



Association
of International
Certified Professional
Accountants®

Intercultural Competence and Conscious Leadership

2/20/2019

10-11am ET



Association of International Certified Professional Accountants®

The Association represents 650,000 members and students in 179 countries.

AICPA National Commission on Diversity and Inclusion

The work of the NCDI focuses on ethnicity and race to help the profession attract and retain minorities in their organizations.



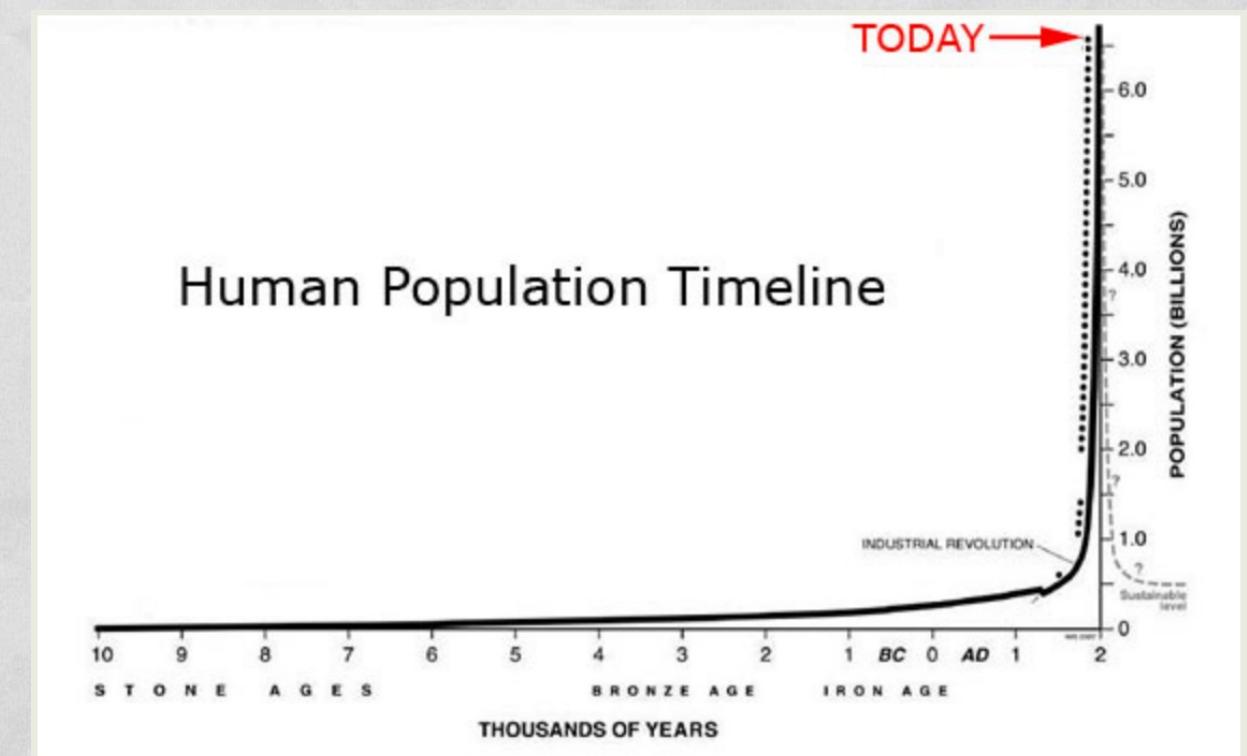
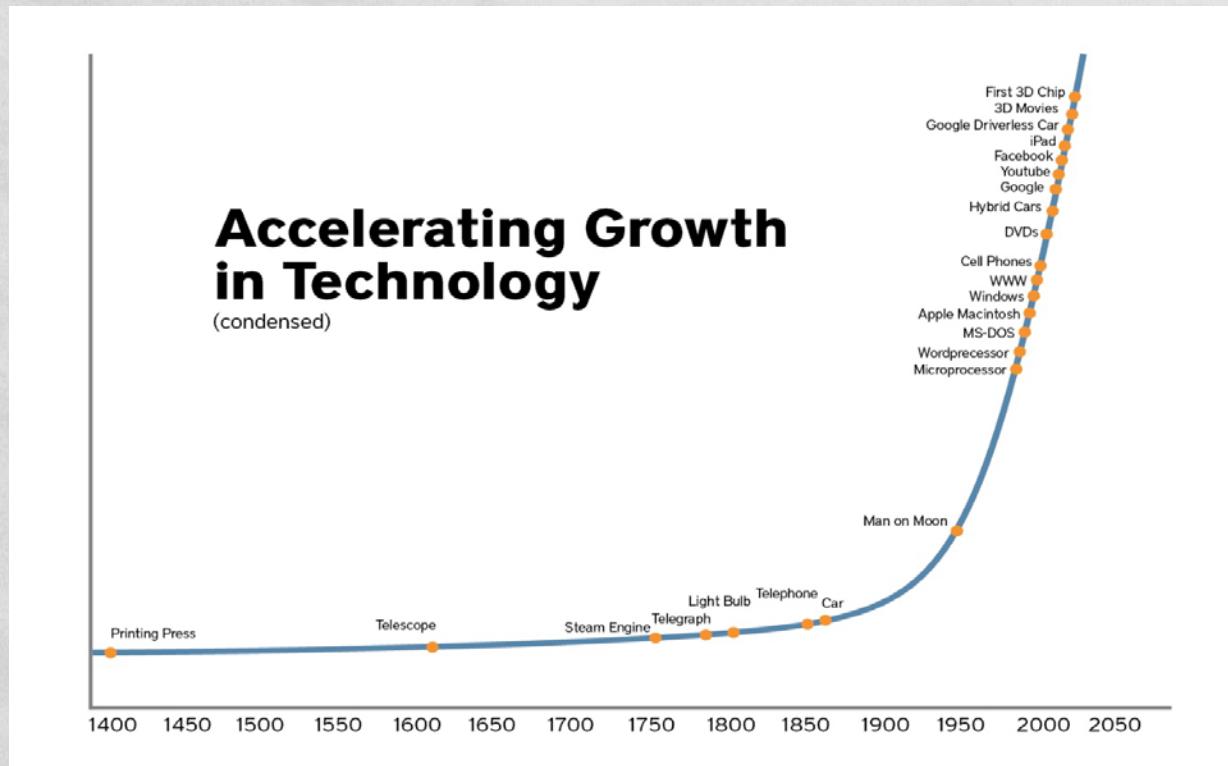
USA & Europa www.idrinstitute.org

Intercultural Competence & Conscious Leadership

AICPA Webinar
February 20, 2019

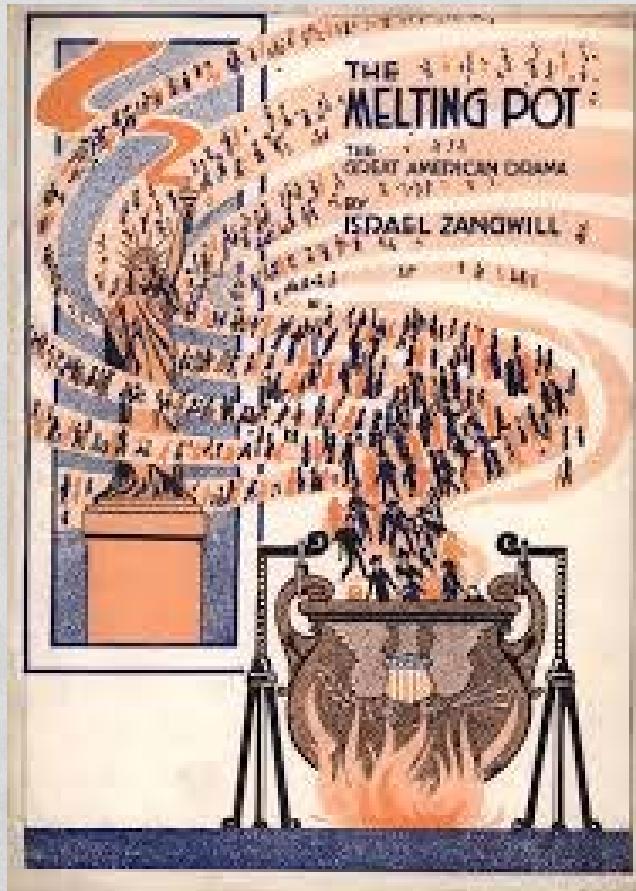
Milton J. Bennett, Ph.D.
milton.bennett@idrinstitute.org

Why Does Intercultural Competence Matter?

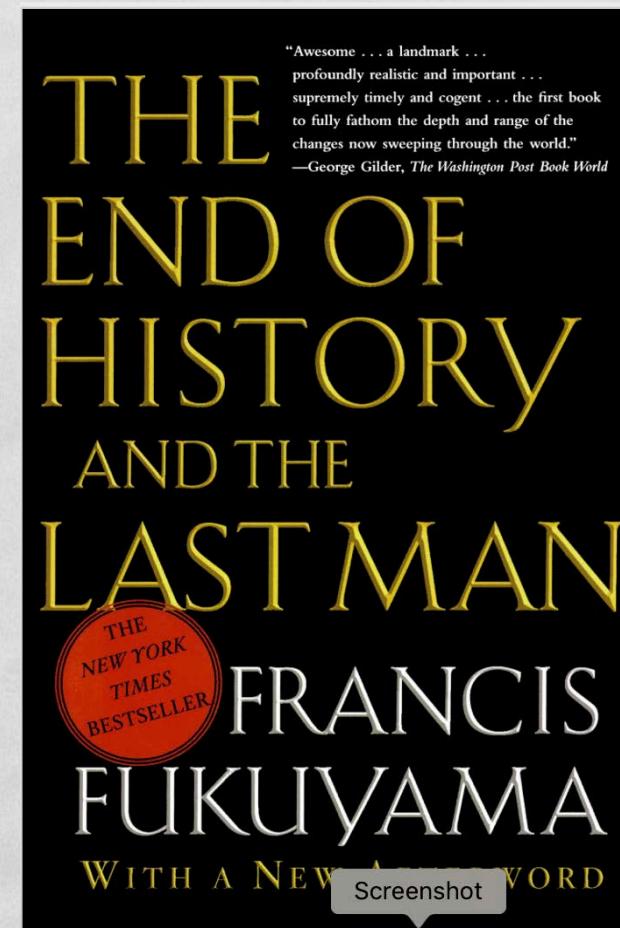


Bottom Line:
More Contact Among Different Groups of People

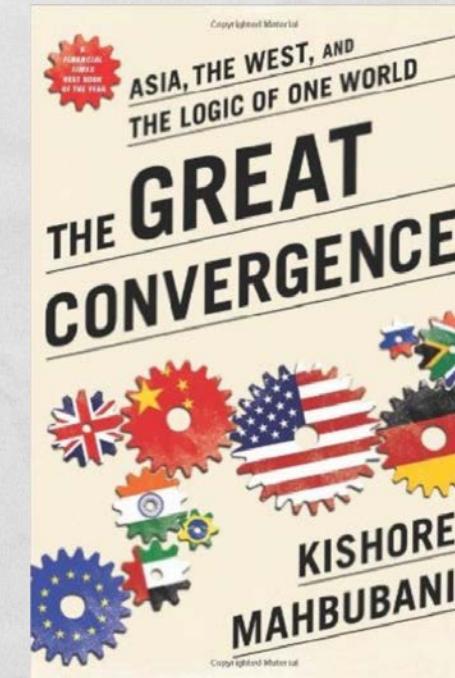
THE DANGEROUS MYTHS OF NATIONAL ASSIMILATION AND GLOBAL CONVERGENCE



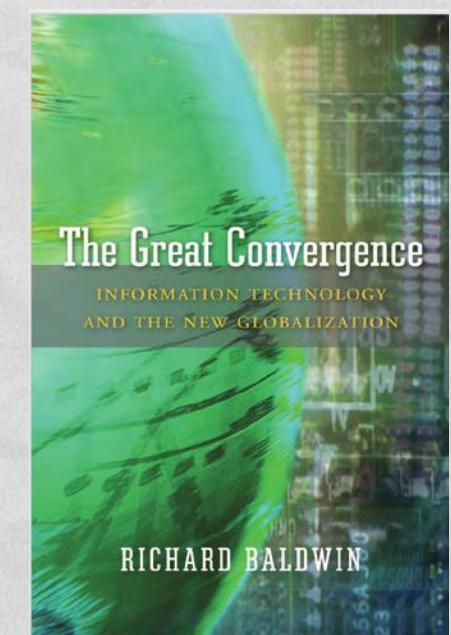
1927



1992



2013



2016

THE GLOBE IS NOT MELTING (EXCEPT THE ICE)

Actually, globalization and social diversity means more cross-cultural contact and increased emphasis on cultural differences

Geert Hofstede IBM Study



In the “global village” our neighbors will be profoundly different from ourselves

Marshall McLuhan, 1964

Cross-Cultural Contact (The Good News and the Bad News)

Contact in conditions of relatively equal power (similar status) increases tolerance and decreases prejudice

This is why fear of immigration does not apply to the immigrants you work with

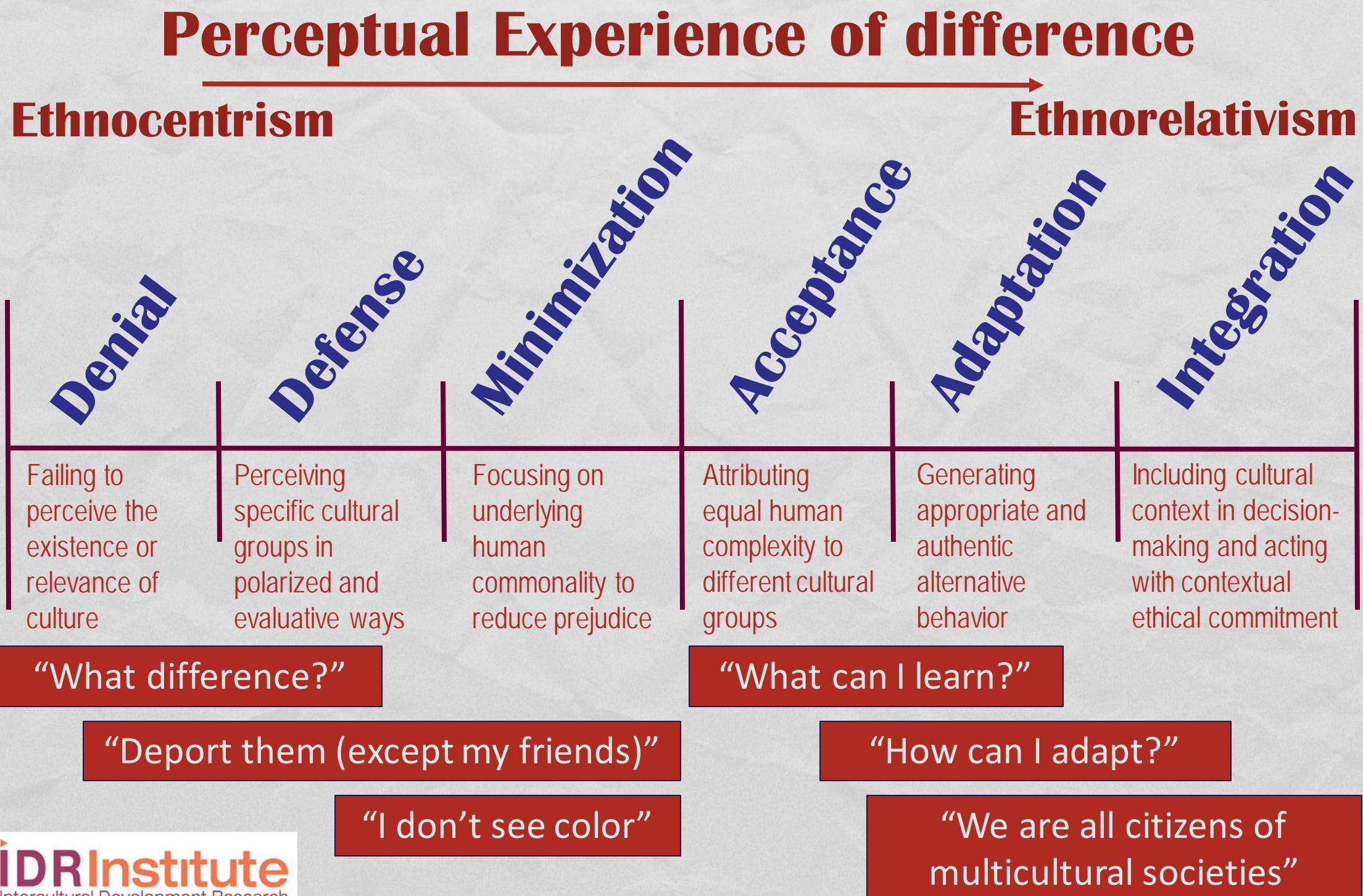
Contact in conditions of unequal power (dissimilar status) increases prejudice and stereotyping and decreases tolerance

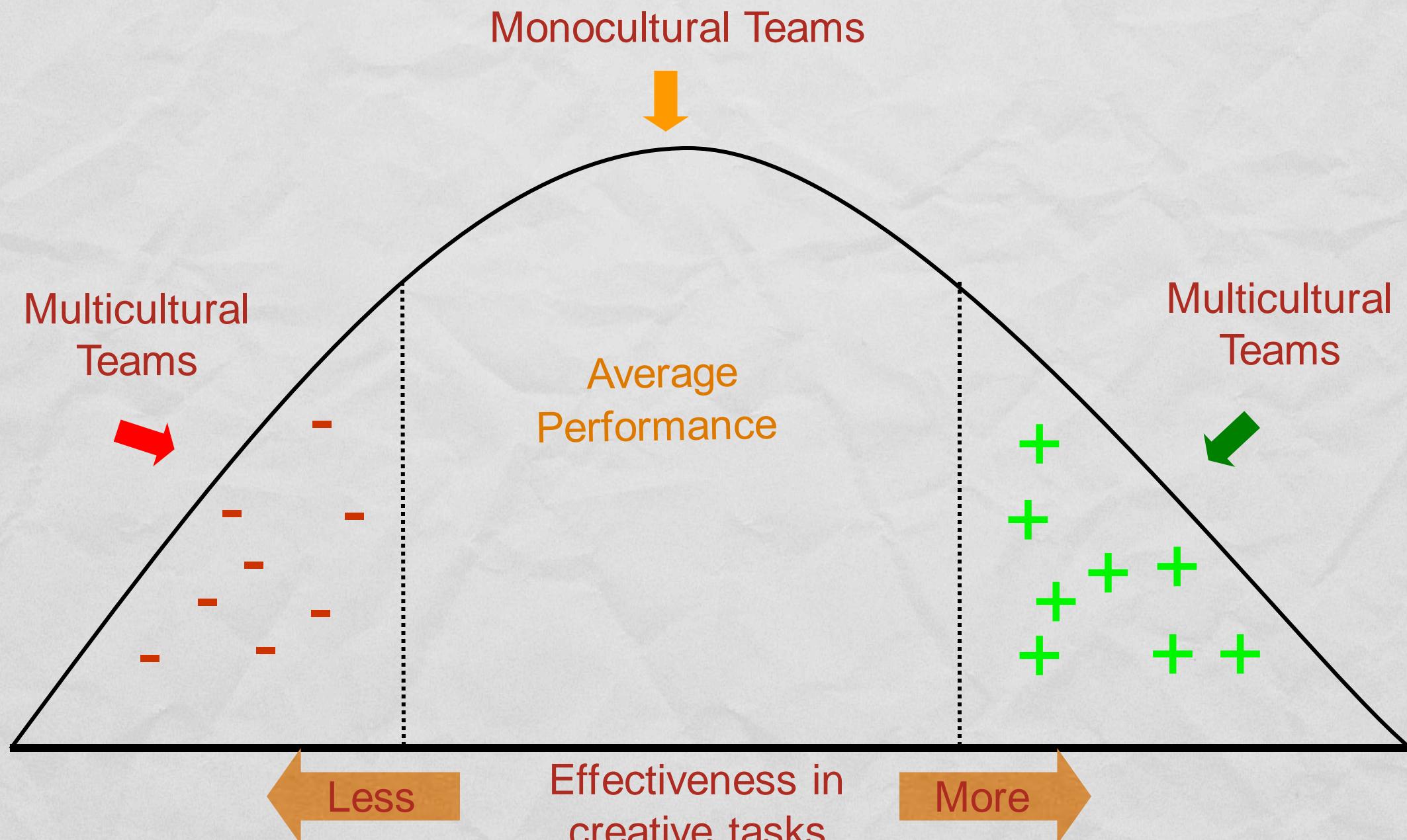
Immigrants and refugees in general are considered to be lower status

Gordon Allport (1954) *Nature of Prejudice*
(Confirmed: Amir, 1969; Pettigrew, 2000)

The Developmental Model of Intercultural Sensitivity (DMIS)

© Milton Bennett





Leader ignores or suppresses cultural difference

Cultural difference becomes an obstacle to performance

Leader acknowledges and supports cultural difference

Cultural difference becomes an asset to performance

Reference: Adler, N. J. *International Dimensions of Organizational Behavior*.
4th ed. Cincinnati, OH: South-Western

Contextual Intelligence

- Nitin Nohria & Tony Mayo – Harvard University Leadership Initiative database
 - 1300 innovative business leaders in 20th and early 21st century
 - No personality characteristics in common
 - Widespread ability to identify trends
 - **Shared ability to recognize context, shift context, and synthesize across contexts**

Leadership Consciousness

- Contextual Acuity
 - The self-referential ability to recognize one's own personal, cultural, and organizational role context.
- Contextual Agility
 - The self-reflexive ability to shift perspective from one's own to various other personal, cultural, and organizational role contexts

Objective and Subjective Culture

Big "C" Culture



Cultural institutions:
what people
create

Socialization

The coordination of meaning and action among people interacting within a boundary

Role Enactment

Little "c" Culture

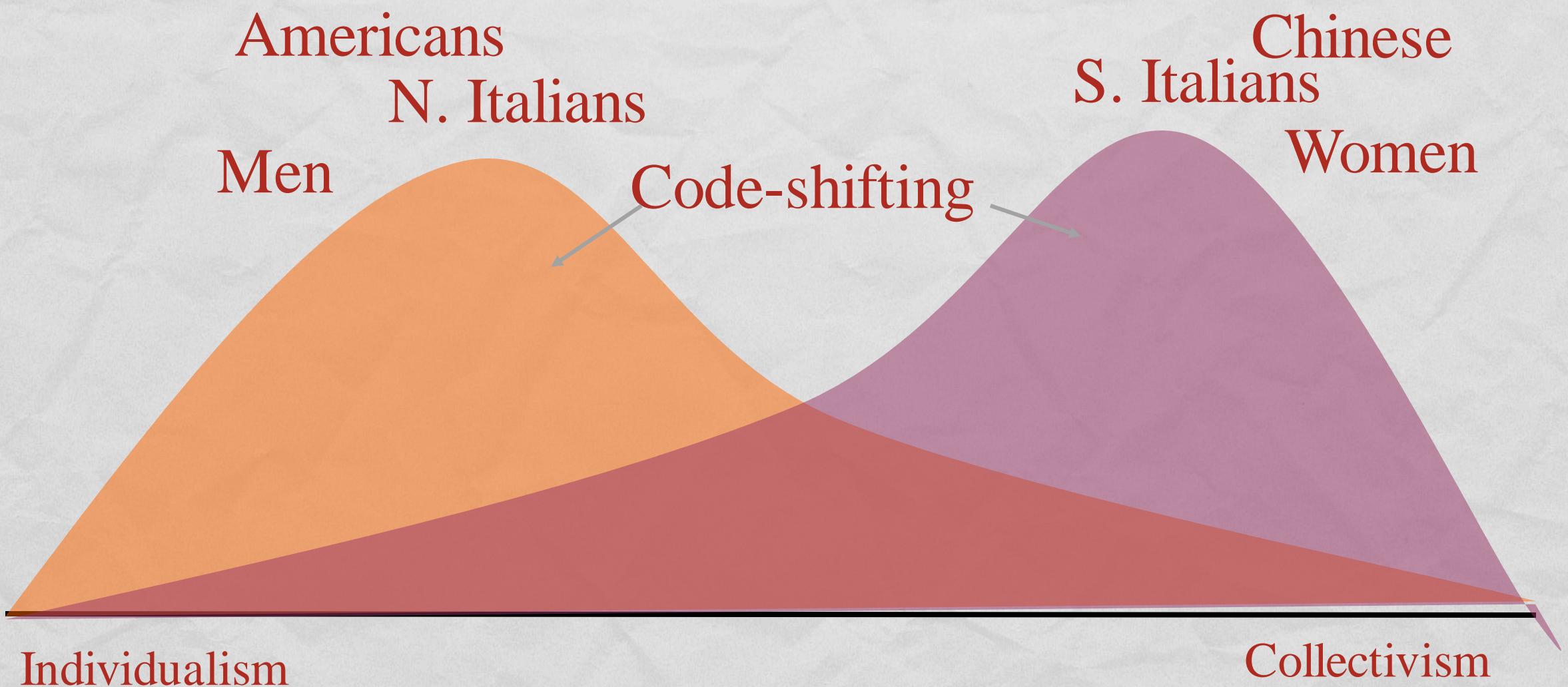


Cultural worldview: what people experience

Cultural Boundaries

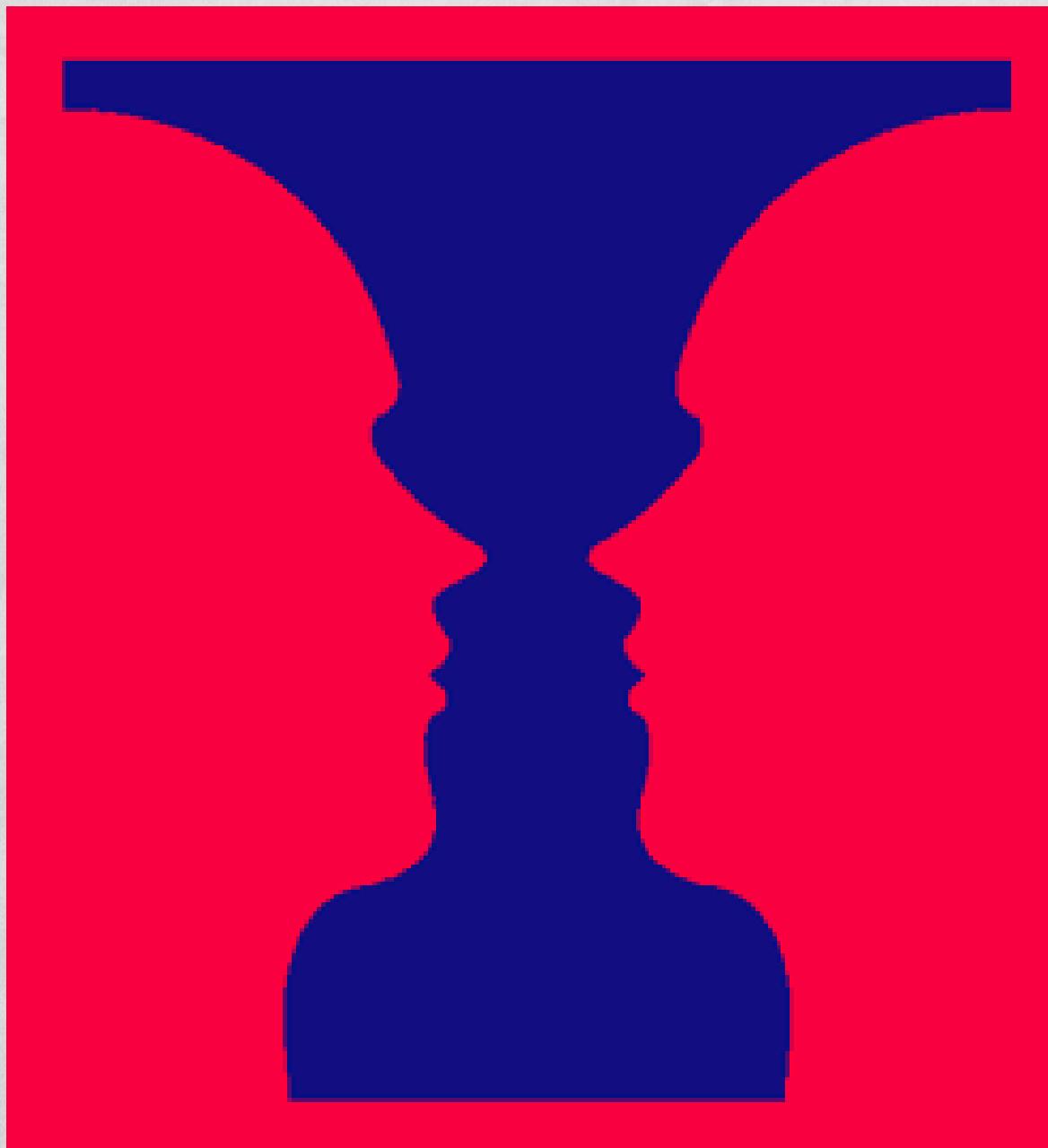
- The coordination of meaning and action among people interacting within a boundary. Types of boundary include:
 - National eg. Austrian, U.S. American, Japanese
 - Ethnic (National, Regional, Tribal Heritage) eg. European, African, Kurdish, Jewish
 - Ethnic + National eg. European or African American, Turkish German,
 - Albanian Italian, Chinese Malaysian
 - Regional eg. East/West Germany, North/South Italy
 - Political/Religious eg. right/left, Christian/Muslim
 - Organizational eg. oil companies, finance companies
 - Functional eg. engineers, accountants
 - Other culture categories
 - eg. age, class, gender, physical ability, sexual orientation

Generalizations, not Stereotypes



Applying group generations to individuals creates stereotypes

What To Pay Attention To



Communication Styles

Linear Expression (Low Context)

A

B

C

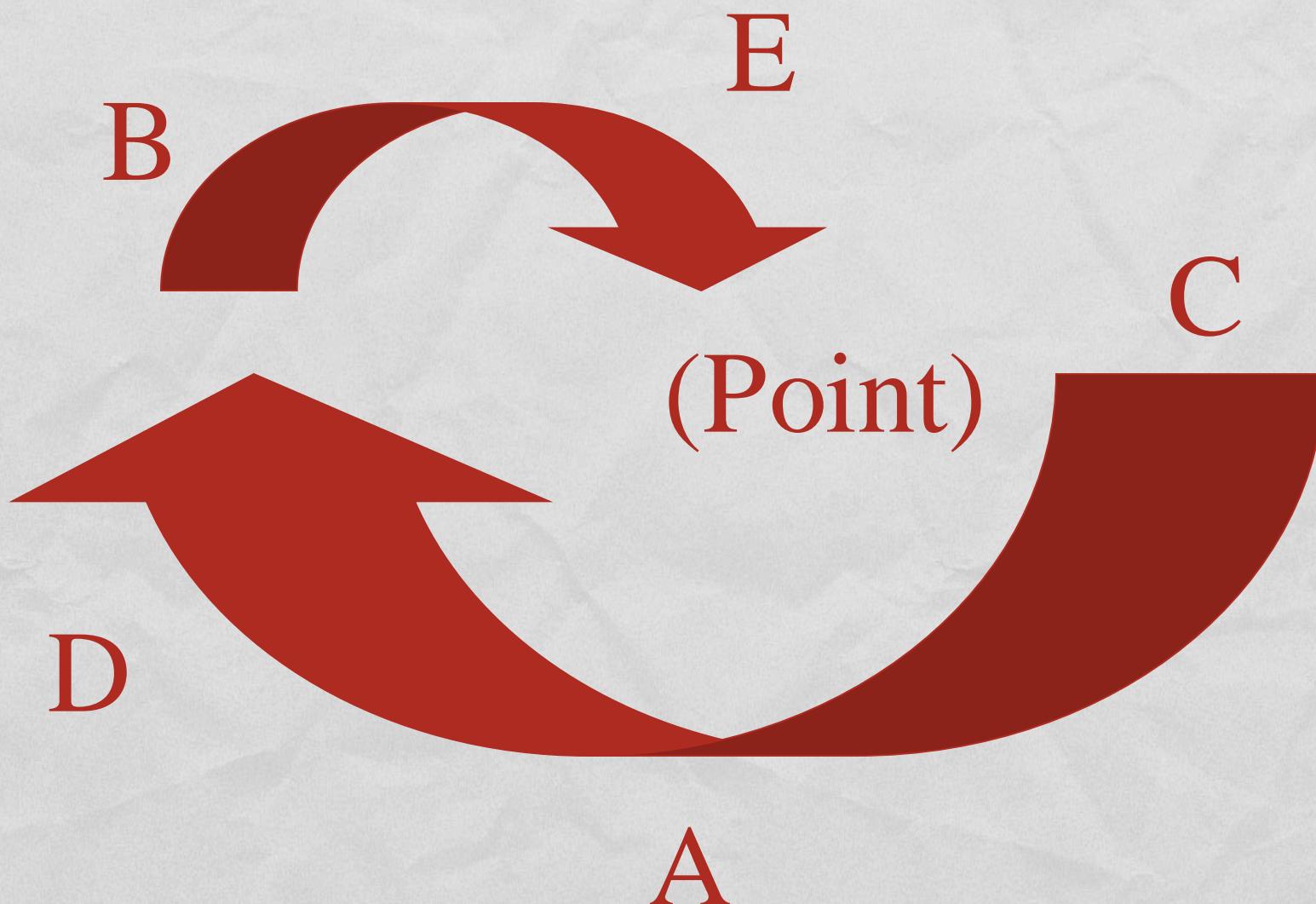
Point



- z Cut to the chase
- z Get to where the rubber meets the road
- z What's the bottom line?

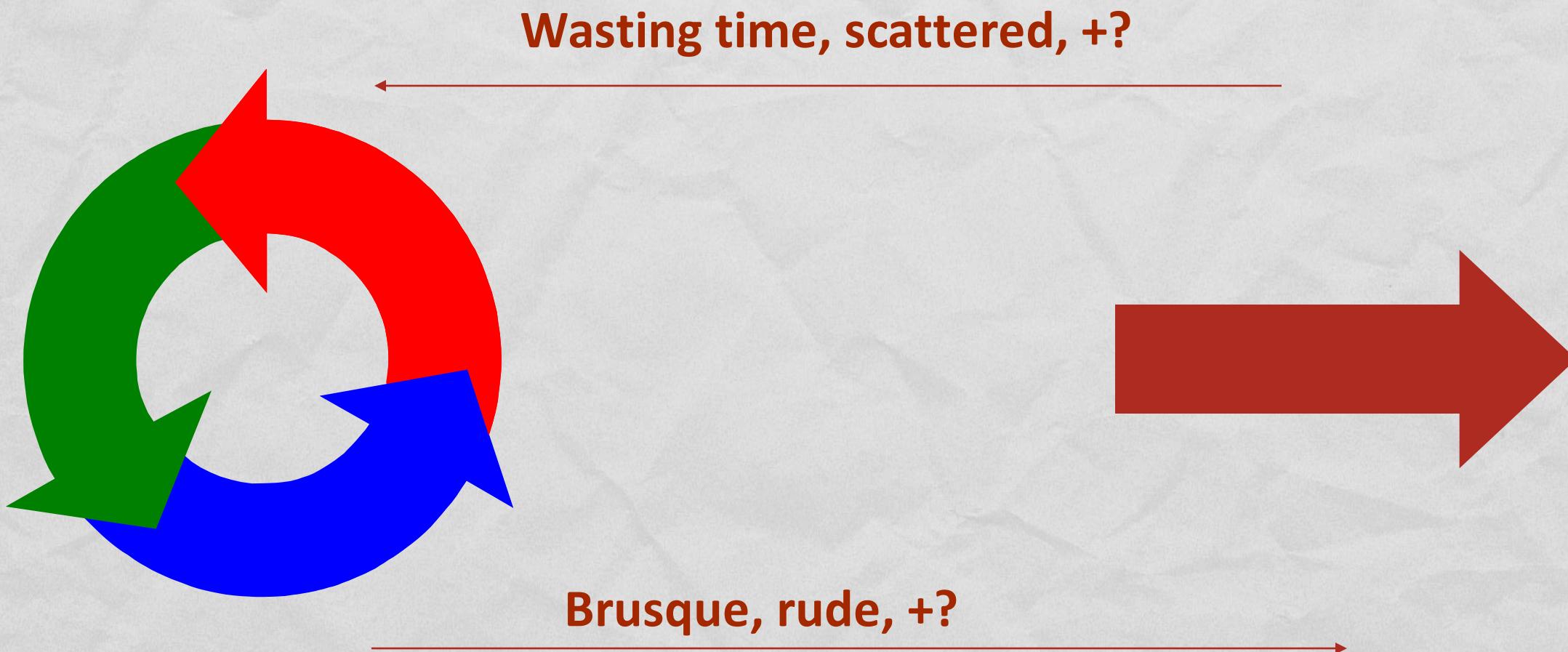
Communication Styles

Circular (High Context) Style



Communication Style Clash: Linear-Circular

Mutual Negative Evaluations



Reconciling Unity and Diversity



WHO ADAPTS TO WHOM?



When in Rome, Do as the Romans

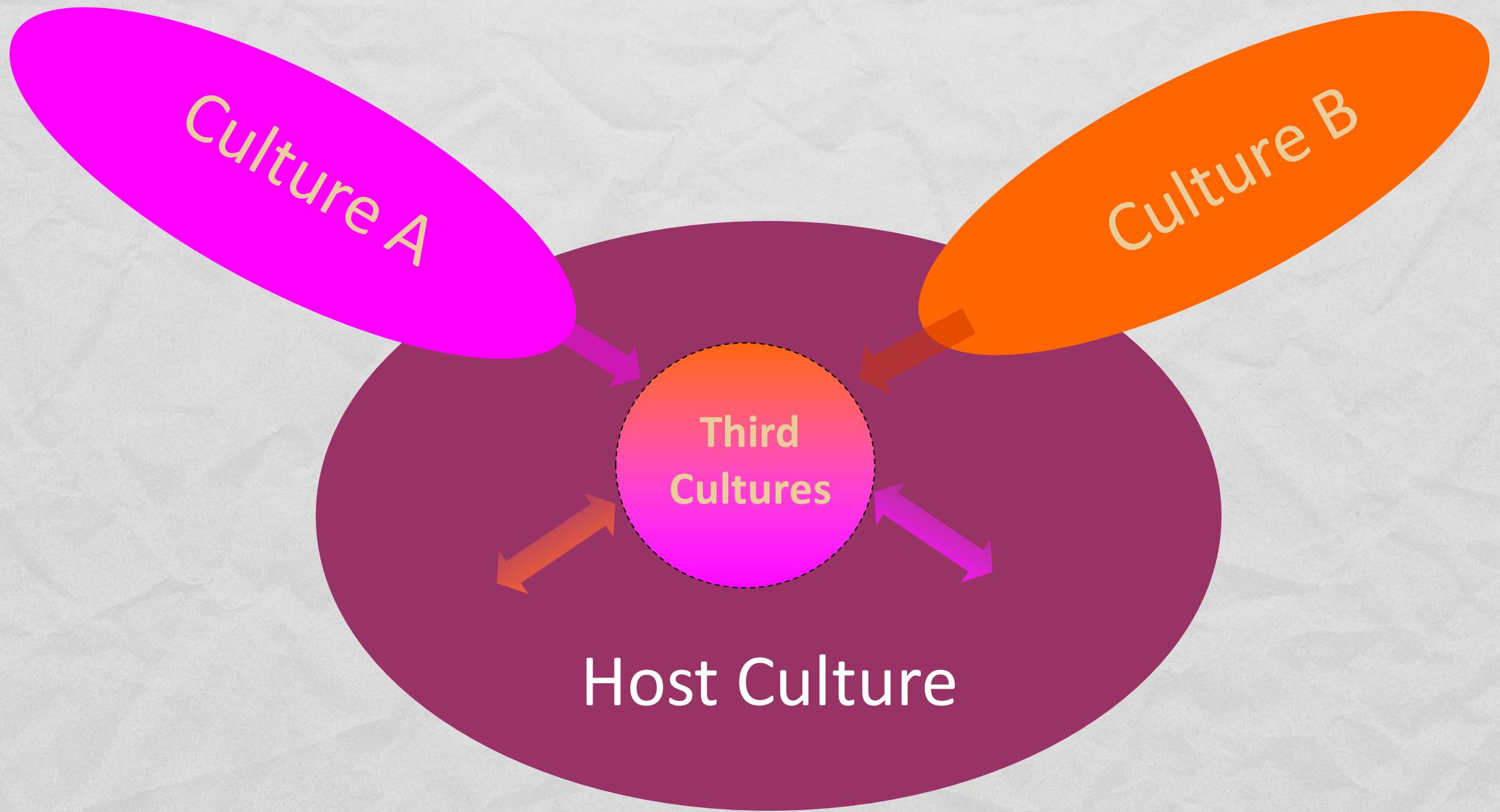
Assimilation

Everywhere is Rome



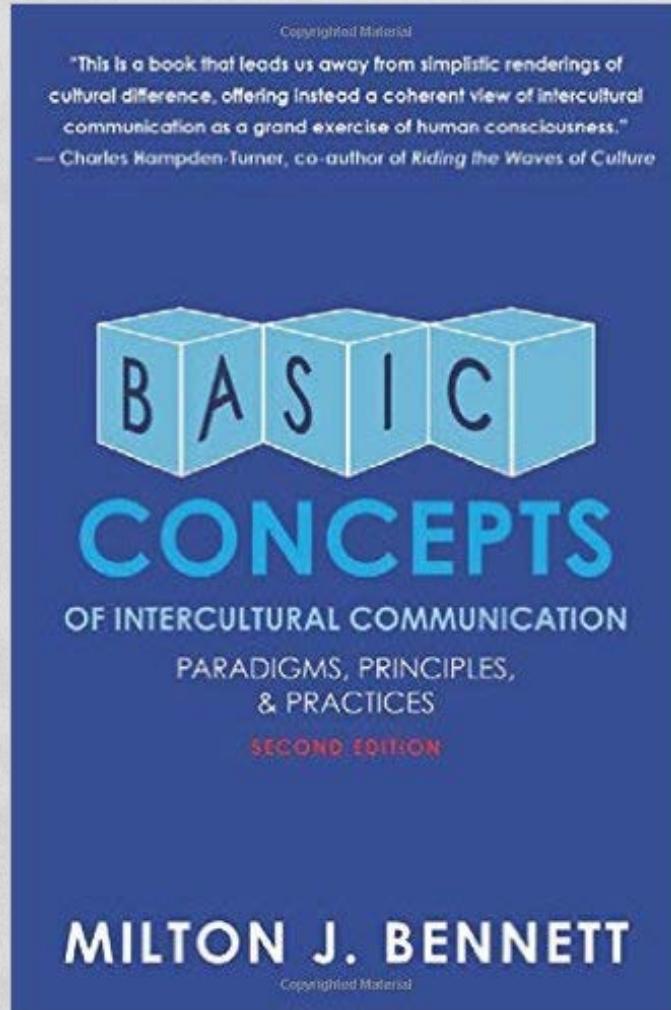
Inclusion

Mutual Adaptation: Co-creating Virtual Third Cultures



Further Resources:

www.idrinstitute.org



Bennett, M. (revised 2016) **Intercultural competence for global leadership.**
Milan: IDRInstitute

2019 Accounting Profession Diversity Symposium



AICPA®



Where and When

Denver, CO, May 15-16 2019

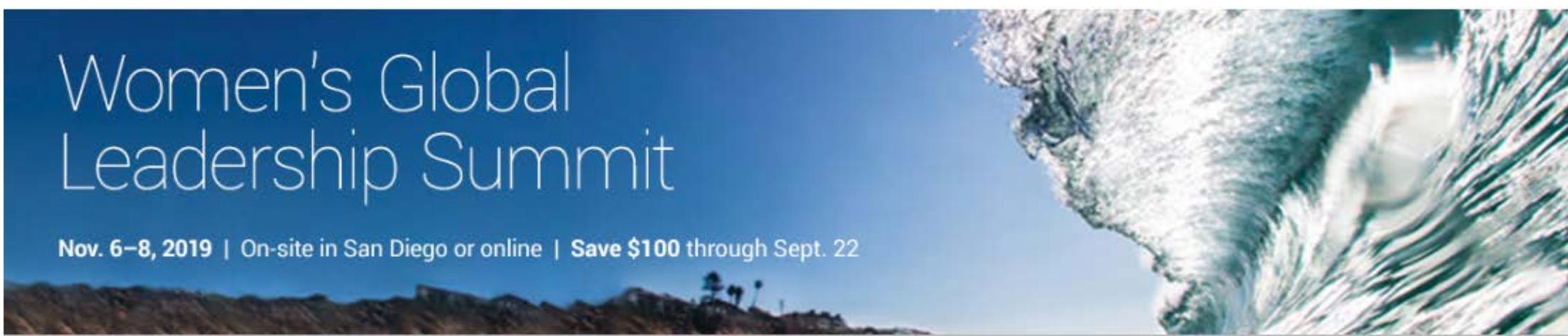
Objective

The 2019 Accounting Profession Diversity Symposium brings together accounting firms, state societies, colleges and universities, other organizations to incubate fresh ideas and breakthrough strategies that will help the profession sustain a pipeline of diverse talent.

[Register today](#)

Women's Global Leadership Summit

Nov. 6–8, 2019 | On-site in San Diego or online | Save \$100 through Sept. 22



Where and When

San Diego, CA, November 6–8, 2019

Objective

To focus on leadership, boardroom diversity, and best practices to enhance the skills and potential of women leaders within the financial community

Who Should Attend

Female financial professionals/accountants

Global leaders

Male colleagues

AICPA On-Line Mentoring Program

What will you **learn from each other?**

What will you learn from **learn from your older self?**

Further details on

aicpa.org/mentoring

