

Managing relationships

THROUGH INTERCULTURAL SENSITIVITY

Johanna Westhauser, May 2015



Why are we doing this?

In our job, **relationships** are key.

Every relationship starts with **you**.

So the better you **know yourself**, the better you relate to others.

What we hope to achieve today

- ✓ To **identify** your working style
- ✓ To **recognise** your 'multicultural self'
- ✓ To **learn** ways of improving and building relationships
- ✓ To **reflect** on your learning experience

The rules of the game

- ▶ **Everything shared in this training session remains in this room – don't take examples of others outside this training session.**
- ▶ **Listen actively:** respect others when they are talking.
- ▶ **Speak from your own experience** instead of generalizing ("I" instead of "they," "we," and "you").
- ▶ **Participate to the fullest of your ability:** share your own story and experience.
- ▶ **Think critically:** the goal is not to agree but to gain a deeper understanding.
- ▶ **Be conscious of body language and non-verbal responses:** they can be as disrespectful as words.

Would you like to add anything?

Warm up

TO GET YOU IN THE MOOD

Testing your relationship skills

- ▶ SPEED DATING!
- ▶ You have approx. 1min to get to know the person in front of you
- ▶ **Don't mention:**
 - ✗ Working at Towers Watson
 - ✗ Your LOB/practice
 - ✗ Anything else work related
 - ✗ Living in London



Testing your relationship skills

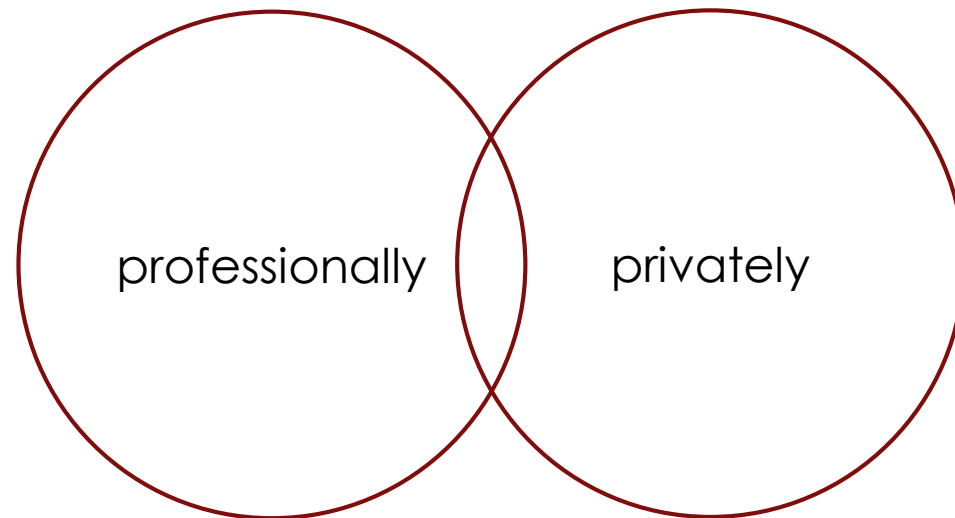
- ▶ How did it go?
- ▶ What approach(es) did you take?

Relationship basics

WHAT'S YOUR
WORKING STYLE?

Different types of relationships

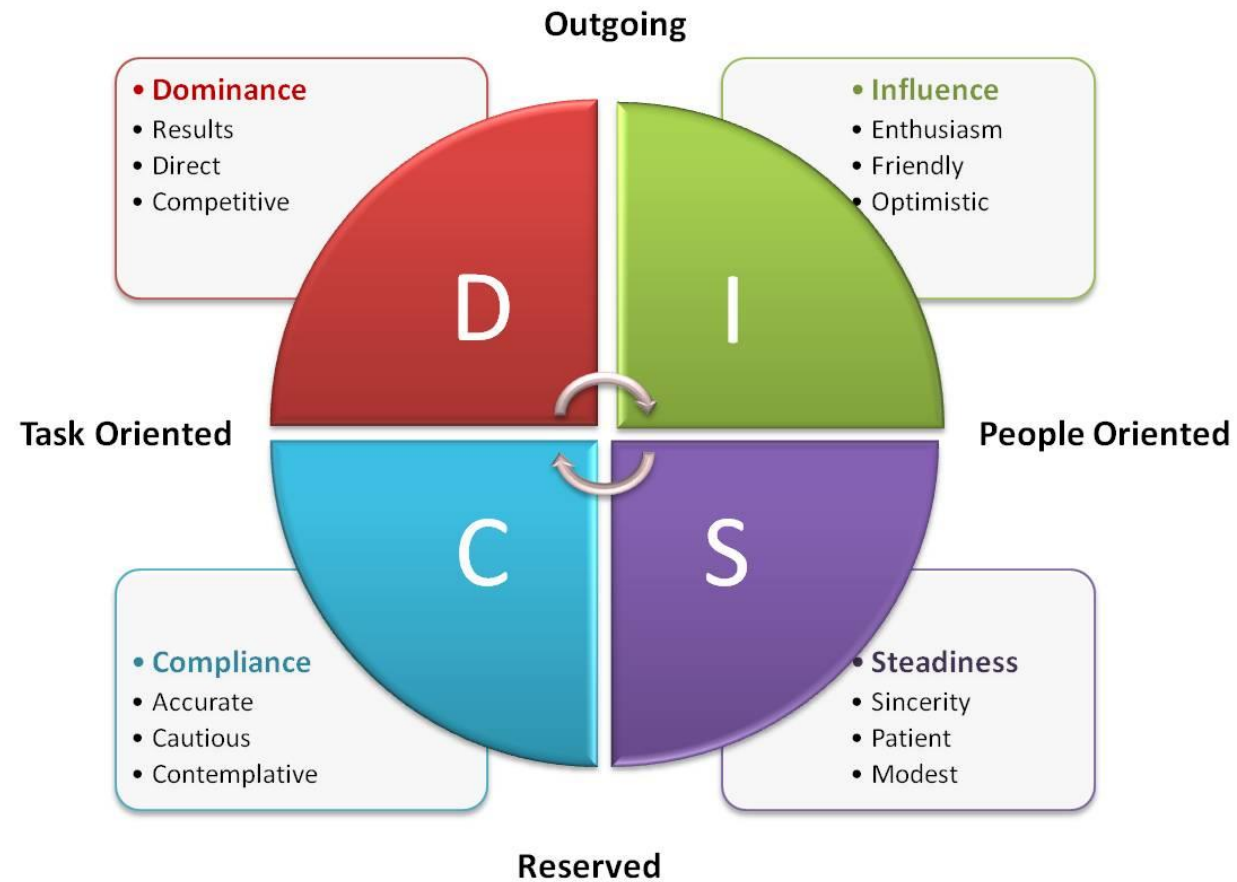
- ▶ Every day, we're surrounded by a range of diverse relationships.



What's your working style?

- ▶ Myers–Briggs – personality test
- ▶ Amiable, Driver, Analytical, Expressive – social styles test
- ▶ BUT: there's a difference between your personality and social styles
- ▶ Your **social style is manifested** in childhood and more or less stable
- ▶ Your **personality changes** depending on time, place, situation, or who you're with
- ▶ Particularly in the workplace, we tend to behave differently than e.g. at home with our family (no surprise there!)
- ▶ So what's your 'work style'?

Your DISC profile



Your DISC profile (cont.)

- ▶ You have a primary and secondary style
- ▶ Which one is most efficient on work projects?

	Dominance	Influence	Steadiness	Conscientiousness
You place emphasis on...	accomplishing results, the bottom line, confidence	influencing or persuading others, openness, relationships	cooperation, sincerity, dependability	quality and accuracy, expertise, competency
Your behaviours:	<ul style="list-style-type: none"> • Sees the big picture • Can be blunt • Accepts challenges • Gets straight to the point 	<ul style="list-style-type: none"> • Shows enthusiasm • Is optimistic • Likes to collaborate • Dislikes being ignored 	<ul style="list-style-type: none"> • Doesn't like to be rushed • Calm manner • Calm approach • Supportive actions • Humility 	<ul style="list-style-type: none"> • Enjoys independence • Objective reasoning • Wants the details • Fears being wrong

Exercise 1: DISC profiles

- ▶ Get into 4 groups
- ▶ For your assigned style (D-I-S-C) come up with an example of:
 - ▶ How to recognise this style in the workplace
 - ▶ How this style works well in the workplace
 - ▶ How others might get irritated by this style and how this can be minimised
- ▶ Each group reports back one key example to the bigger group

Recognise your
multicultural self

**UNDERSTAND YOURSELF FIRST
BEFORE TRYING TO
UNDERSTAND OTHERS.**

LOU GOLDSTEIN

What do you think about this?

A delicacy for some...



What does this word mean to you?

Interesting

You will probably have seen this...

What the British say	What the British mean	What others understand
I hear what you say	I disagree and do not want to discuss it further	He accepts my point of view
With the greatest respect...	I think you are an idiot	He is listening to me
That's not bad	That's good	That's poor
That is a very brave proposal	You are insane	He thinks I have courage
Quite good	A bit disappointing	Quite good
I would suggest...	Do it or be prepared to justify yourself	Think about the idea, but do what you like
Oh, incidentally/ by the way	The primary purpose of our discussion is...	That is not very important
I was a bit disappointed that	I am annoyed that	It doesn't really matter
Very interesting	That is clearly nonsense	They are impressed

Your cultural frame of reference

- ▶ Based on value systems, symbols, traditions
- ▶ You can have many different cultural frames of reference
- ▶ You probably think differently than the person next to you – and that's OK
- ▶ But **be open** to the idea that they see things differently than you do, too!

Stereotypes

- ▶ We tend to group people into categories to help us deal with them quicker; some examples are:
 - Nationalities (“The Spanish will be late for the meeting”)
 - Professions (“Actuaries have a great eye to detail”)
 - Gender (“Men are stronger leaders”)
 - Age (“She’s not great with computers; she’s from an older generation”)
- ▶ It’s ok to use stereotypes but **be careful** when using them

What do you see here?

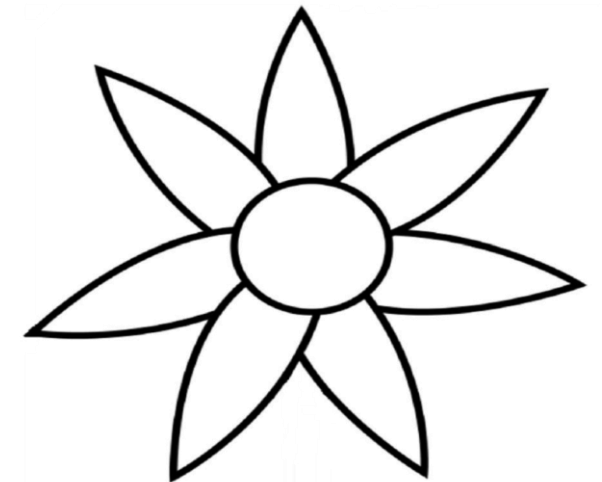


DON'T ASSUME – EVER!

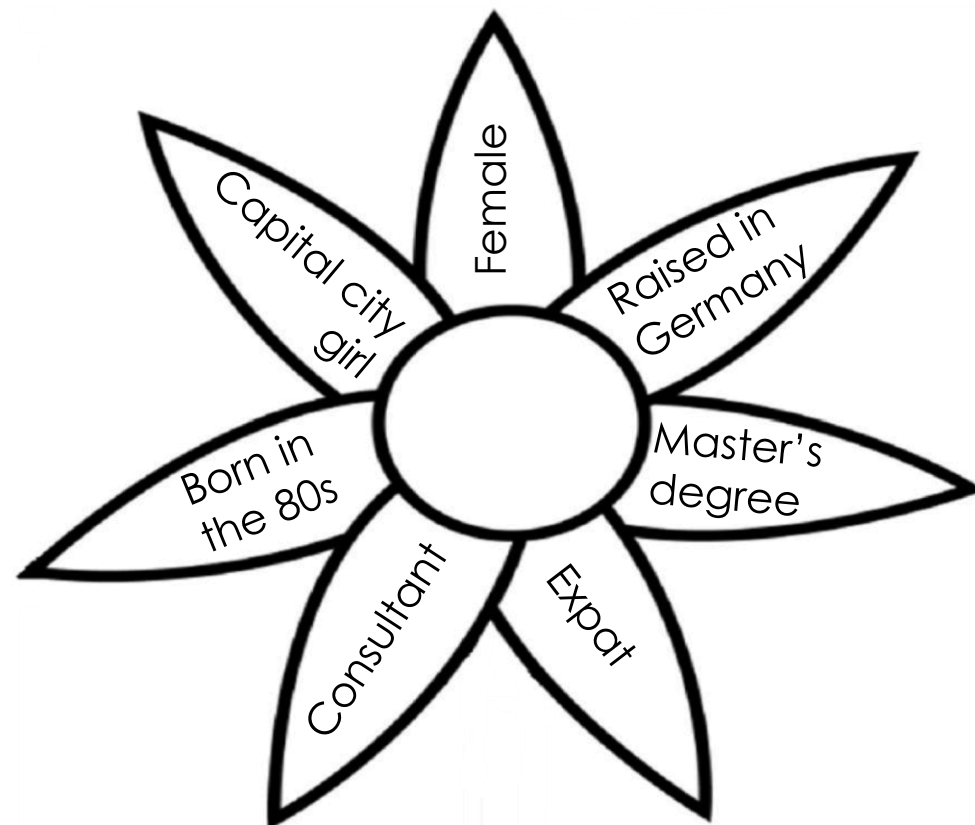
- ▶ Don't assume!
- ▶ Even if you think you got it right, don't assume!
- ▶ And after all: don't assume!
- ▶ **Instead: ask, clarify, use follow-up questions**

Exercise 2: your cultural star

- ▶ We all are 'culturally-complex' and 'culturally-unique' individuals
- ▶ Write your name in the centre of the graphic
- ▶ Fill each 'leaf' of the graphic with something that influences you/makes you who you are
- ▶ When finished, compare your 'cultures' with a partner



Cultural star – an example



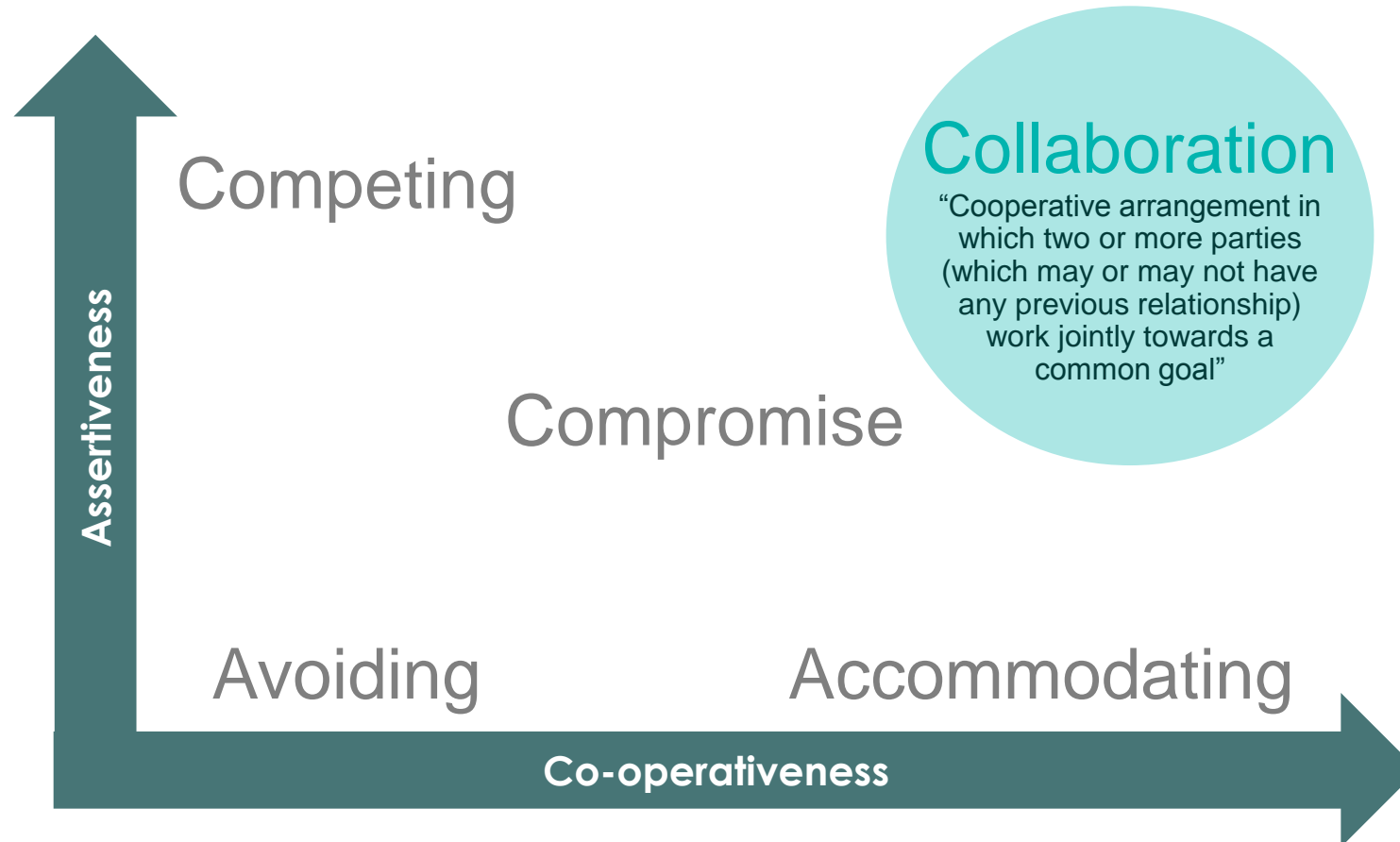
Exercise 2: your cultural star

- ▶ How did it go?

Managing relationships effectively

TIPS & TRICKS TO HELP YOU
MANAGE UPWARDS,
DOWNWARDS AND ACROSS

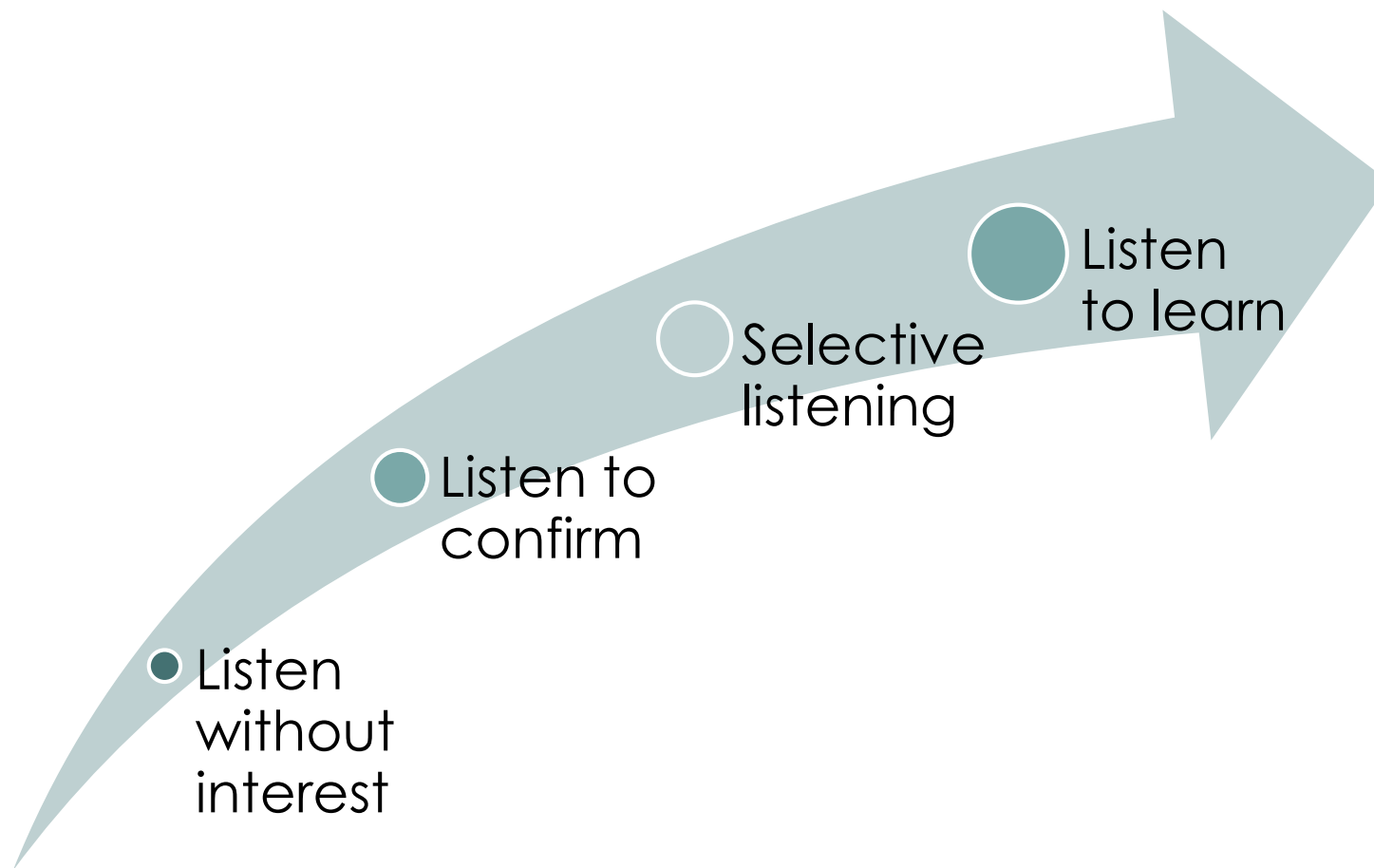
The importance of collaboration



Tips on building relationships

- ▶ Demonstrate respect
- ▶ Create transparency
- ▶ Show loyalty
- ▶ Deliver results
- ▶ Get better
- ▶ Be mindful of tone
- ▶ Choose words wisely
- ▶ Confront reality
- ▶ Clarify expectations
- ▶ Take accountability
- ▶ Listen first
- ▶ Keep commitments

Investigative listening



6 habits of the most likable people

- ▶ 1. They are genuinely **interested** in others.
- ▶ 2. They **smile**.
- ▶ 3. They **remember** the people they meet.
- ▶ 4. They encourage people to **talk** about themselves.
- ▶ 5. They are aware of others' **interests**.
- ▶ 6. They make others **feel important** — in a genuine way.

Find out more at www.businessinsider.com/how-to-be-more-likable-2015-3

Wrap up

- What is collaboration?
- Name 3 ways of improving (or building) a relationship!
- What are you taking away from today?

Any questions?

