CULTURAL AGILITY AND CHANGE

Preparation, space & material requirements

- If you feel there is time available, ask the team members to read one or two of the articles in the TXL topic contents before the workshop.

- If not, the workshop exercise can be conducted after viewing the video together.

- As you will need to split the team into groups of 4-5 people, allow for sufficient space, light and either whiteboards or flipcharts for participants and groups to cluster and present their findings.

- Post-its, black or blue markers for writing on the post-its and colored markers for whiteboard or flipcharts

- Print the template below in A4 sheets of paper (as many as there are team members)

- Provide A4 acetates (as many as there are team members)

- Provide fine pointed permanent colored markers (e.g. Stabilo OHPen universal) to plot each individual's cultural dimensions on the acetate (See more detailed instructions below).

WORKSHOP
(Approx 1h 30m – 2 hours)

Part 1 – Introductions – viewing – why (20-30 mins)

1. Introduce the session, the objective being to explore the topic of cultural agility and change.

2. Whether your team is culturally diverse or not, this exercise can be useful to become more aware of the team's convergence and divergence around the 8 dimensions shown in the table below (Culture Map)

3. View the video with your team (8 mins)

4. Let the team briefly discuss the video contents, and share why they think it might be useful for the team to explore these cultural dimensions individually and then map them as a team (10-15 mins)

CULTURAL AGILITY AND CHANGE

WORKSHOP

Part 2 – Analysis - Work in Groups (30-40 mins)

1. Split the team into groups of 4-5 people

2. Each individual to plot their cultural dimensions on a piece of acetate placed over the template

3. Each group to compare their individual dimensions by placing each of their acetates over one printed template.

4. Each group should then discuss and answer the following questions:
   - Where do your dimensions converge (as a group)?
   - Where do your dimensions diverge most (as a group)?
   - What are the pros and cons for each of these divergences and convergences?
   - What can I do to make diversity work for me and us?

Part 3 – Findings - Group work and plenary (45 mins - 1 hour)

1. Each group to present a summary of their findings (5 mins per group)

2. As the team leader & facilitator, you should try to highlight what the main divergences and convergences are for the whole team around these dimensions (10 mins)

3. Based on the results of this plenary session, ask the team members to go back into their groups and prepare an action plan: a list of 1-2 priority SMART actions which they would be prepared to take in order to be more culturally agile as a team and towards change. This should be done using whiteboard / flipcharts / post-its, etc. (15-20 mins)

4. Each group to present their action plans (5 mins per group)

5. As team leader / facilitator, wrap up the session by ensuring the actions are prioritized, the what and how clearly defined, time-framed, roles & responsibilities assigned and how you intend to measure progress.

6. Ensure the immediate Next Steps are clear.

CULTURAL AGILITY AND CHANGE

INSTRUCTIONS FOR MAPPING INDIVIDUAL AND TEAM CULTURAL DIMENSIONS

Materials required (per participant)

1. Cultural Convergence and Divergence Chart template printed on A4 paper.

2. A4 sized acetate sheet.

3. Fine permanent colored marker for writing / plotting on acetate.

4. Ensure that each individual in the group has a different color marker, so that plotting points and lines are easier to identify when all placed together over the paper template.

Instructions

1. Place the acetate sheet over the printed template so that it fits exactly (A4).

2. Write your name or initials in top left-hand corner (of the acetate sheet).

3. Place a dot or cross along the horizontal axis for each dimension (on the acetate sheet)

4. Join up the dots with straight lines.

5. See completed example at the end of this document.

6. Once each individual has completed their template, place all acetate templates one on top of the other, with a printed paper template at the bottom.
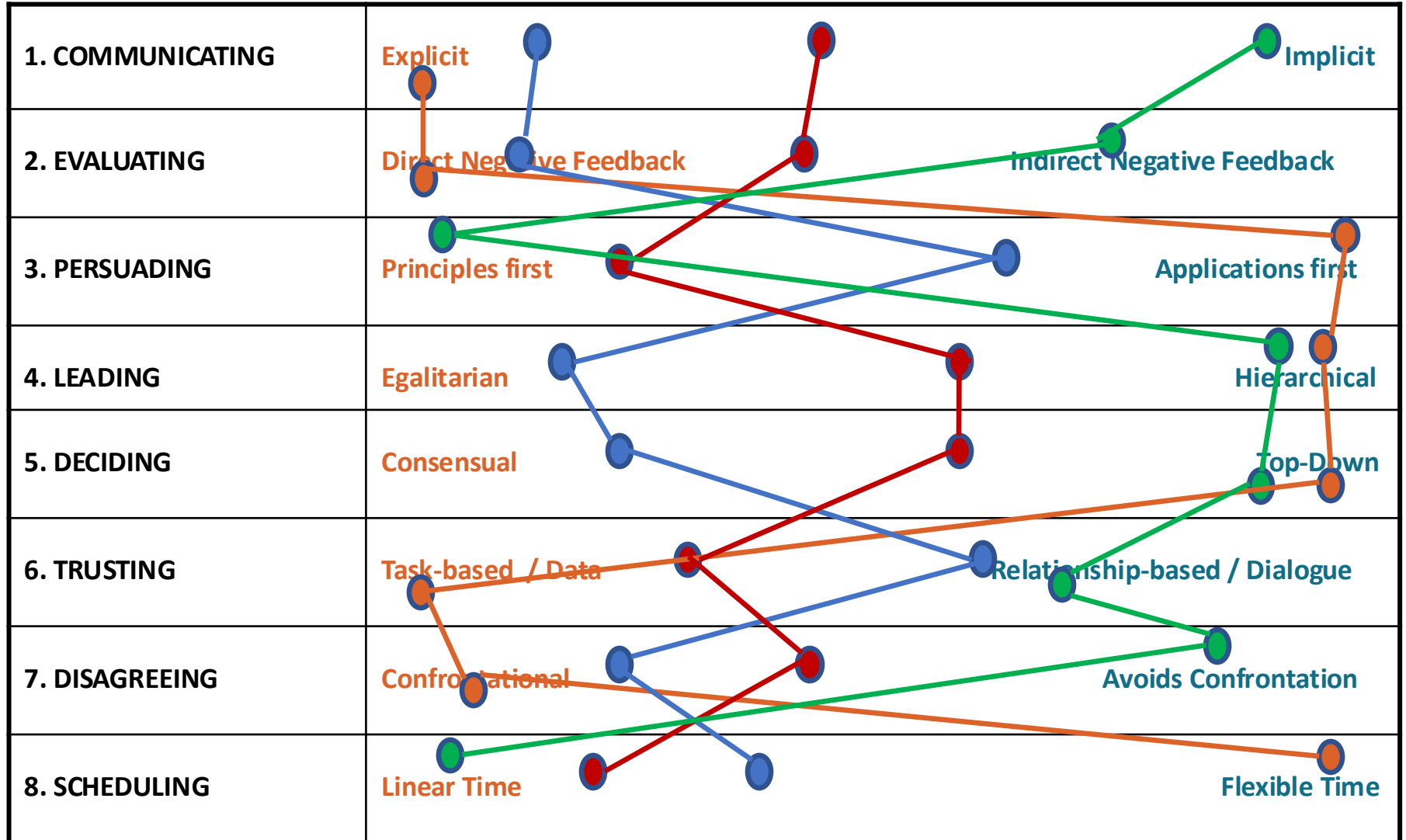
Cultural Convergence and Divergence Chart (Template)

1. COMMUNICATING	Explicit	Implicit
2. EVALUATING	Direct Negative Feedback	Indirect Negative Feedback
3. PERSUADING	Principles first	Applications first
4. LEADING	Egalitarian	Hierarchical
5. DECIDING	Consensual	Top-Down
6. TRUSTING	Task-based / Data	Relationship-based / Dialogue
7. DISAGREEING	Confrontational	Avoids Confrontation
8. SCHEDULING	Linear Time	Flexible Time

T·X·L
TALENT XCELERATOR

Cultural Convergence and Divergence Chart (Template)

1. COMMUNICATING	Explicit	Implicit
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8. SCHEDULING	Linear Time	Flexible Time

THE CULTURE MAP – The 8 Scales

1. **Communicating:** low-context vs. high-context

2. **Evaluating:** direct negative feedback vs. indirect negative feedback

3. **Persuading:** principles-first vs. applications-first

4. **Leading:** egalitarian vs. hierarchical

5. **Deciding:** consensual vs. top-down

6. **Trusting:** task-based vs. relationship-based

7. **Disagreeing:** confrontational vs. avoids confrontation

8. **Scheduling:** linear-time vs. flexible-time

THE CULTURE MAP – The 8 Scales

1. Communicating: Low-Context vs. High-Context:

- Low-context cultures rely on explicit verbal communication and value clarity and transparency in speech.

- High-context cultures place greater emphasis on non-verbal cues, context, and the relationship between communicators.

2. Evaluating: Direct Negative Feedback vs. Indirect Negative Feedback:

- Some cultures prefer direct and explicit negative feedback to address issues directly.

- Others prefer indirect negative feedback, delivered more subtly to avoid confrontation.

3. Persuading: Principles-First vs. Application-First:

- In principles-first cultures, people often start with the underlying principles or theory before moving to specific examples.

- Application-first cultures prefer to start with practical examples and then move to the underlying principles.

4. Leading: Egalitarian vs. Hierarchical:

- Egalitarian cultures value equality and may have flatter organizational structures.

- Hierarchical cultures emphasize clear authority and a more structured organizational hierarchy.

5. Deciding: Consensual vs. Top-Down:

- Consensual decision-making involves seeking input from multiple stakeholders and reaching a group consensus.

- Top-down decision-making involves decisions made by a few individuals at the top of the hierarchy.

6. Trusting: Task-Based vs. Relationship-Based:

- Task-based trust is built on the competence and reliability of individuals.

- Relationship-based trust relies on personal connections and relationships as the foundation for trust.

7. Disagreeing: Confrontational vs. Avoids Confrontation:

- Confrontational cultures view open disagreement as a positive way to resolve conflicts and improve decisions.

- Avoids confrontation cultures prefer to avoid direct confrontations and may use indirect means to express disagreement.

8. Scheduling: Linear-Time vs. Flexible-Time:

- Linear-time cultures emphasize punctuality and adhering to schedules.

- Flexible-time cultures are more relaxed about time and may prioritize relationships over strict adherence to schedules.