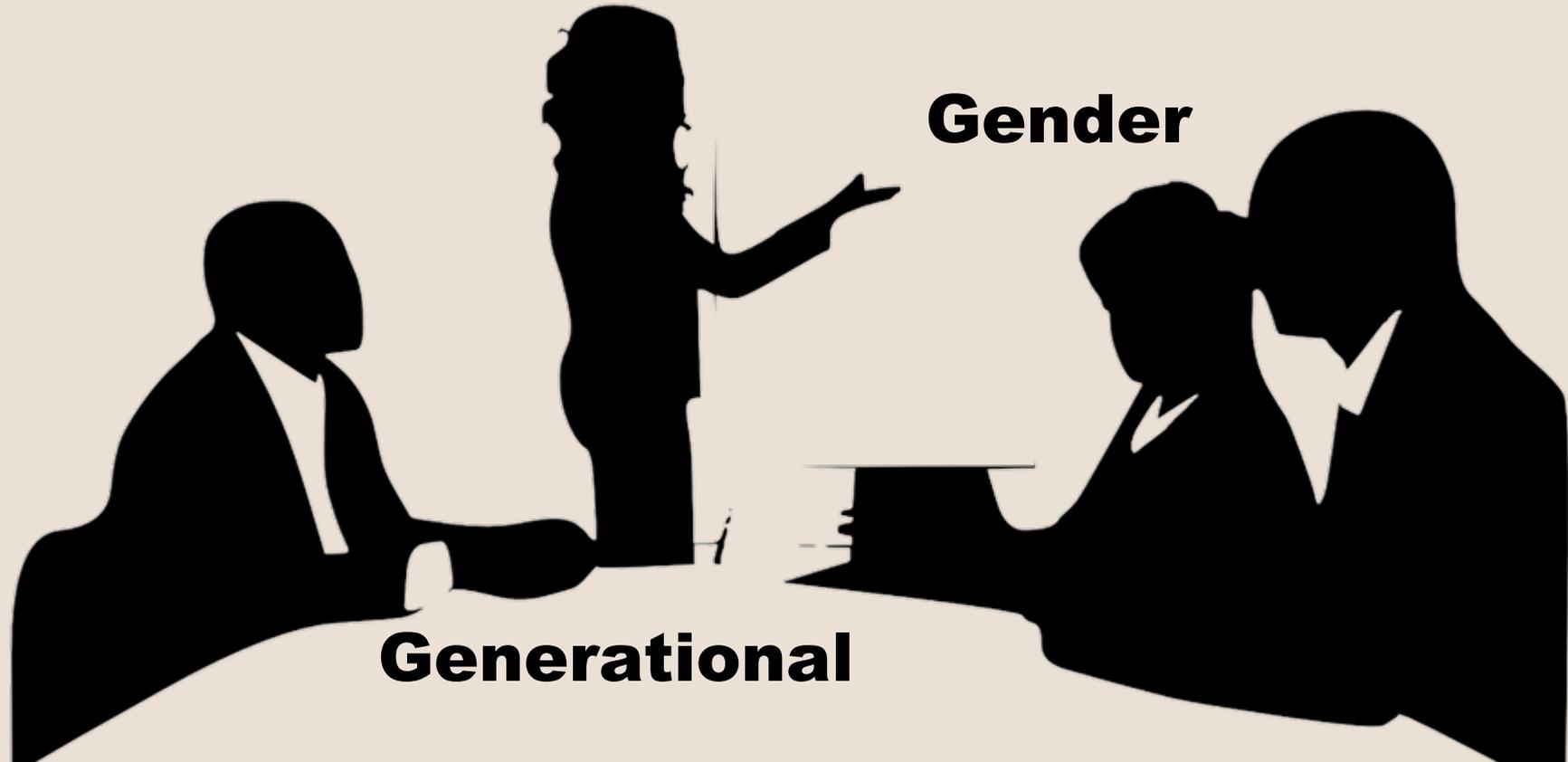


National

Organisational

Gender

Generational





Results of High CQ

Cross-Cultural Adjustment



Personal Well-Being



Profitability



Job Performance



Situational Awareness



CULTURAL INTELLIGENCE™ (CQ)

The ability to function effectively in culturally diverse settings

Cultural Intelligence is conceptualised in a four-factor model. The quadrants of CQ are **motivational CQ** (drive), **cognitive CQ** (knowledge), **metacognition** (strategy) and **behavioural CQ** (action).

DRIVE

How motivated am I in culturally diverse settings?

Interest (both intrinsic and extrinsic), motivation, and confidence.

KNOWLEDGE

How do I think/behave in diverse settings?

Cognition, understanding, values and norms, leadership.

ACTION

How do I behave?

Speech acts, verbal, non-verbal, behaviours.

STRATEGY

How can I check and plan?

Awareness, meta-cognition, planning, checking.

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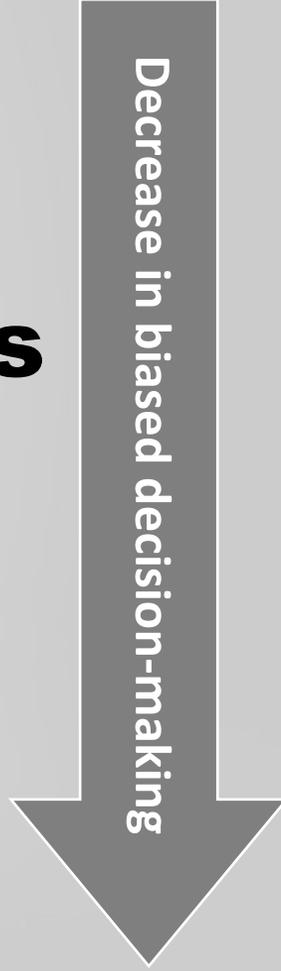
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Cultural Intelligence (CQ)



**Unconscious
Bias
(UB)**





Affinity Bias





Confirmation Bias



Everyone Covers

“To cover is to downplay a disfavoured trait in order to blend into the mainstream. Because all of us possess stigmatised attributes, we all encounter pressure to cover.”

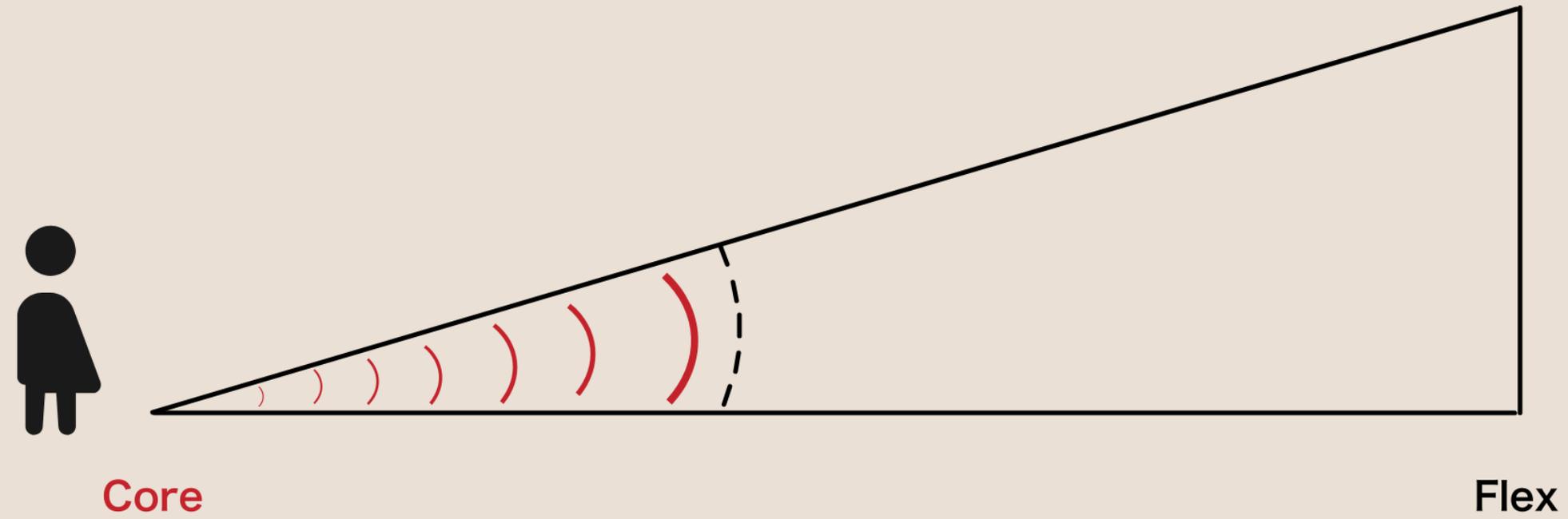
— Kenji Yoshino





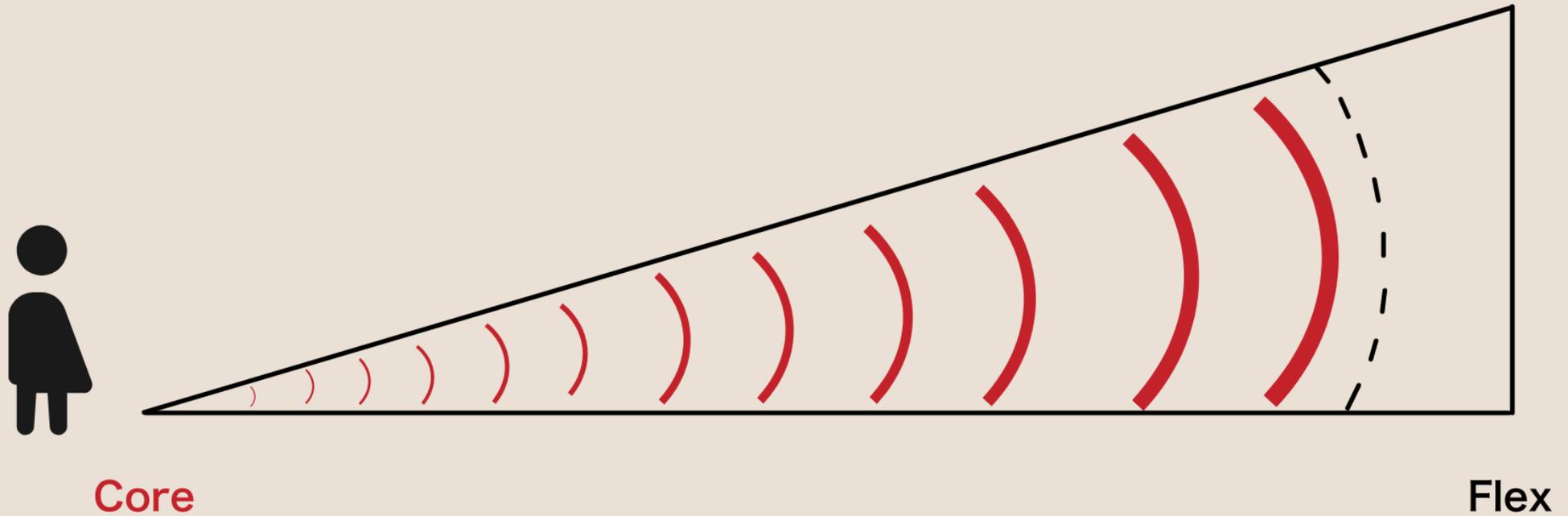
Action

Core and Flex



Action

Core and Flex







Career Success - Promotions

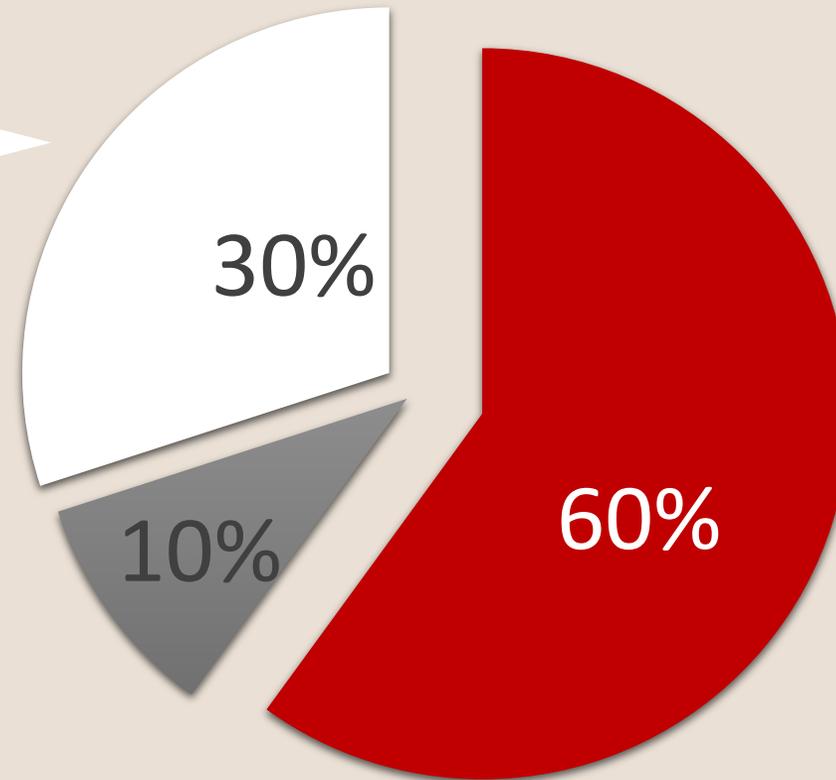
Percentage Weight

Image

Brand. What others think about you?

Performance

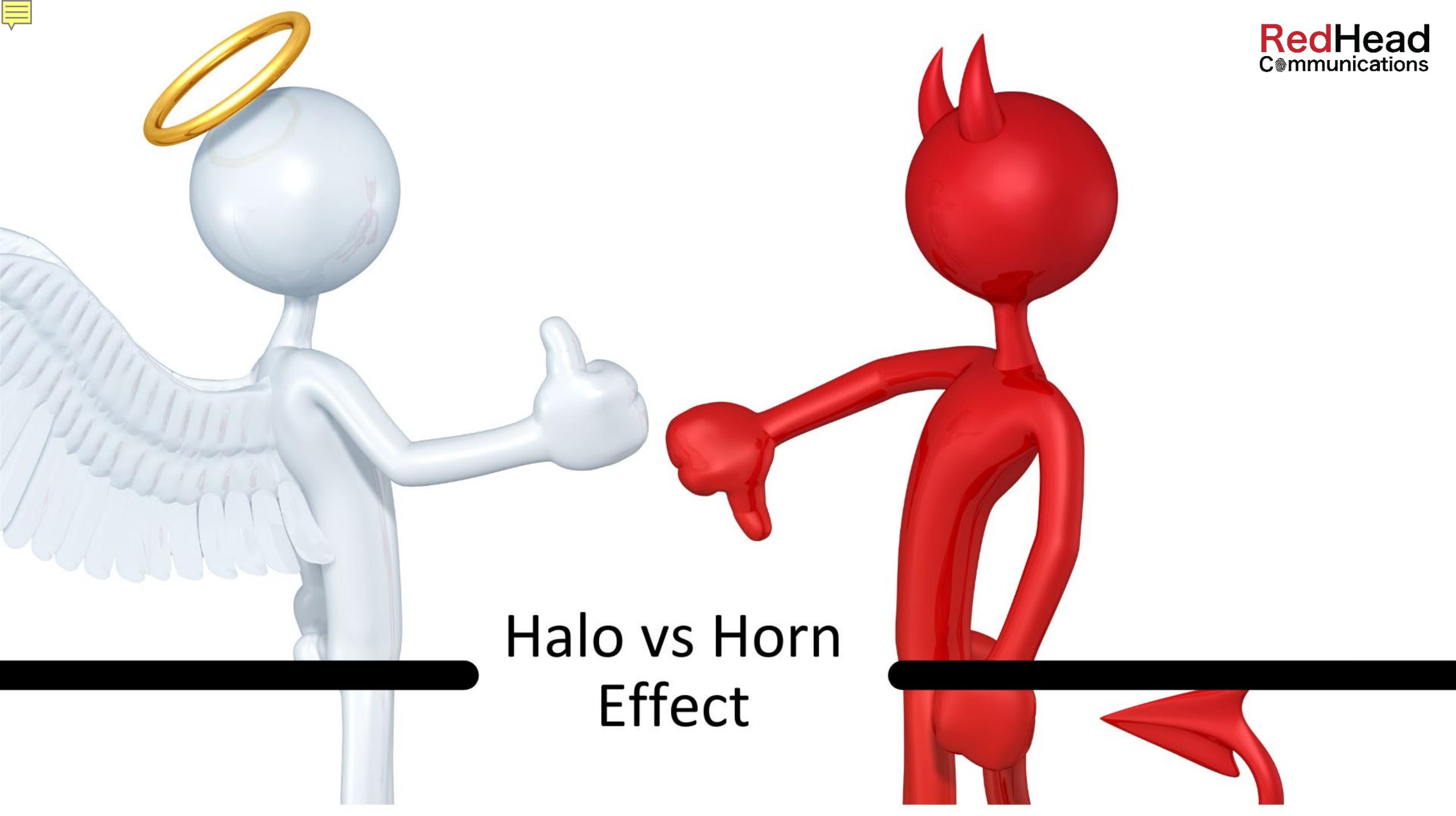
Day to day output. What you deliver.



Exposure

Who knows about what you do?

Coleman, H. Empowering Yourself: The Organizational Game Revealed (1996)



Halo vs Horn
Effect



When bias breaks out...

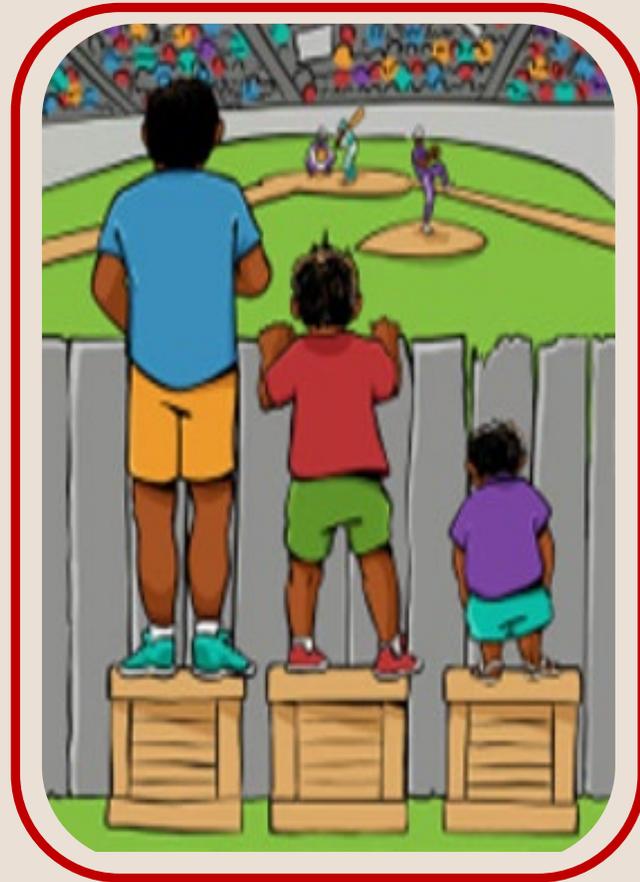
Explaining it away.

“She’s a good person— she didn’t mean anything by it.”

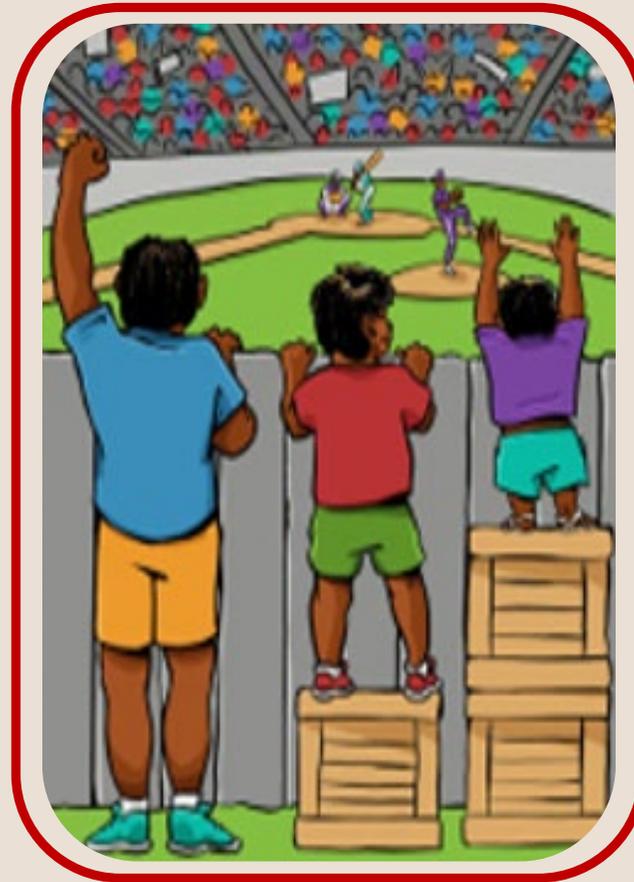
“ What’s wrong, can’t you take a joke? ”

“ I’ve called lots of women that and they didn’t mind! ”

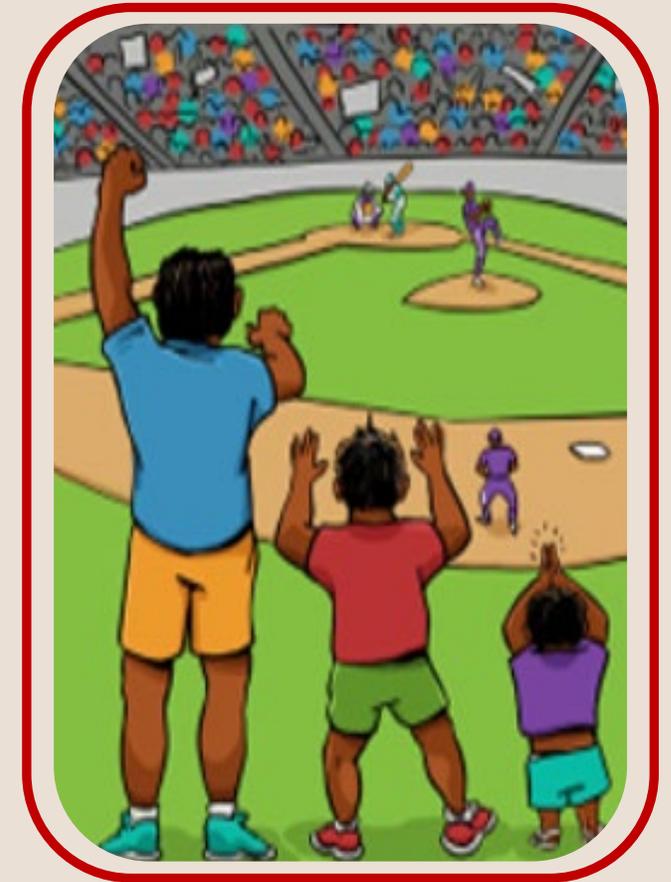
Equality...



Equity...



No systematic barriers





Culture eats strategy for Breakfast.

Peter Drucker



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