



Results orientated

Innovative

Flexible solutions

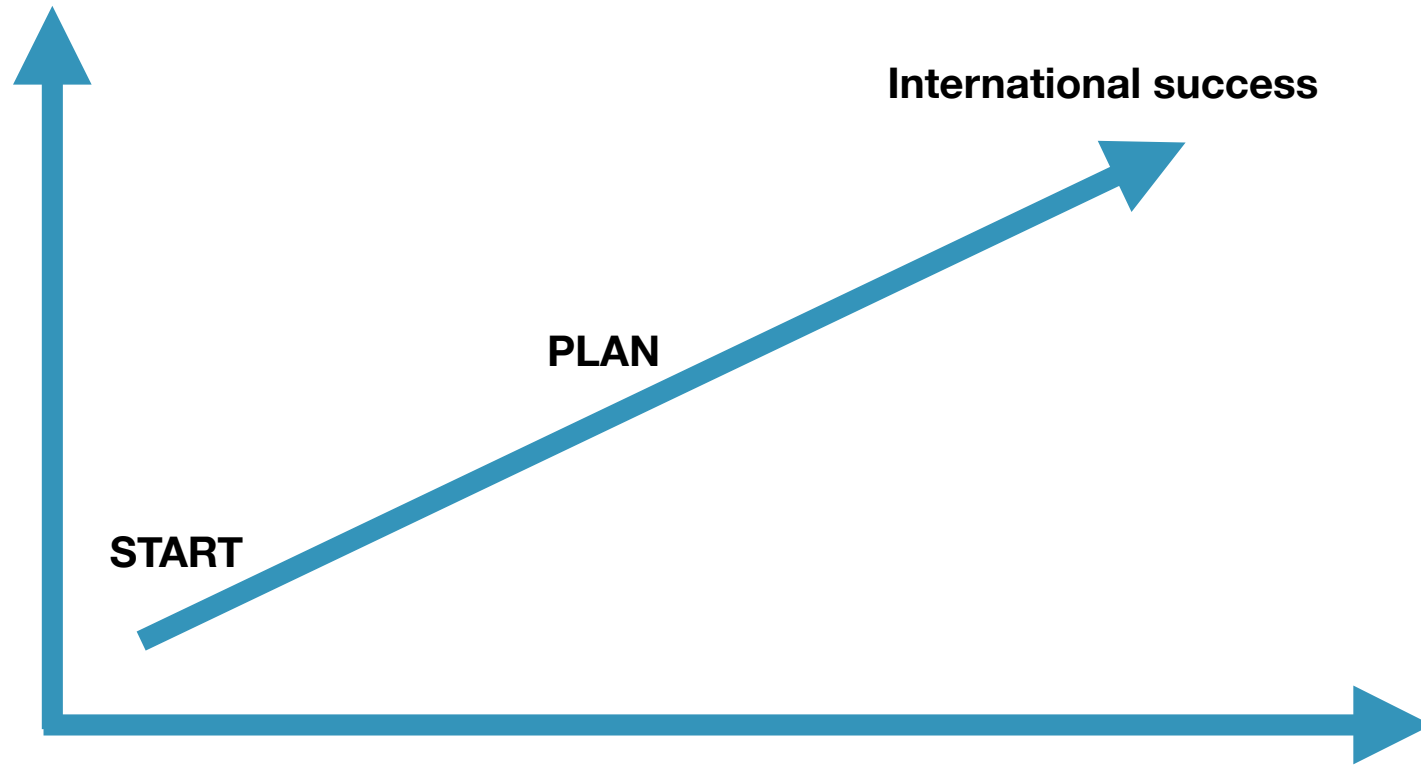
Building trust across cultures

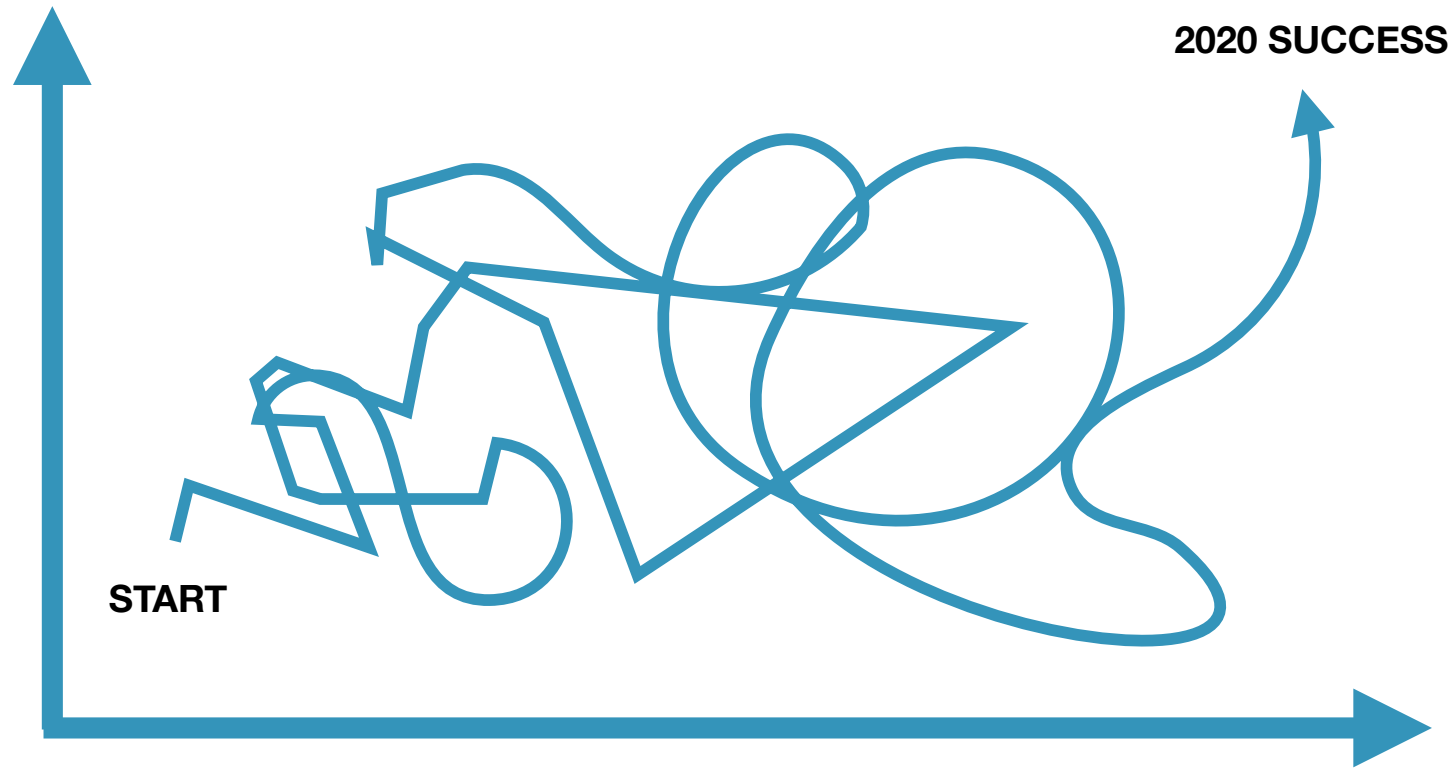


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IRELAND
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Challenge

>>> **Customer Retention**
Creating New Customers



If people like you, they will listen to you

*but if they **TRUST** you, they'll do **BUSINESS** with you - Zig Ziglar*

Why building trust matters for your customers?



A

32%

Bad experience drives customers away fast



B

70%

Speed, convenience & helpful friendly service



C

54%

Only 46% are getting customer service right



D

82%

Human interaction matters





Why **TRUST** matters for you?

HEART

Trust is built through sharing meals
Work relationships build up slowly
Get to know you at a deep level
Others I know trust you
I trust you

HEAD

Trust through business-related activities
You do good work consistently
You are reliable
I enjoy working with you
I trust you

3 Key Aspects to Building Trust

EMPATHY

identify and understand another's situation, feelings and motives



COMMUNICATION

quality of what I say and how I say it

AUTHENTIICITY

be yourself

What is culture?



A group's culture is a set of unique characteristics that distinguish its members from another



Visible - behaviours, language, artifacts
Invisible - norms, values, basic assumptions & beliefs



We belong to multiple cultures, each with its unique characteristics



Brain evolved to act more quickly and use less energy using schemas that define norms, basic assumptions and values, detecting only deviations



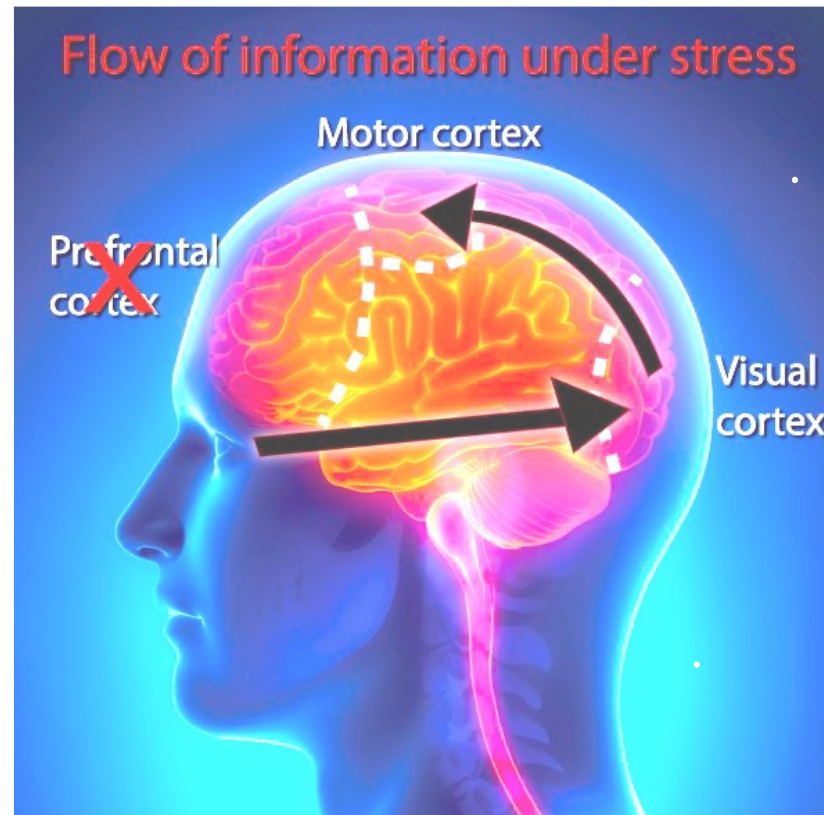
When our *TRUST* schema is breached then alarm bells start ringing

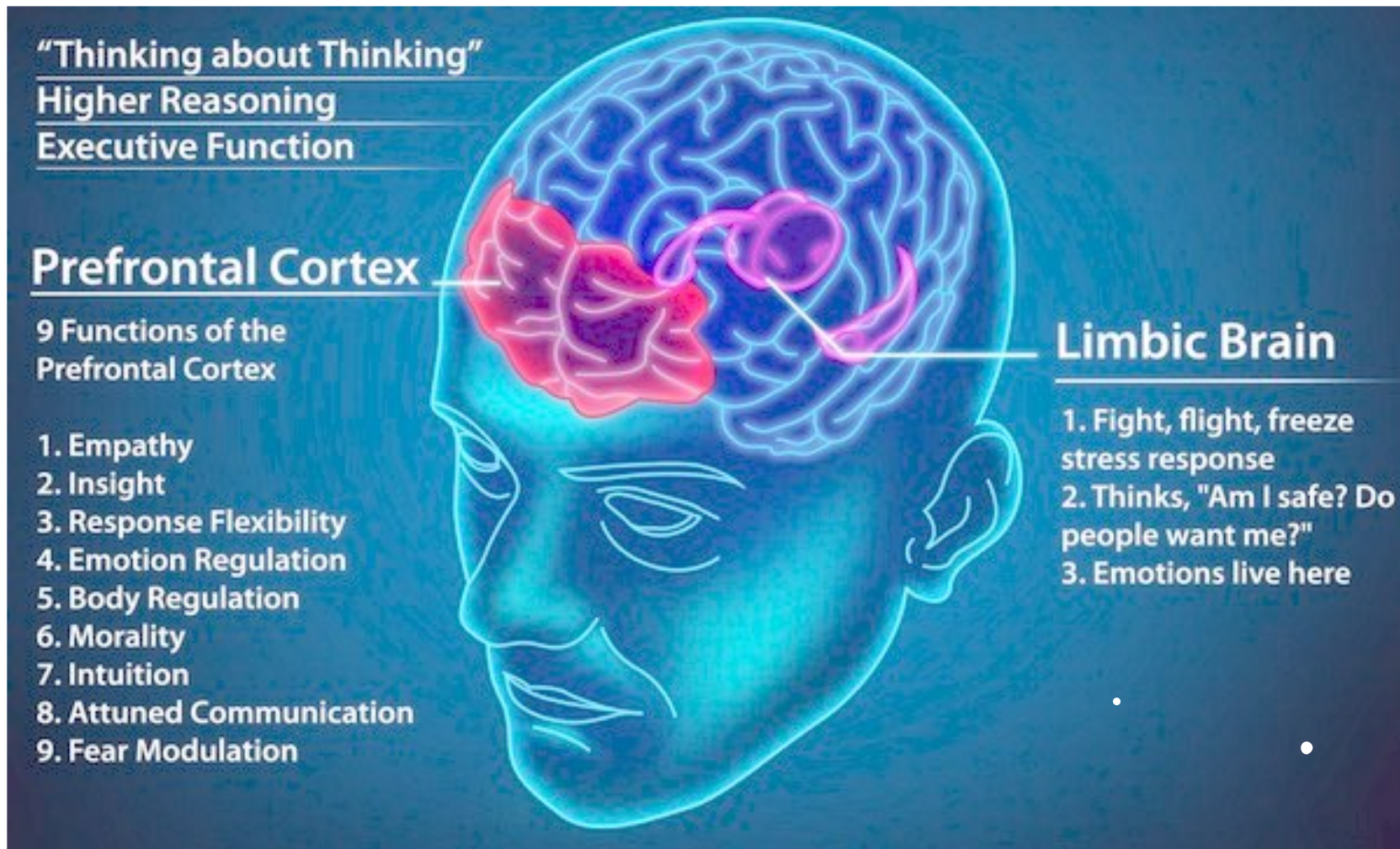


It takes time for new schema to be coded into the hippocampus



What does Neuroscience say?





<https://tm-ireland.org/4-ways-how-stress-is-damaging-our-brains/>

EMPATHY

- **Distractions threaten your connection with others?**
- **What about culture, the invisible saboteur?**
- **Identify where, when and how you give away empathy.**

HIGH CONTEXT

- Good communication is sophisticated, nuanced and layered.
- Messages are both spoken and read between the lines.
- Messages are often implied but not plainly expressed.

COMMUNICATION

COMMUNICATION

LOW CONTEXT

- Good communication is precise, simple and clear
- Messages are expressed and understood at face value
- Repetition is appreciated if it helps clarify the message

Communicating



Source; Culture Maps, Erin Myers



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AUTHENTIICITY

- “be yourself”
- Easy when you are around people who are like you but what happens when you are not?



Evaluation

Russia France Italy US UK **IRELAND** Brazil India Saudi Arabia Japan
Israel Germany Norway Australia Canada Mexico China Korea Thailand
Netherlands Denmark Spain **PORTUGAL** Argentina Kenya Ghana Indonesia



Direct negative feedback

Indirect negative feedback

Source: Culture Maps, Erin Myers



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> > > TIPS



Trust is the glue of life. It's the most essential ingredient in effective communication. It's the foundational principle that holds all relationships. Stephen Covey

REFRAME - SAME PROBLEMS DIFFERENT SOLUTIONS



What can you learn from their approach to...?



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Refocus



- 1** What steps might you take in order to discover the cultural issues impacting this situation?
- 2** How would a situation like this normally be handled in your setting?
- 3** How do the values of your organisation apply in this situation? Your personal values?
- 4** What must you do in this situation to gain trust and credibility?

Strategies



A



B



C



D

A. Stepping into other stakeholders shoes

Invite members to step into the shoes of their various **stakeholders**. Drawing on flip charts. Identify each group's hopes and concerns.

B. Swop perspectives

Challenge people to view puzzling behaviours through the lens of the other culture. What are the merits? What can be **learned** from their approach?

C. Empathy is contagious

People “catch” each other's care and altruism. Harness the role of the **'unsung influencers'** who are the most connected to channel information, ideas and values

D . Generate your own ideas on how to modify

It is much more powerful for someone to create their own ideas of how to adapt, thus not activating the 'threat' response or **amygdala hijack**

DO WE GET THE MESSAGE?

| What the British say | What the British mean | What the Dutch understand |
|---------------------------------------|------------------------------|---------------------------------------|
| Could we consider some other options? | I don't like your idea. | They have not yet decided. |
| Please think about that some more. | It's a bad idea don't do it. | It's a good idea, keep developing it. |
| I am sure it's my fault. | It is your fault. | It's their fault. |

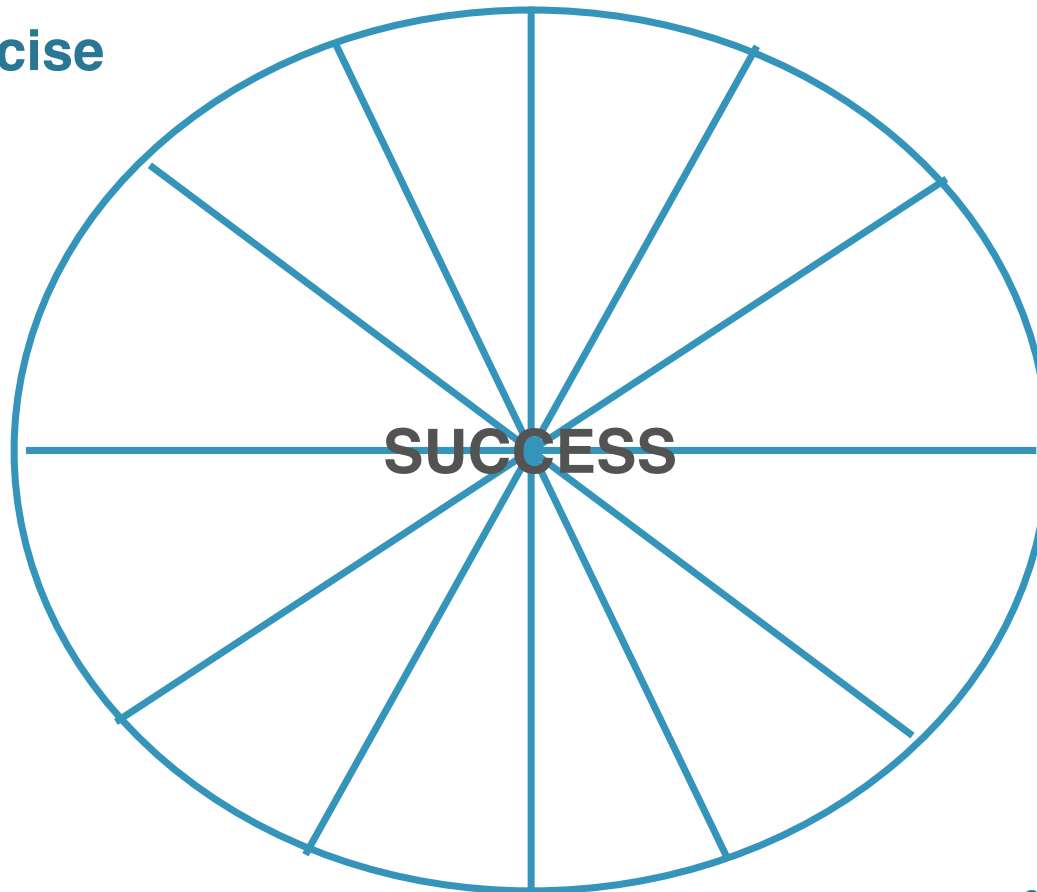


Double Click Exercise

Use: Override 3 P's - Power, Personalities, Politics

Approach: Sharing & discovering to build understanding, remove threat, share perspectives

Method: Work in groups of 5-7. Write one word at the centre. Ask group to write one word that represents this for them the spokes of the wheel



Source: Conversational Intelligence J.E. Glaser



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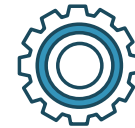
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