UPCOMING PROGRAMS

Directing Innovation
For senior executives in ST&E
January 18 – 23, 2015
JW Marriott Tucson, Arizona

Take Control of Your Online Reputation
Smith ExecEd Online
February 2015
Stay tuned for more information!

From Specialist to Strategist
For emerging managers in ST&E
May 31 – June 5, 2015
Smith College, Northampton, Mass.

Smith-Tuck Global Leaders
For women assuming leadership positions with global responsibilities
June 22 – 26, 2015
Smith College, Northampton, Mass.
Global Dexterity

Dr. Andy Molinsky
Author of *Global Dexterity* (Harvard Business Press)
molinsky@brandeis.edu
Glocalization = Global but Responsive to Local Context
Strawberry Cheesecake, Soybean, Green Tea, Fruit Parfait... and more!
Kimchi Croquette in Korea  Pork Floss Donuts in China
Glocalization = Responsive to Local Context + Maintain Brand Integrity
From Companies to People

Glocalization
Maintain brand integrity

Global Dexterity
Maintain personal integrity

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Global Dexterity

The ability to adapt your behavior – smoothly and successfully – to the demands of a foreign culture, without losing yourself in the process
Easy Case of Cultural Adaptation
Easy Cases of Cultural Adaptation
Harder Cases of Cultural Adaptation

Being Assertive

Delivering a Presentation

Promoting Oneself

Giving Feedback

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Indian Self-Promoting at Networking Event

I feel that I am performing a sin, trying to become something that I am not, being artificial and fake. I try to sell myself bragging about my abilities to a stranger and that feels so weird and selfish to me. It makes me feel like I am doing things to achieve my objectives at all cost.
In the US we do the sandwich approach. But in Germany, there’s no pre-amble, no protecting anyone’s ego. Just the blunt, direct message of “I don’t like that.” Or “that will not work.” And it doesn't feel good to deliver that message. I felt like an ogre – or like a hostile witness at a trial. From the German perspective, it was being honest. But I didn’t feel comfortable at all doing it.
Three Challenges = Psychological Toll

Authenticity Challenge

Competence Challenge

Resentment Challenge

Distress

Guilt

Anxiety

Embarrassment

Anger

Frustration

Psychological Toll

#SmithExecEd

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To adapt your behavior, you need to be flexible.

But the disruptive feelings you experience while trying to adapt make flexibility very hard to achieve.
How to Develop Global Dexterity?
Four Step Plan

(1) Diagnose the new cultural code

(2) Identify your own personal challenges

(3) Customize your behavior

(4) Make the behavior into “muscle memory”
# Step 1: Diagnose the Cultural Code

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Directness</td>
<td>How straightforwardly you’re expected to communicate in this particular situation</td>
</tr>
<tr>
<td>2. Enthusiasm</td>
<td>How much positive emotion and energy you’re expected to display</td>
</tr>
<tr>
<td>3. Formality</td>
<td>How much deference and respect you’re expected to demonstrate</td>
</tr>
<tr>
<td>4. Assertiveness</td>
<td>How strongly you’re expected to express your voice</td>
</tr>
<tr>
<td>5. Self-Promotion</td>
<td>How positively you’re expected to speak about your accomplishments</td>
</tr>
<tr>
<td>6. Personal Disclosure</td>
<td>How much you’re expected to reveal about yourself</td>
</tr>
</tbody>
</table>

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# Describing Achievements to Your Boss

<table>
<thead>
<tr>
<th></th>
<th>Relatively High</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Enthusiasm</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>It’s appropriate to show excitement for what you have done and accomplished.</td>
<td>American style enthusiasm is inappropriate for such a serious and formal discussion.</td>
</tr>
<tr>
<td><strong>Assertiveness</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>You want to be seen as a “go-getter.” You don’t want to appear weak or timid.</td>
<td>American-style assertiveness is way too aggressive. Instead, you need to show deference and composure.</td>
</tr>
<tr>
<td><strong>Self-Promotion</strong></td>
<td>Within reason, you are expected to promote yourself. After all, that’s the whole purpose of the discussion.</td>
<td>Speaking openly about accomplishments is taboo in most situations, and comes across as conceited.</td>
</tr>
</tbody>
</table>
Four Step Plan

(1) Diagnose the new cultural code

(2) Identify your own personal challenges

(3) Customize your behavior

(4) Make the behavior into “muscle memory”
**Describing Achievements to his Boss**

### Sandeep’s Personal Comfort Zone

<table>
<thead>
<tr>
<th>Level</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self Promotion</td>
<td>Low</td>
<td>Moderate</td>
<td>High</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### American Zone of Appropriateness

<table>
<thead>
<tr>
<th>Level</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self Promotion</td>
<td>Low</td>
<td>Moderate</td>
<td>High</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# Smith ExecEd

Sandeep and Neha

<table>
<thead>
<tr>
<th></th>
<th>SANDEEP</th>
<th>NEHA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Born</td>
<td><img src="https://example.com" alt="India" /></td>
<td><img src="https://example.com" alt="India" /></td>
</tr>
<tr>
<td>Raised</td>
<td><img src="https://example.com" alt="India" /></td>
<td><img src="https://example.com" alt="India" /> <img src="https://example.com" alt="UK" /></td>
</tr>
<tr>
<td>Family Values</td>
<td><img src="https://example.com" alt="India" /></td>
<td><img src="https://example.com" alt="India" /> <img src="https://example.com" alt="UK" /></td>
</tr>
<tr>
<td>University</td>
<td><img src="https://example.com" alt="India" /></td>
<td><img src="https://example.com" alt="UK" /></td>
</tr>
</tbody>
</table>
Neha’s Personal Comfort Zone

1. Low level of self promotion
2. 
3. 
4. Moderate level of self promotion
5. 
6. 
7. High level of self promotion

American Zone of Appropriateness

1. Low level of self promotion
2. 
3. 
4. Moderate level of self promotion
5. 
6. 
7. High level of self promotion
Four Step Plan

(1) Diagnose the new cultural code

(2) Identify your own personal challenges

(3) Customize your behavior

(4) Make the behavior into “muscle memory”
How People Think You Have to Adapt
The Reality of Cultural Adaptation

There’s a range, and you just need to find a place somewhere in the range
Customizing Cultural Behavior is Like Having Your Clothes Tailored
Adapting Behavior is like being a Chef (and especially a fusion chef)
Cultural Fusions in the Food World

Cardomom Crème brûlée

Kimchi Burrito
Less Successful Fusions
Create your own Cultural Fusion

[Images of flag fusion examples]

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Sandeep’s Cultural Fusion

- Talked about personal accomplishments -- but also in the context of the team
- Framed accomplishments as contributing to the goals of the organization
- Talked about how “proud” he was to have been able to contribute
- Remained as factual as possible; no exaggeration
- “Dialed up” his level of enthusiasm a bit
- Reminded himself why he was doing this: to advance at the firm

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Four Step Plan

(1) Diagnose the new cultural code

(2) Identify your own personal challenges

(3) Customize your behavior

(4) Make the behavior into “muscle memory”
Step 4: Develop muscle memory
Step 4: Develop muscle memory

• Practice in realistic settings

• Get -- and give yourself -- feedback
FIGURE 6-3

Your external scorecard

<table>
<thead>
<tr>
<th>Category</th>
<th>Not direct enough</th>
<th>Just about right</th>
<th>Too direct</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directness</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assertiveness</td>
<td>Not assertive</td>
<td>Just about right</td>
<td>Too assertive</td>
</tr>
<tr>
<td>Self-promotion</td>
<td>Not self-promotional</td>
<td>Just about right</td>
<td>Too self-promotional</td>
</tr>
<tr>
<td>Enthusiasm</td>
<td>Not enthusiastic</td>
<td>Just about right</td>
<td>Too enthusiastic</td>
</tr>
<tr>
<td>Formality</td>
<td>Not formal</td>
<td>Just about right</td>
<td>Too formal</td>
</tr>
<tr>
<td>Personal disclosure</td>
<td>Not personal</td>
<td>Just about right</td>
<td>Too personal</td>
</tr>
</tbody>
</table>
### FIGURE 6-4

Your internal scorecard

<table>
<thead>
<tr>
<th></th>
<th>Not at all comfortable</th>
<th>Moderately comfortable</th>
<th>Very comfortable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Directness</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
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</tr>
<tr>
<td>Personal disclosure</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Overall Goal: Competence & Authenticity

Authenticity

Yes

Comfort Zone
Authentic + Competent +

NO

Authenticity Challenge
Authentic – Competent +

Competence

Yes

NO

Ability Challenge
Authentic + Competent –

Double Challenge
Authentic – Competent –
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