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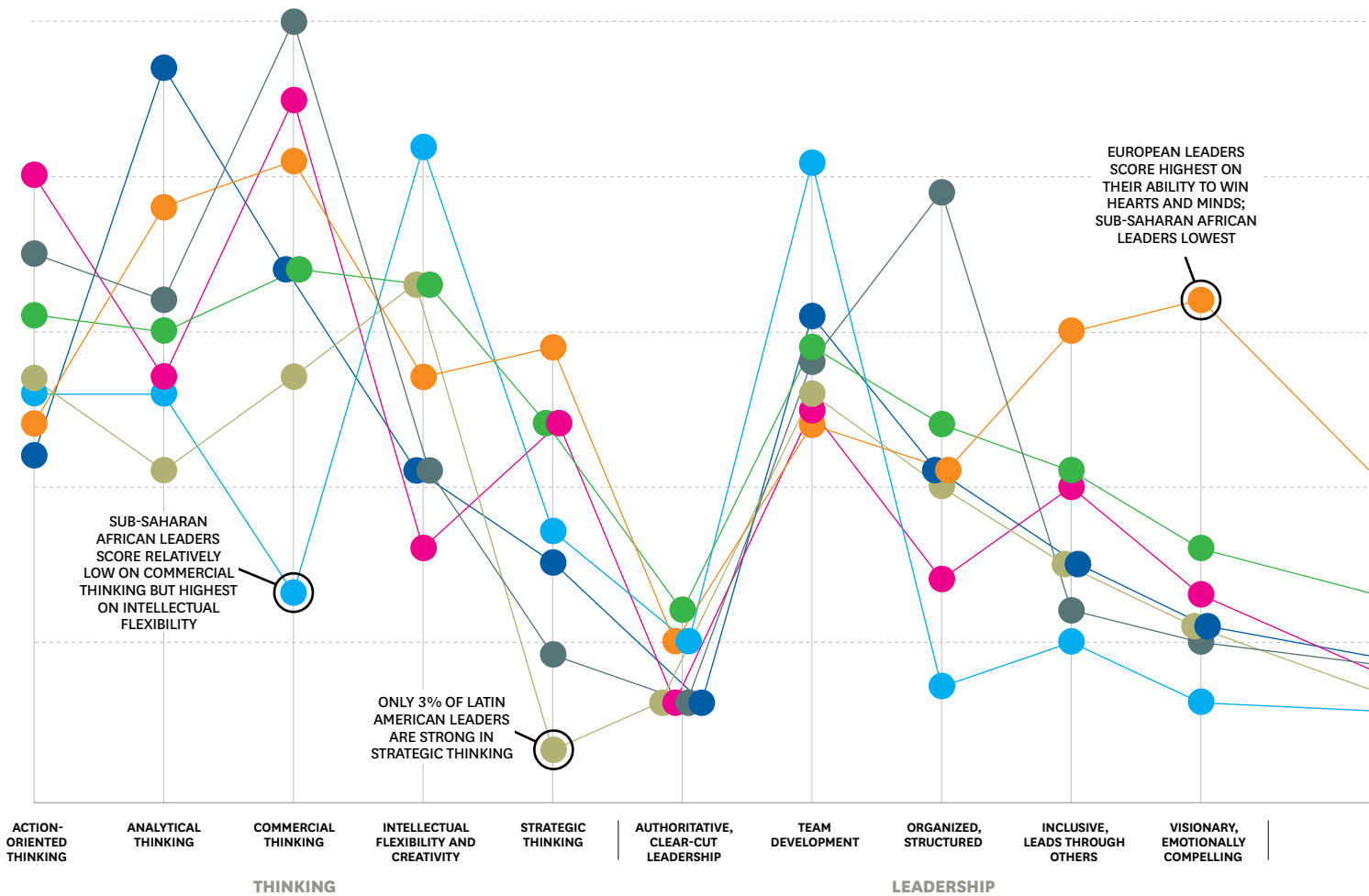
VISION STATEMENT

Leadership Across Cultures

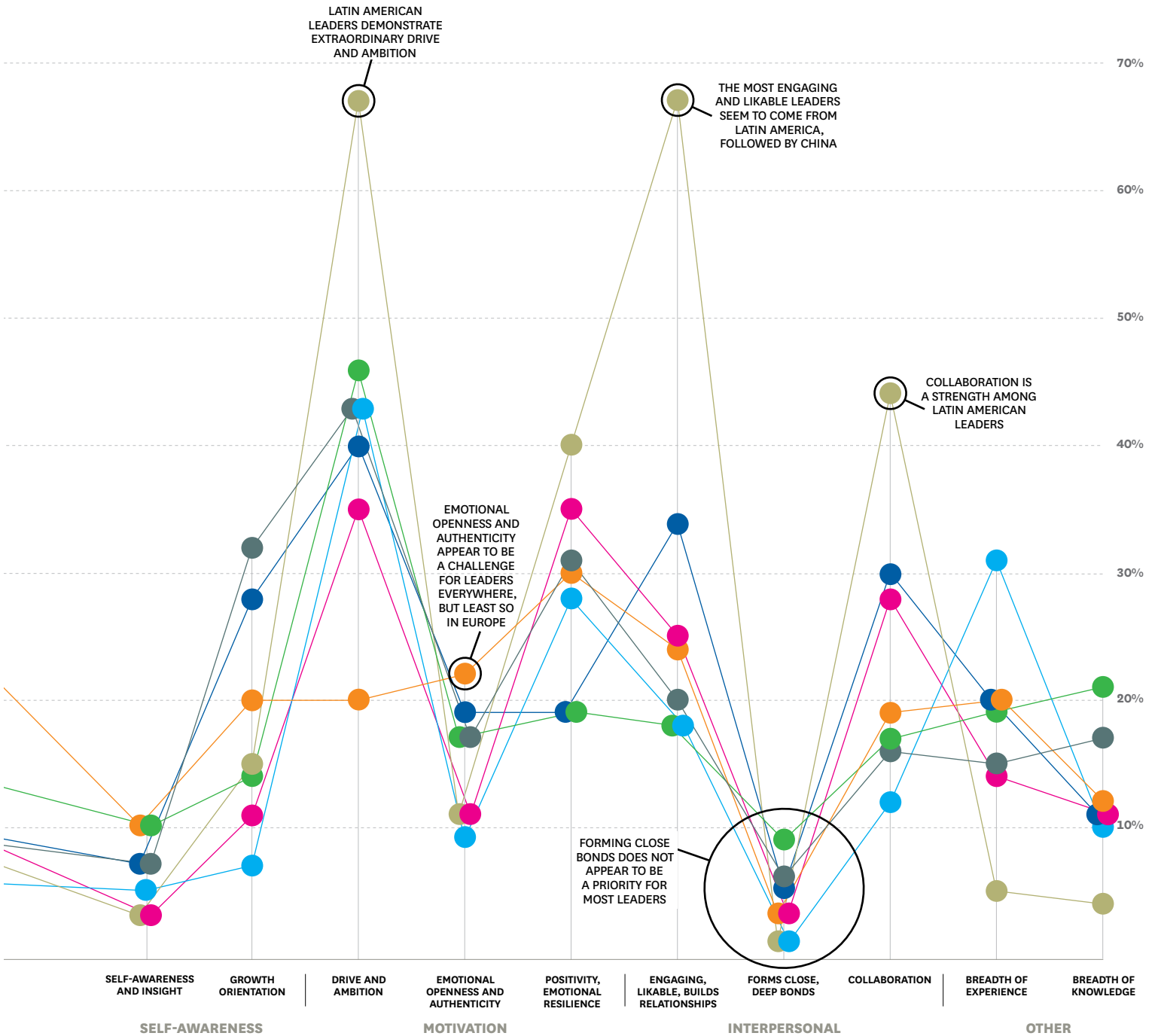
VISION STATEMENT LEADERSHIP ACROSS CULTURES

We know that operating a global enterprise raises all sorts of organizational problems. It also poses a host of leadership challenges. Overseeing operations across regions requires sophisticated industry knowledge and technical expertise, whereas bridging cultural differences demands exceptional emotional intelligence. Gurnek Bains

(the author of *Cultural DNA*) and his team at YSC, a global corporate psychology consultancy, analyzed reports on 1,500 senior executives worldwide to identify their strengths and weaknesses in a range of soft and hard skills. The chart below shows the percentage of leaders in each region who demonstrated strength in these skills.



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| <p>ADVICE FOR LEADERS ON THE WORLD STAGE</p> <ul style="list-style-type: none"> ● UNITED STATES <ul style="list-style-type: none"> Recognize that others may not share your action orientation Don't let your positivity come across as naive optimism Build your capacity to listen | <p>● MIDDLE EAST</p> <ul style="list-style-type: none"> Adopt a less hierarchical, more inclusive leadership style Display comfort with ambiguity Don't be proud or defensive in response to feedback | <p>● INDIA</p> <ul style="list-style-type: none"> Resist interpreting your role too narrowly Think "team first" Develop ideas inclusively Be less process-bound | <p>● LATIN AMERICA</p> <ul style="list-style-type: none"> Don't feel rejected when others behave formally Adopt a less directive style Be ready to give and receive honest feedback |
| <p>ADVICE FOR PEOPLE WORKING WITH THOSE LEADERS</p> <ul style="list-style-type: none"> Get to the point, be brief, and focus on tangibles Recognize that Americans value efficiency and action Be straightforward and open | <ul style="list-style-type: none"> Invest in building trust and long-term relationships Be sensitive to the tension between tradition and modernity | <ul style="list-style-type: none"> Discourage individualism Give feedback sensitively and be patient with resistance Encourage initiative and questioning | <ul style="list-style-type: none"> Build warm relationships Ensure that structures and processes are tight Deliver tough feedback in a sensitive and positive manner |



- SUB-SAHARAN AFRICA**
- Build deep relationships and close teamwork
 - Recognize the value of structure and organization
 - Work to win hearts and minds

- EUROPE**
- Be more action-oriented
 - Be more flexible in response to change or uncertainty
 - Operate in a less structured and rigid manner

- CHINA**
- Stay positive when facing setbacks
 - Be less cautious in airing views and taking action
 - Balance analysis with conceptual exploration

- Break down barriers by being less formal; use humor
- Recognize the value of clarity
- Invest time in developing people and teams

- Respect people's desire for inclusion
- Focus on alignment and buy-in
- Devote more time to execution
- Honor roles and decision rights

- Play into the drive to improve
- Use insiders to help build relationships
- Appreciate the importance of harmony and balance

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