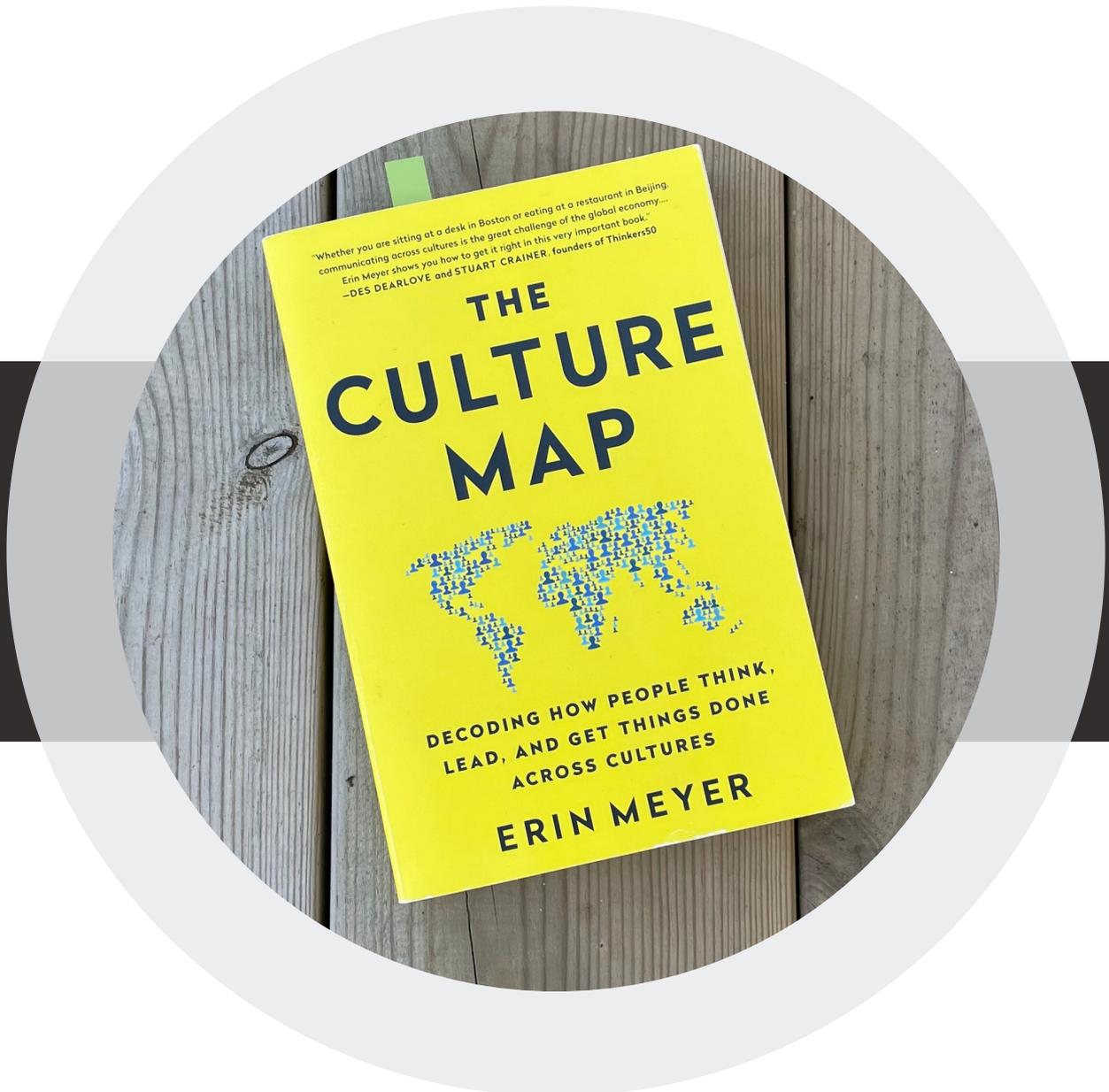


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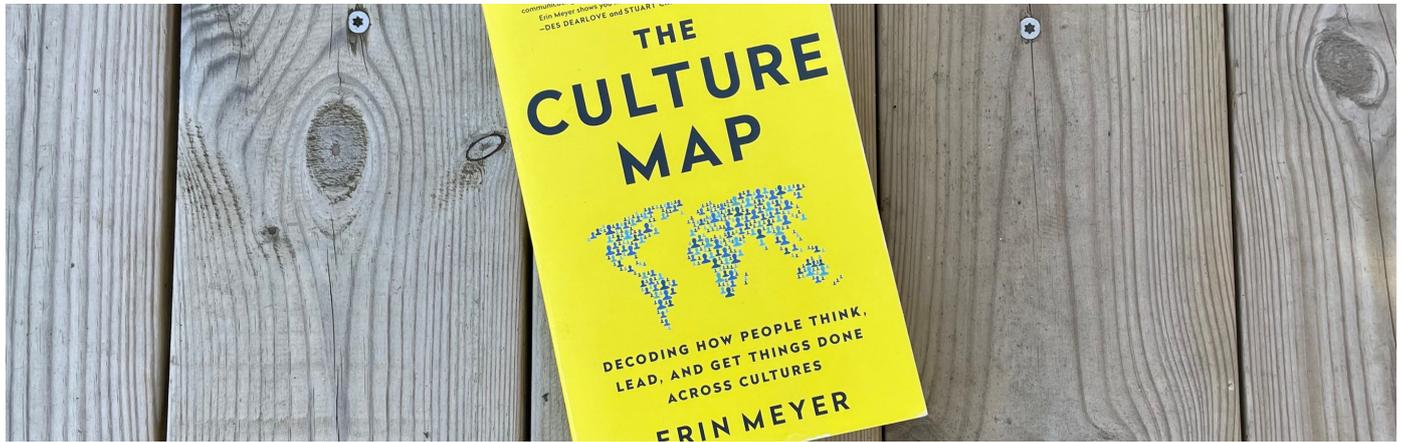
A COMPANION GUIDE

FOR *THE CULTURE MAP*
BY ERIN MEYER

Created by:

Theresa Destrebecq
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Welcome to Your *Culture Map* Companion Guide

Thank you so much for your confidence in me to support you to get the very most out of "Stretch" by Scott Sonenshein

By the end of our time together, you will have spent not just time reading the book, but time exploring how the big ideas connect with you, your values, your habits, and your ways of being in the world.

Despite founding a business all about reading, I don't believe that a book has the power to change our lives. The power lies in each one of us to integrate the ideas and bring them to life.

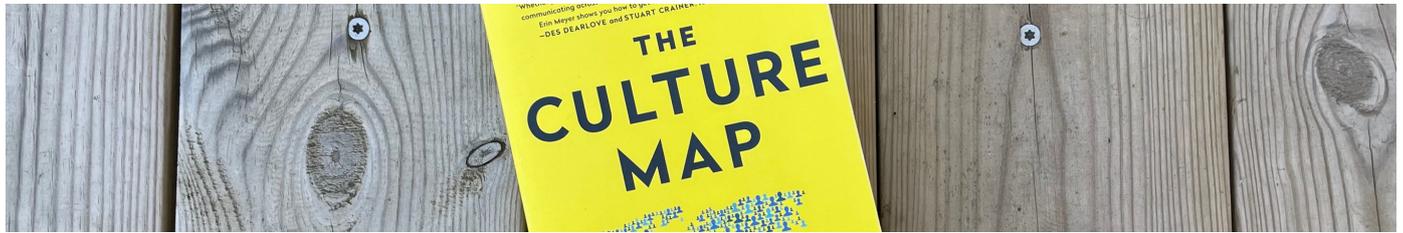
In order to get the most out of this experience, here are a few suggestions:

- Get a dedicated notebook or journal that you can use. There will be lots of journaling and reflection questions for each chapter, plus additional exercises.
- Make regular appointments with yourself to do the work. Put them in your calendar.
- Invite a friend or friends to join you in the work. You can create parallel work sessions, where you both start at a set time, work for an hour on our own, then have a short call where you tell each other what you did. It's great for accountability!
- Honor your commitment. I have bought self-paced courses in my life, and never finished them. Sometimes it's because I have been chasing some shiny object, other times it's because life really did pivot and what I thought I needed wasn't really what I needed. If you "fall off track" be honest with yourself about why, and either get back on track, or honor that you weren't on the right track to begin with.
- Reach out if you want additional support. This can come from anyone at anytime.
- Email me at theresa@emergebookcircles.com if you have any questions or don't understand something. I am also very happy to have a coaching call if you feel the desire for it.

Enjoy stretching!

In possibility,
Theresa





Introduction: Actions for Integration

In the introduction, Erin Meyer, introduces the 8 lenses through which we can look at culture:

- Communicating
- Evaluating
- Persuading
- Leading
- Deciding
- Trusting
- Disagreeing
- Scheduling

Before you get into the reading, I want to invite you to self-reflect on where you see yourself giving the short descriptions that I provided, that come directly from the book. The following 3 pages will help you to do so.

If you want to take it a step further, perhaps make some guesses in pencil, of where you think some of your cross-cultural colleagues may also be.

As you read, you may find that your self-assessment, and that of your colleagues may change.

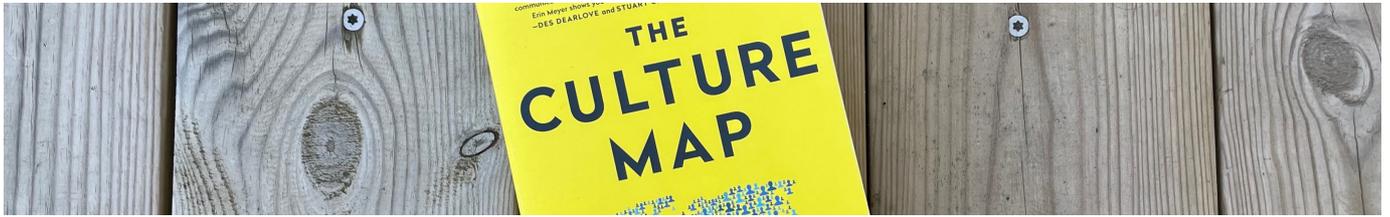
As Meyer will outline in the book, it's not just about culture, though. If we focus just on culture, we fall into a trap of stereotyping and labelling people. We need to see them as individuals with their unique ways of being, as well as their culture.

As a second step into this work of culture, I invite you to think about all the stereotypes that already exist in the world with regard to your own culture. If you were to joke about your own culture, what would you say? *We (cultural identity), are always so....*

As you explore some of these, it might be interesting to speculate on which ones are easy for you to laugh off, and which ones might cause you to become defensive. Which ones illicit *self-threat*?

As Meyer says, "Think of it as an opportunity to learn more not just about the unfamiliar cultures of this world, but also about your own."





8 Scale Self Reflection

#1: Communication

Low-Context - Clear, Precise High Context - Nuanced, Layered

#2: Feedback

Direct Negative Feedback Indirect Negative Feedback

#3: Persuading

Principal First - Conceptual/Theoretical Applications First - Facts, Data, Uses

#4: Leading

Egalitarian - Flattened Power Hierarchical - Deferential

#5: Deciding

Consensual Top-Down

#6: Trusting

Task-Based Relationship-Based

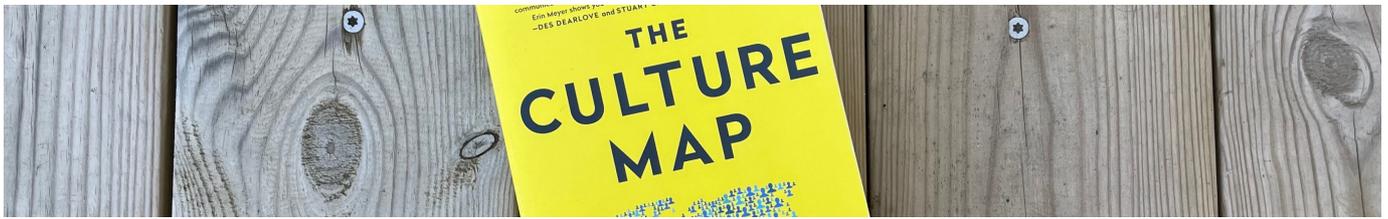
#7: Disagreeing

Confrontational Avoidant

#8: Scheduling

Linear Time Flexible Time





8 Scale Explanations

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 communication
- **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.

EVALUATING

- **Direct Negative Feedback:** Negative feedback to a colleague is provided frankly, bluntly, honestly. Negative messages stand alone, not softened by positive ones. Absolute descriptors are often used (totally in appropriate, completely unprofessional, when criticizing. Criticism may be given to an individual in front of a group.
- **Indirect Negative Feedback:** Negative feedback to a colleague is provided softly, subtly, diplomatically. Positive message are used to wrap negative ones. Qualifying descriptors are often used (sort of inappropriate, slightly unprofessional) when criticizing. Criticism is only given in private.

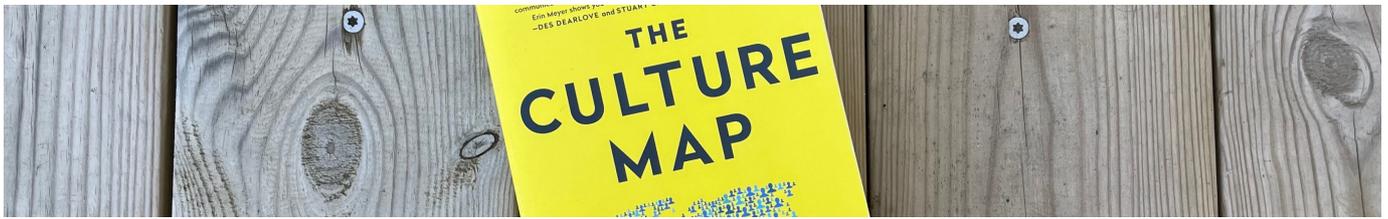
PERSUADING

- **Applications First:** Individuals are trained to begin with a fact, statement or opinion and later add concepts to back up or explain the conclusion as necessary. The preference is to begin a message with a summary of bullet points. Discussions occur in a practical, concrete manner. Theoretical or philosophical discussion are avoided in a business environment.
- **Principles First:** Individuals have been trained to first develop the theory or complex concept before presenting a fact, statement or opinion. The preference is to begin a message by building the theoretical argument before moving on to the conclusion. The conceptual principles underlying each situation are valued.

LEADING

- **Egalitarian:** The ideal distance between a boss and a subordinate is low. The best boss is a facilitator among equals. Organizational structures are flat. Communication often skips lines.
- **Hierarchical:** The ideal distance between a boss and a subordinate is high. The best boss is a strong director who leads from the front. Status is important. Organizational structures are multilayered and fixed. Communication follows set lines.





8 Scale Explanations

DECIDING

- **Consensual:** Decisions are made in groups through unanimous agreement
- **Top-Down:** Decisions are made by individuals (usually the boss.)

TRUSTING

- **Task Based:** Trust is built through business-related activities. Work relationships are built and dropped easily, based on the practicality of the situation. You do good work consistently, you are reliable, I enjoy working with you, I trust you.
- **Relationship Based:** Trust is built through sharing meals, evening drinks, and visits at the coffee machine. Work relationships build up slowly over the long term. I've seen who you are at a deep level, I've shared personal time with you, I know others well who trust you, I trust you.

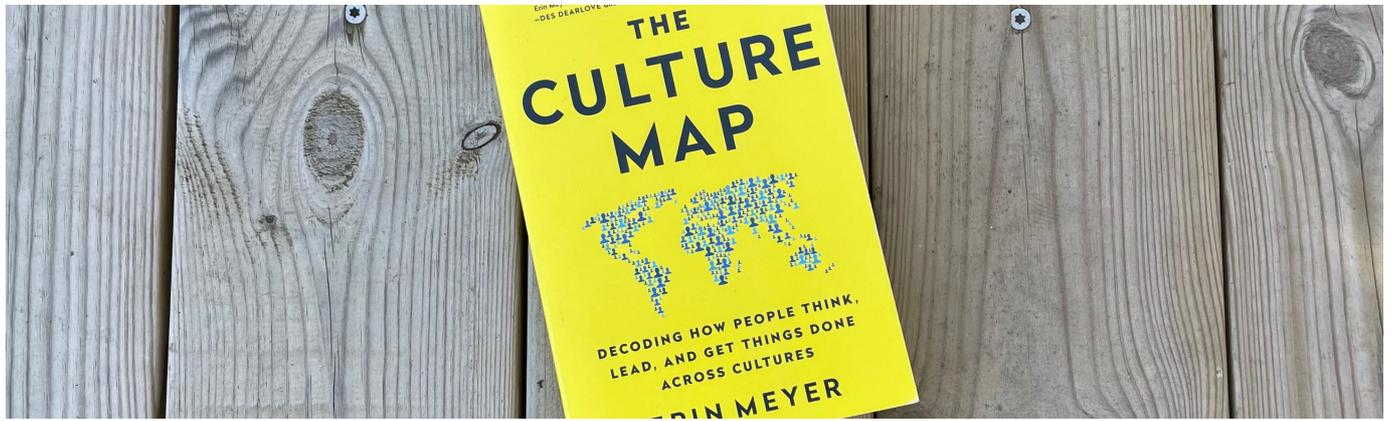
DISAGREEING

- **Confrontational:** Disagreement and debate are positive for the team or organization. Open confrontation is appropriate and will not negatively impact the relationship
- **Avoids Confrontation:** Disagreement and debate are negative for the team or organization. Open confrontation is inappropriate and will break group harmony or negatively impact the relationship

SCHEDULING

- **Linear Time:** Project steps are approached in a sequential fashion, completing one task before beginning the next. One thing at a time. No interruptions. The focus is on the deadline and sticking to the schedule. Emphasis is on promptness and good organization over flexibility.
- **Flexible Time:** Project steps are approached in a fluid manner, changing tasks as opportunities arise. Many things are dealt with at once and interruptions accepted. The focus is on adaptability, and flexibility is valued over organization.





Introduction Reflection Questions

What other cultures do you find yourself engaging with at work?

Have you ever been in a situation like Erin, where your expectations for what someone would do, were not met, and you left frustrated? What assumptions did you make about the other person? What criticisms came up for you about the other person?

Can you think of anyone whom you have labeled as "shy" or "timid"? What cultural factors might influence this label?

How do you relate to the "most senior person in the room"? How does culture influence that relationship?

Have there been any circumstances in which your messages or feedback, were not being followed through on? After reading the story of Dulac's move from France to Chicago, can you see how cultural differences may have played a role?

When you think about the nationalities of your colleagues, what stereotypes may be implicitly influencing your relationships?

How much time do you consider the cultural impacts at work?

How would you describe the non-verbal communication patterns of your culture? If I asked you to describe the same patterns of a cross-cultural colleague, how would you do?

Have you ever been a 'cultural minority'? What was that like for you? How did you relate to others from this place?

Of the 8 aspects of the culture scale Erin Meyer presents, what impacts you most at work? What impacts you least?

How important is it for you to see the individual versus their culture?



More Introduction Reflection Questions

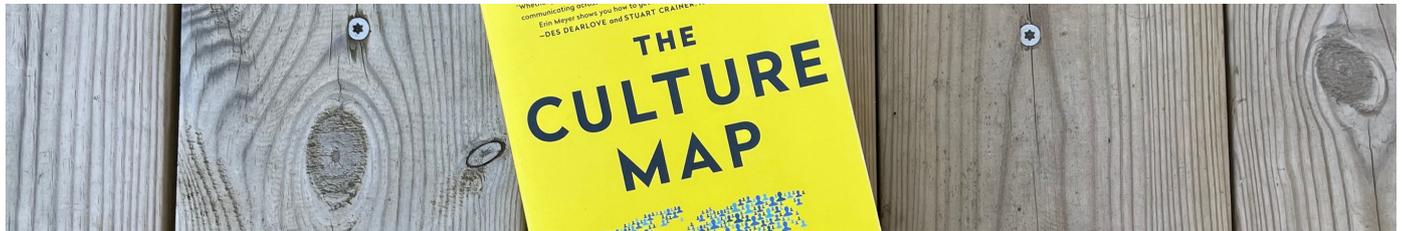
When you have a challenging work relationship, how much do you contribute to personality differences and how much to cultural differences?

How would you describe your own culture? What regional and individual differences do you encounter?

For those of you who came from a mixed cultural background, how did you adjust or manage competing cultural norms?

Are there any specific areas of your culture that you get particularly defensive about if jokes are made, or criticism thrown?





Chapter 1: Actions for Integration

In Chapter 1, we learn about the two opposing sides of the communication spectrum-- low context, or direct, and high-context, or indirect.

Spend a few moments with your journal and think about what explicit or implicit messages you received growing up about the best way to communicate. Perhaps it was, "If you don't have anything nice to say, don't say anything at all." (Something I internalized.) Here are some questions to ponder:

- How did these messages shape how you communicate today?
- How did these messages shape how you experience others who communicate differently than you?
- What labels or judgments do you assign to people who don't communicate how you do? Are they rude, impolite, etc.,?

Next, I invite you to ponder what the benefits and costs are to communicating in both ways. This will allow you to gain some perspective, and see how your way of communicating might not necessarily be "the way" or "the best way." (There is a worksheet following this to do so.)

Finally, let's play.

Erin will warn us later about the dangers of attempting to step fully into another person's cultural style, so let's think of this as trying on a new pair of shoes. You'll try them on, and walk around for a while, just to see how they fit. They won't become permanently strapped to your feet.

Here are 3 options to play:

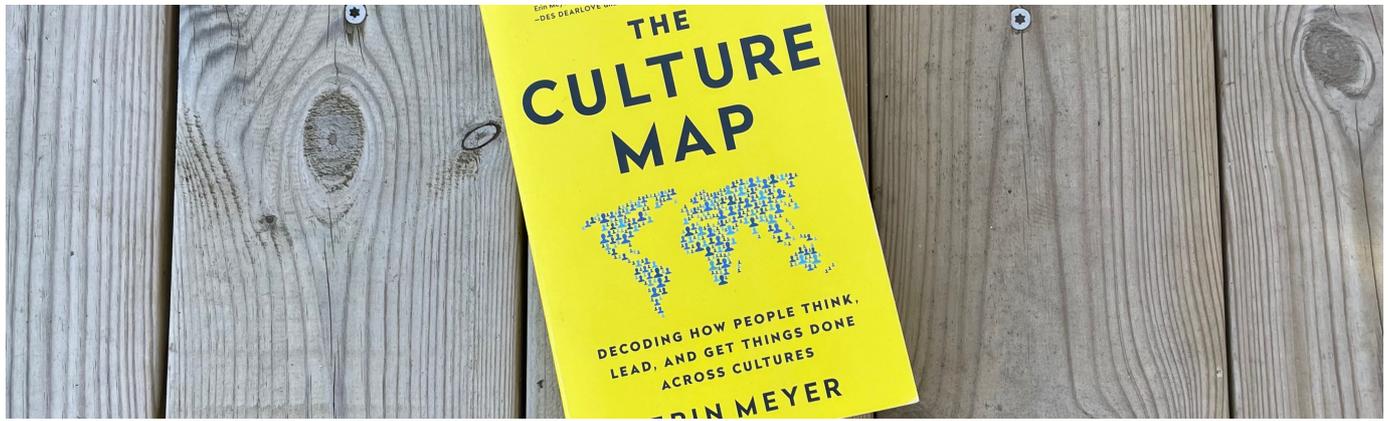
- For a 1-2 days, take on the communication style of the opposite end of the spectrum. Perhaps choose one person close to you to practice with, and let them know about your exploration. When your 1-2 days are up, reflect on the experience.
- Invite a colleague to play with you. Ask one of your colleagues to take on the above challenge, so that you can experience what it's like to be on the receiving end of this other way of communicating. Again, after the experience, take some time to reflect.
- Another option is to play "The Question Game" where for an entire day, you commit yourself to not responding in phrases or even sentences, but only with questions. Where does this fit within Meyer's model?



Communicating Benefits and Drawbacks

Use the space below to reflect on the benefits and drawbacks of each way of communicating (low context, or high context).

Low Context - Direct, Simple, Clear	Benefits	Drawbacks
High Context - Indirect, Layered, Nuanced	Benefits	Drawbacks



Chapter 1: Listening to the Air

Can you think of a time when your communication with someone was muddled? Looking back, how do you think culture played a part?

How would you define "good communication"? What makes a good communicator good? What do you do when people communicate differently than this definition? How does that affect the relationship?

How comfortable are you with "reading the air?" Have you ever read it incorrectly, and it had negative consequences?

How does making assumptions relate to reading the air?

What are some of the communication messages you received growing up? (ie, 'Say what you mean and mean what you say.')

How much experience do you have traveling to, or living in, other cultures? How easy or hard is it for you to adapt to new communication styles in these cultures?

How does the history of your country impact it's communication style?

Are there any people you work with where it's easier to communicate in a high-context way than in a low-context way? What differentiates these people from others?

How does trust play a role in communication, or the other way around?

What is your "natural style" of communication?

How does the method of communication (face to face, email, SMS) impact the cultural nuances? How do you see education level and status playing a role in communication?

How have you seen humor differences amongst cultures?



More Chapter 1 Questions

What are the email protocols that you follow? Are they personal, or organization-wide? Who set these protocols, and how was culture take into consideration? What expectations do you have for how others will email you?

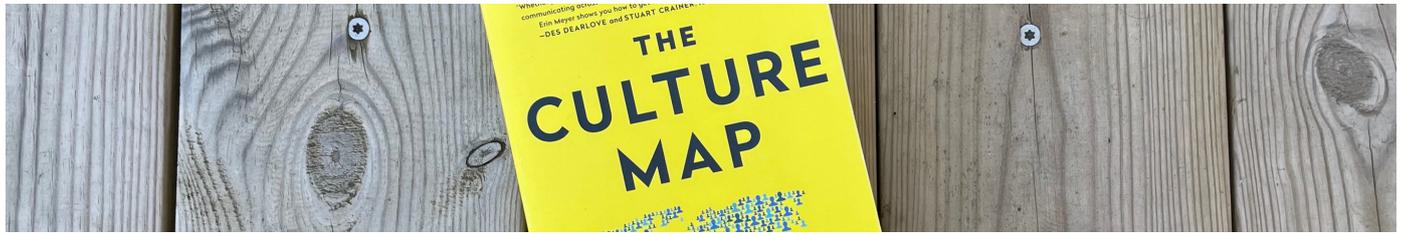
How much time do you spend reading people body language cues?

What are some of the jokes or criticisms that are made about your culture's way of communicating? How might you use these in a self-deprecating manner, to ease communication?

How comfortable are you asking for clarification when you don't understand?

What ground rules have you set around communication? Who created them? Are they implicit or explicit?





Chapter 2: Actions for Integration

Do you like giving feedback? What about receiving it? Does how the feedback is given matter in terms of how you respond, or what you do with it?

I remember a time when I was publically reprimanded by a manager, and it felt like I had been completely blindsided. She had been praising my decision-making one day, and then the next day she mentioned that she probably could write me up for the very same decision, and she did so in front of a colleague.

It's a feedback moment I will never forget.

Here are a few ideas for how you can take the ideas from this chapter and reflect on them more deeply.

1) Take 10-15 minutes to look through your emails. What do you notice about your use of upgraders or downgraders? What does this say about your feedback style? What about other people's use of upgraders or downgraders? How does this affect how you respond to others? How about your level of trust?

2) Using the chart on page 67 as a model, team up with a colleague from a different cultural background and try to create 2 of these charts. What you say? What you mean? What your colleague understands? And then reverse it. What they say? What they mean? What you understand?

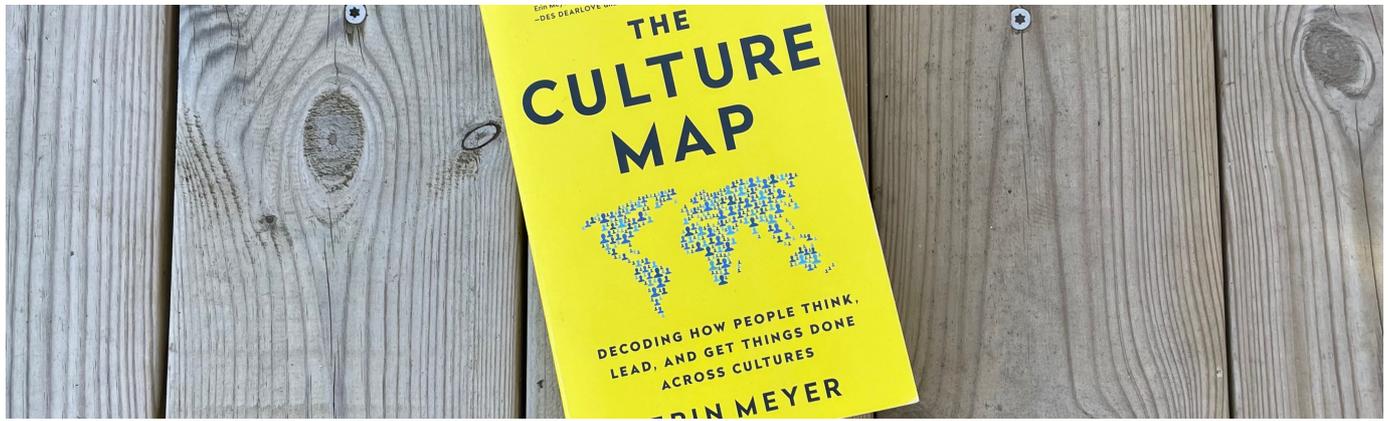
3) Think of a time when someone gave you feedback and it left you feeling anything but inspired. If you were to re-write the script of that scene of your life, how would it have gone differently, for both of you?

4) Your culture is only one aspect that affects your feedback style, I think context matters too. Choose a few people in your life whom you interact with regularly, both at work and at home. What do you notice about how you give and receive feedback in these different contexts, and with these different people?

You might notice that feedback from an "authority figure" may resonate differently than feedback from a colleague or friend.

That's it for now. Until next time, keep reading deeply!





Chapter 2: The Many Faces of Polite

How would you characterize your feedback style? How do you like to receive feedback?

Is your feedback style different from your overall communication style? If yes, how so?

How were you taught to give feedback?

Can you think of a time when you gave feedback, and it landed on "deaf ears?" What cultural differences do you think played a role, if any?

How do you know if you have 'misread' a situation?

How do you respond to negative feedback? Do you consider it a gift like Willem? Does your relationship with the person giving the negative feedback alter? If so, how?

Describe a painful feedback incident. What made it so painful for you?

How do upgraders or downgraders affect the way you are received, or how you receive others?

What kind of feedback dances have you been a part of?

When you look at the feedback scale from indirect to direct, where do you think you fall absolutely? Where do you fall relative to your manager? To those you manage?

What kind of messages did you receive about being kind or respectful when it comes to feedback?

Have you ever tried to take on the communication or feedback style of another and had it backfire on you? What happened?

How can you say no to the behavior of a person, without saying no to the person?

In your opinion, when does negative feedback turn into 'scolding'?



More Chapter 2 Questions

How does hierarchy play a role in how you give feedback? Is there anyone in your organization whom you would never give feedback to?

How were you praised or criticized in school? How does that translate to how you give or receive feedback now?

There is a lot in the media these days about 'toxic positivity.' How does this relate to feedback?

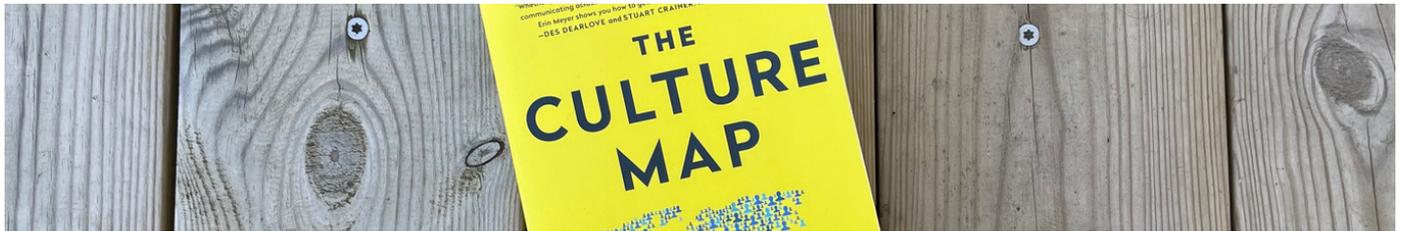
How do you feel about being given negative feedback publically, in front of your team or other colleagues?

Can you think of anyone whom you struggled with at work? What influence do you think culture had on the exchanges? How might you have talked about culture with the person, in a more open and transparent way?

From the book: *What does it mean to be polite?*

What about respectful? Or Trustworthy? What about any other abstract concept? How might culture play a role in any of these concepts?





Chapter 3: Actions for Integration

In Daniel Pink's book *To Sell is Human* he says that "we're all in sales now." We may not be selling widgets, but we are often selling ideas, and trying to move people to part with something -- their opinion, their time, their energy, or a more tangible resource.

Chapter 3 is focused on how we do this kind of 'non-sales selling.' How do we persuade others, and how much our nationality affects our methods.

Without getting too analytical about how you would go about this, let's start with an activity from improvisational theater - The "Sell is to Me" Improv Game.

Grab anything within reach, and try to sell it to me, or someone around, in 2-3 minutes. If you're doing this with a partner, ask them to reflect back to you their experience, and what kind of strategy you used.

Did you focus on the facts and the practical applications?
Did you focus on the theoretical concept behind its use?

Was your strategy based on WHY this product is so great, or HOW to put it to best use?

This will help you to know if you have a more *principles-first approach*, or an *applications-first approach*.

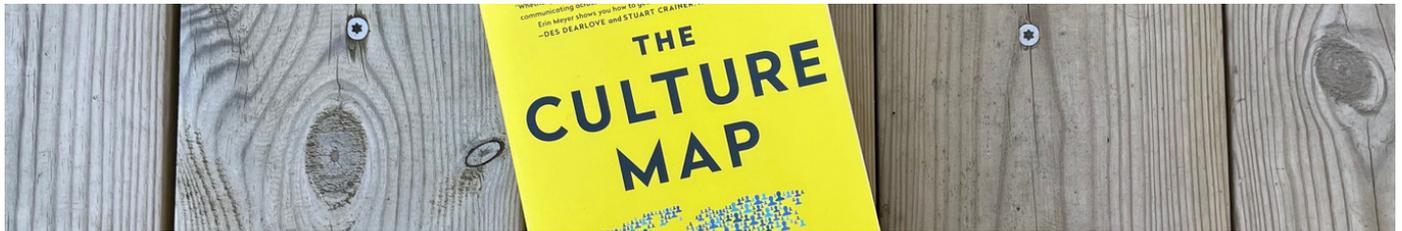
Now, let's head to your email inbox.

As you read through some of your emails from your colleagues, what do you notice about their writing style, especially when it comes to persuasion? Do some of them build up a solid argument for the why, but neglect the how? Do some do the reverse -- asking you to do something, but not giving you the greater context for why it's important?

When someone presents in the way counter to your own natural style, how do you respond? What emotions come up? Do you dismiss others ideas depending on how they are presented?

How does this impact your working relationships?





More Chapter 3: Actions for Integration

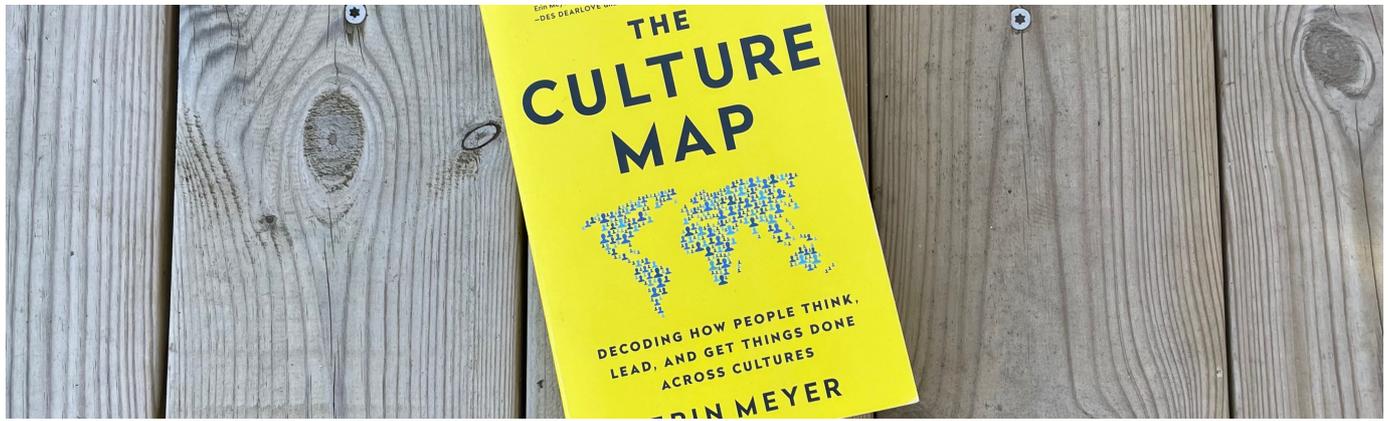
Now, let's get back to the item that you originally tried to sell to me or someone sitting near you.

How would you sell the same item to someone from:

- Germany
- Singapore
- Brazil
- Russia
- New Zealand

What else are you trying to "sell" right now? What is your current method? How might you adapt it to better fit with the cultures of those you are selling to?





Chapter 3: Why Versus How

Where and with whom do you have to do most of your persuading? What are you often trying to persuade someone to do, or to think?

If you think back to a moment when your attempts at persuasion missed the mark, how did culture play a role?

Up until this point, what you have learned about persuasion techniques and skills? How much of that learning was taught through a multi-cultural lens?

Would you consider yourself to be a principles-first persuader, or an applications-first persuader? How does this connect to the education system that you were brought up in?

When you are on the receiving end of a persuasive argument, which moves you more-- the why or the how?

How much time did you spend studying philosophy? What influence did this have on your reasoning skills?

What does your general email format look like? Do you write to others based on the types of emails you like to receive, or the types of emails they like to receive?

How much does it matter to you if the person presenting to you provides the counterargument?

How might you use both arguments in your next persuasive situation?

How do you define a "confrontation"? How do you naturally relate to confrontations? How does this differ from those you work with?

When it comes to specific and holistic thinking, what are the benefits of both?

How often do you consider the wider implications when you make a decision?



More Chapter 3 Questions

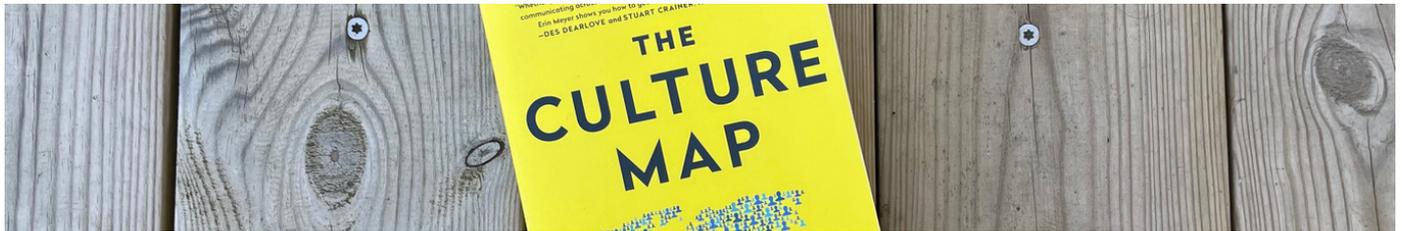
How much do the people you work with understand the responsibilities of the others?

What innovations have you seen born from cross-cultural collaborations?

What are some of the ways that cross-cultural collaborations have broken down?

Are you more focused on speed and efficiency, or on innovation and creativity? Based on this, what kind of collaboration will be most effective for you?





Chapter 4: Actions for Integration

About a decade ago, I worked for a manager who was quite strict about not "fraternizing" with the employees. He might go to an organization-wide get together, but he never stayed long, never drank too much, and believed that we needed to give space to the employees to be themselves, without worrying about what their boss might think, or learn about them.

When I was moved to a new team, and saw that my new manager was going out to all hours of the night with the employees, and drinking more than her share, I admit that I judged her and her behavior for being "inappropriate." I also held it against her and didn't respect her as much because of it.

Looking through the lens of Erin's work, I can see how each of these managers had a different perception of power distance (despite being the same nationality.)

The first manager leaned toward the hierarchical stance.
The second manager, toward the egalitarian stance.

I also recognize that I was raised in a hierarchical manner, where we were always supposed to give deference to people older than us, and people with authority or power. Now, though, I consider myself to be more egalitarian.

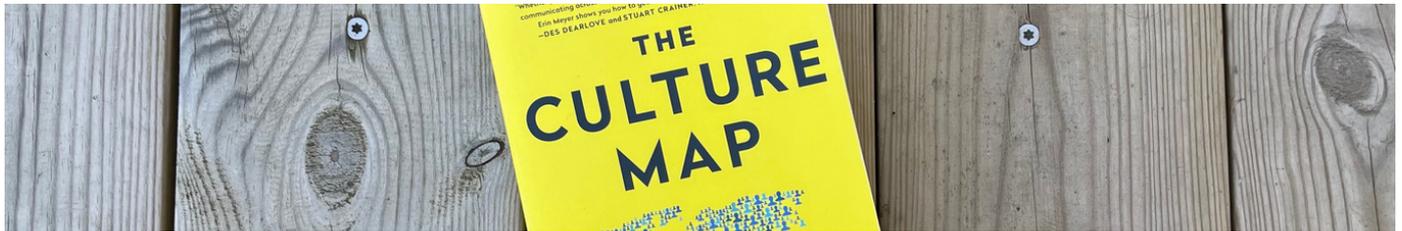
As you explore some of the ideas from this chapter, I invite you to think more about the first question that Erin asks as the chapter starts - what does a good boss look like? I also invite you to go a step forward, and explore not just what they look like, but what they say, what they do, what they think, and perhaps what they feel.

In marketing, this is often used to better understand a target market, because you are trying to "get in their heads." It can also be a great way to get into your own head

This is also something that you could do with your colleagues or team to get a better understanding of what their perceptions are of you, or of your shared manager.

On the next page is a little hand-out that you could take notes on.

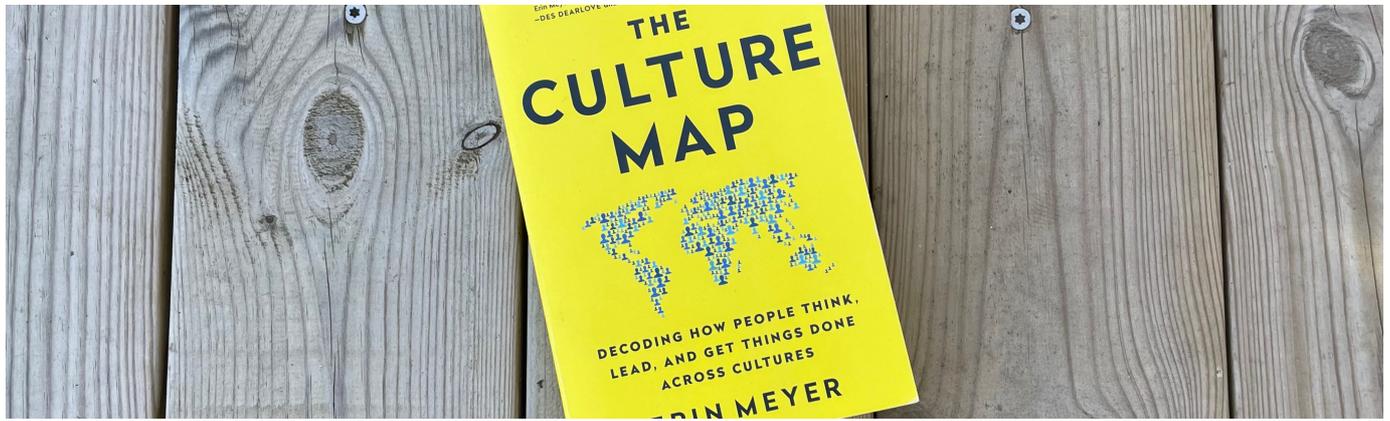




Perception Map of a Leader/Manager

<p>What do they look like?</p>	<p>What do they say and how do they say it?</p>
<p>What are some common behaviors you would expect to see?</p>	<p>If you could be in their head, what do they think about?</p>





Chapter 4: How Much Respect Do You Want?

From the book: *What does a good boss look like?*

What motivates you to work your hardest? How does that relate to your feelings of power?

What kind of ownership do you have in your projects? How does this relate to your level of motivation?

What kind of leadership style is most appreciated in your native country? For those who have moved, has the leadership style changed for you?

If you are from an egalitarian leadership style, and work with a hierarchical manager, what challenges do you foresee developing?

If you are from a hierarchical leadership style, and work with an egalitarian manager, what challenges do you foresee developing?

Who is seen as the expert within your organization? How is expertise decided?

What do you do when you don't have clear directions?

How do you expect to be treated as someone's boss or manager?

What kind of signals mark power within your organization? How might these symbols be misinterpreted by others from outside the normal culture of your organization?

What behaviors make someone a solid team player? What behaviors undermine someone's ability to collaborate? How does culture play a role?

What is your role in defining or adhering to power structures within your organization?

What kinds of behaviors from a boss would embarrass you?



More Chapter 4 Questions

How important do you think it is for your manager to always have the answer to your questions?

If you think about the history of your own country of origin, what historical factors might play a role in leadership behaviors? For those of you who have moved countries, what historical factors might play a role in the new leadership behaviors you encounter?

How does the idea of dual responsibility affect your thinking about how you relate to others? How would you define your responsibilities and theirs? If the relationship is about 200% responsibility, divided equally, what is your 100% responsibility and their 100% responsibility?

What do you think of the phrase "create buy in?"

What are some of the etiquette practices that are very important in your culture, especially in the realm of business? What kinds of etiquette practices have you had to learn in order to interact with other cultures?

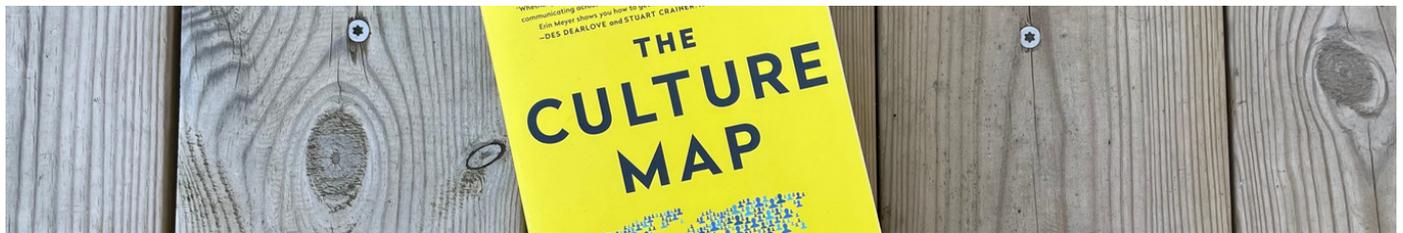
Who can you speak to directly at your organization? How do you know?

How do you determine if someone has "disrespected" your culture? Could it be that it was a matter of being uninformed of your cultural practices, rather than of disrespect?

What kind of team protocols would you like to see developed in order to avoid cultural clashes?

For those of you who want team input, but work with a culture that is more reluctant to give it, what practices can you incorporate into your repertoire?





Chapter 5 : Actions for Integration

The easiest way to really play around with the ideas in Chapter 5 around decision-making, is to set yourself up to make decisions with others.

You are probably already making hundreds of tiny decisions each day, but are you paying attention to them? Do you know if they are B D decisions, or little d decisions?

First, let's go rewind to yesterday. Perhaps close your eyes, and imagine your way back to yesterday morning. Be a fly on your own wall. Slowly make your way through your day from the moment you got out of bed, to the moment you went back to bed. As you watch yourself, take note of decisions you made, versus habits you engaged in. Of those that were decisions, what kind of decisions were they?

Once you finish going through your day, spend some time reflecting on what you noticed about your decision-making choices? Who drove the decision? Was consensus involved? Did you wait for someone else to direct you? Was the decision changeable, or did it have a sense of permanence? What else came up?

Now, let's look forward to a weekend activity.

Send out a message to friends or family saying that you would like to see them this weekend and ask what they would like to do?

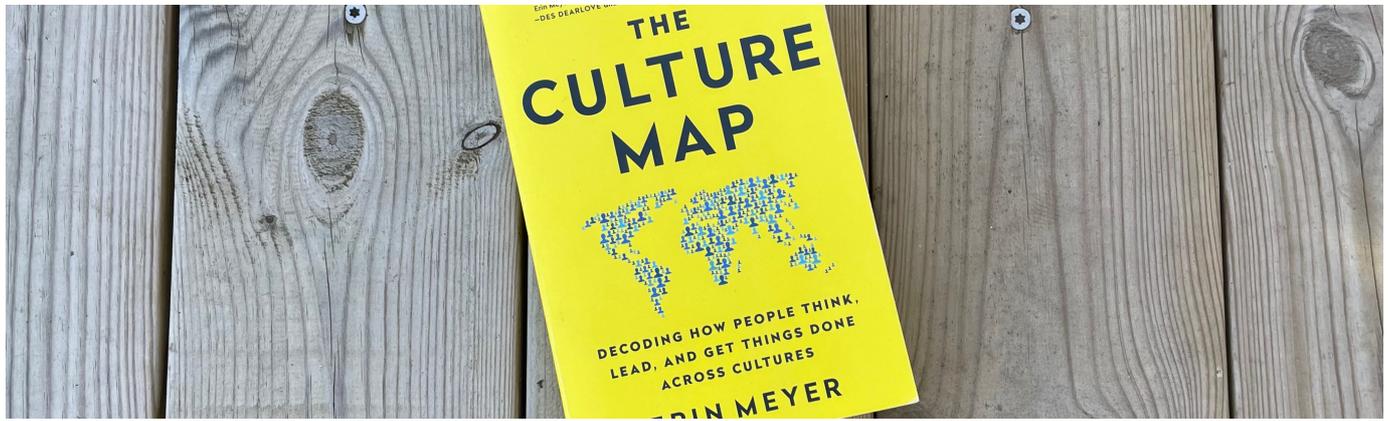
Then, engage as your normal self, while also engaging as a "decision-making anthropologist." What do you notice about the interactions? Do some people defer the decision-making? Do some people change their mind at the last minute?

Look at the situation through the lens of Chapter 5. Perhaps draw a timeline with key points in the decision-making process listed.

Finally, let's take this to a work situation. As you think about an upcoming decision to be made, engage both as yourself and also as a "decision-making anthropologist." What do you notice about the interactions? Do some people defer the decision-making? How permanent does this decision seem? Do you notice any differences that could be due to culture?

Throughout all of this, it's important to notice and name, rather than label and judge. Remember, what's normal from us, isn't normal for everyone.





Chapter 5: Big D or Little d

How do you prepare for cross-cultural interactions? (If you do)

How do you feel about consensus? What are its drawbacks? Its advantages?

How does an organization's desire for efficiency affect decision-making processes?

What challenges can you imagine facing with an egalitarian culture, combined with top-down decision-making?

When it comes to discussion before making a decision, what role do you play?

How long does it generally take you to make an important decision? What factors do you take into account? Who do you consult with?

What differences do you see in making work decisions and making personal or family-related decisions?

Would you consider yourself to follow the Decision timeline with a big D, or the decision timeline with a little d? What about your organization?

What are your immediate reflections on the "ringi" process in Japan? Could this work within your organization? What might get in the way?

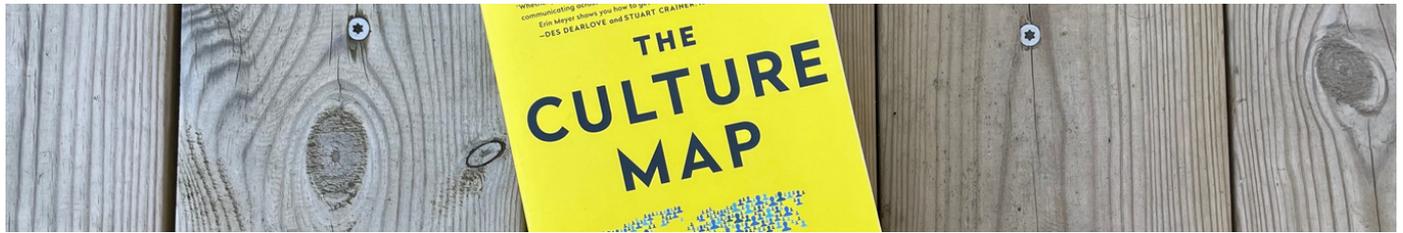
How do you respond to "ineffective behaviors?" What do you consider to be an ineffective behavior?

Do you have meetings before the meeting, or meetings after the meeting? What are these for? What do they have to do with decision-making?

What kind of decisions have you made about how you will make decisions?

How candid and open is your team or organization when it comes to challenges and big emotions?





Chapter 6 : Actions for Integration

Trust is one of those things we all want, and, as shown by Erin's work, we seem to all have different ways of building it.

Let's drill down a little deeper into what trust means for you personally.

Bring to mind 3-5 people whom you trust. They can be from a cross-section of your life.

Now, spend time thinking of the specific behaviors that they show that allow you to trust them. List as many of these behaviors or actions as you can. Now, look at each of these behaviors through the lens of Meyer's work. Are these actions and situations leaning more toward cognitive trust, or affective trust? Are they more task-based, or relationship based?

In the work of Brené Brown, she refers to these actions as "marble jar moments" - small moments in time that fill up the trust jar.

Now, let's look at it through the professional lens.

Imagine that you are starting a new company, and as most companies, trust is one of the cornerstones of your work.

You want trust to be more than just a value on your website. You want to see it, hear it, and feel it throughout your organization.

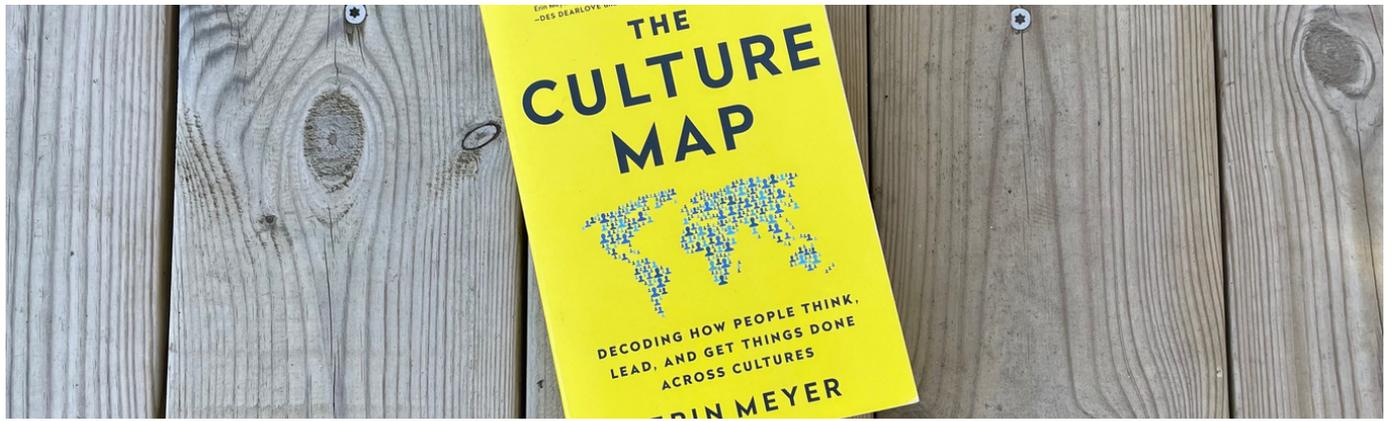
What behaviors would you see that would embody trust within this new organization? List as many as you can in 10 minutes.

Now that you have a long list. Mark the 10 most important. Now bring that down to 5. Now 3.

This is what trust means to you.
This is how you prioritize trust.

What would one of your colleagues list look like?





Chapter 6: The Head or the Heart

In your culture, how do you show respect for people's time?

How do you know if you can trust someone? What behaviors do others show that let you know that you can trust them?

How does trust relate to success, both personally and organizationally?

Where does a sense of emotional connection play a part in your professional life? How does your organization support building personal connections?

Who do you trust? What events led to this trust? Was it built from accomplishing tasks, or spending quality time together?

How does trust differ across contexts and relationship types?

In Stephen Covey's book, *The Speed of Trust*, he refers to trusting people's character versus trusting people's competencies. How does this relate to task or relationship-based trust?

Would you consider your office to be more trusting cognitively, or affectively?

Do you notice a sharp dividing line between cognitive and affective trust, like in the United States?

Have you ever had a personal relationship cloud a business decision? What about enhance one?

What do you think of "ice breaker" activities?

Do you believe you have greater loyalty to the individuals you work with, or to the company as a whole?

Would you consider yourself to be more like a peach or a coconut? Or perhaps another fruit all together?



More Chapter 6 Questions

How do you decide how much to divulge about yourself personally?

How easy is it for you to smile? How do you respond to other people's smiles or lack of smiles?

What do you consider "appropriate" behavior with a stranger?

Think of someone whom you don't feel connected to at work. How might you discover similarities between you that could build a connection?

How can you build connections with people whom you only ever meet online? How might you expand on the example of Gaiani in Chapter 4 (p 180), to work for you?

What do you think of "being politically correct?"

How often do you feel like you can truly 'be yourself' at work? What gets in the way?

How do you know when it's best to join the crowd and when it's best to set yourself apart?

Do you consider building affective trust to be a waste of time? If so, what underlies that belief?

How often do you share meals with colleagues? What about drinks? Do you consider this to be an important aspect of trust building?

How do you think organizations should address the cultural differences in the consumption of alcohol?

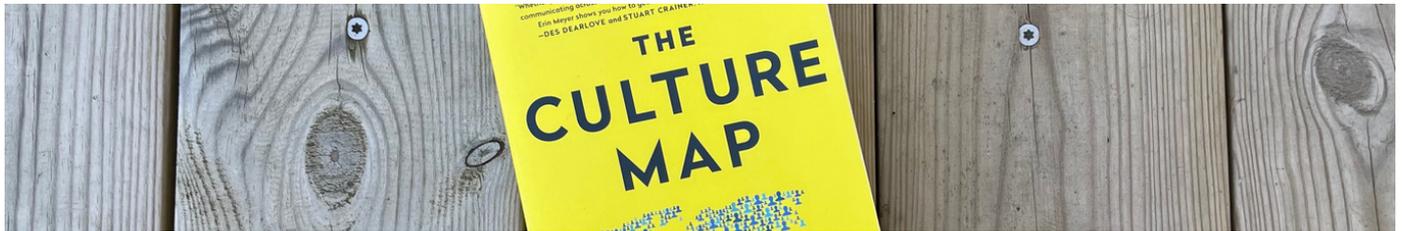
How do you decide to pick up the phone or to email someone? Does culture play a part in your decision? After reading this chapter, how might you shift your communication methods moving forward?



How Do You Build Trust?

Use the following space to list the people in your professional network whom you trust on the left side. Then use the boxes across to give an example of how that trust was built. Finally, note whether this was a task-based moment (cognitive), or a relational moment (affective).

| Person | Trust Building Moment |
|--------|---|---|---|---|---|
| | <input type="checkbox"/> Task <input type="checkbox"/> Relational |
| | <input type="checkbox"/> Task <input type="checkbox"/> Relational |
| | <input type="checkbox"/> Task <input type="checkbox"/> Relational |
| | <input type="checkbox"/> Task <input type="checkbox"/> Relational |
| | <input type="checkbox"/> Task <input type="checkbox"/> Relational |



Chapter 7 : Actions for Integration

What kind of disagreement did you see growing up? Was it out loud and widely known? Was it quiet, and perhaps passive-aggressive? Was it secretly pushed down, only to fester as resentment or frustration? Was it like a champagne bottle - once shaken, it all came out at once?

Depending on your cultural upbringing, you relate to disagreement in different ways. Perhaps you followed what you saw, whether consciously or unconsciously. Perhaps you made a dedicated choice to do the opposite.

When it comes to disagreeing, yes we have our cultural norms, and we are also influenced by what happened within our own homes, behind closed doors.

When it comes to disagreement and confrontation, I will always remember the teachings of Lisa Nichols about what she refers to as a "carefrontation." When engaged in a carefrontation, the goal is to always complete the conversation with the relationship still intact.

I like this term because it reminds us to think about what we truly care about.

Think of a recent disagreement that you had, or a confrontation that you are avoiding, though you keep thinking about.

Ask yourself:

- What is really at stake here? What do you care most about?
- Am I disagreeing to be right, or for what is right?
- What values are underlying my position on this?

Now, put yourself in the shoes of another and ask the same questions.

- What is at stake for them? What do they care most about?
- If you were to guess, are they disagreeing to be right, or for what is right?
- What values are underlying their position on this matter?

What does this exercise reveal for you?

Next, let's look at our position on the confrontation skill a little more closely.



Chapter 7 Actions Continued

Where do you lie on the scale?

What are the beliefs that underlie this position?

Let's take one of those beliefs and use "[The Work](#)" by [Byron Katie](#) to look at it more closely. (Click the link for a worksheet to pick apart beliefs you hold.)

Write the belief here:

Now, ask yourself these 4 questions:

1. Is it true? (If no, skip to 3rd question)
2. Can you be absolutely sure that it is true?
3. How do you react, what happens when you believe that thought?
4. Who would you be without that thought?

Now, the next step in the process is to turn the belief around.

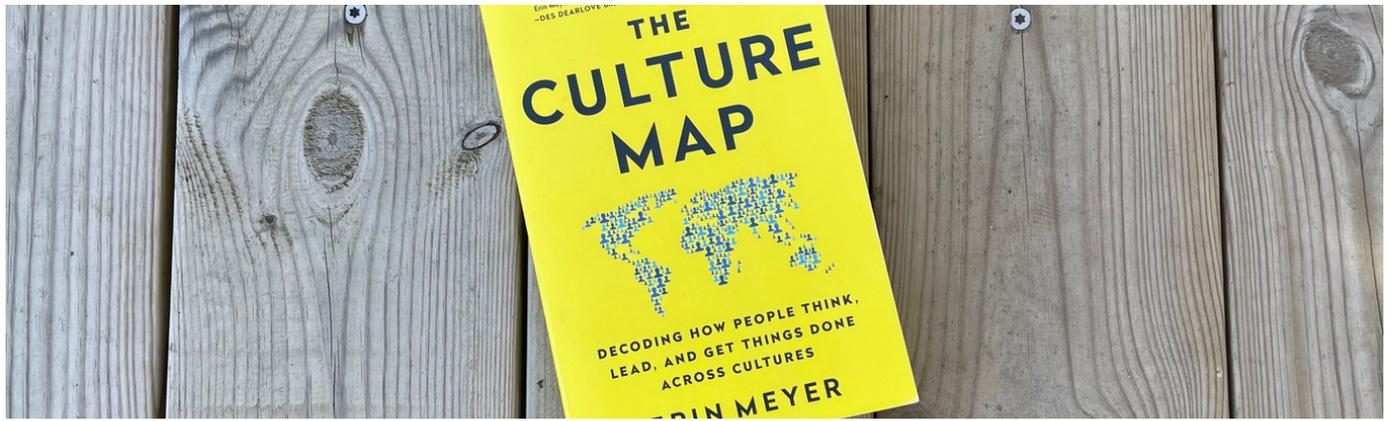
- To yourself
- To various opposite
- To the other (if applicable)

An example:

- **Belief:** *I shouldn't rock the boat.*
 - Is it true? *No*
 - How do I react...? *I stay silent. I ruminate on the situation. I don't get what I want. I feel powerless.*
 - Who would I be without that thought? *I would feel free to speak up and say what I think. It might still not go my way, but at least I would have said something.*
- **Turnarounds:**
 - *I rock my own boat (when I don't speak up.)*
 - *I should rock the boat.*
 - *Rocking the boat is essential for change.*

Byron Katie invites us to see that there are many truths to life, and invites us to look at our beliefs (and our judgement) from multiple angles.





Chapter 7: The Needle, Not the Knife

How often do disagreements at the dinner table occur for you?

What does it mean to you to "lose face?" What situations or circumstances would cause you to "lose face?"

When it comes to confronting someone, are you more likely to choose harmony, or speaking your truth? What other elements play a role in your decision?

How do you define conflict? How would you characterize your relationship with conflict?

When it comes to disagreeing with another, does the setting matter? Are you more or less likely to do so in private or public?

How can you separate someone's disagreement with your idea, from their disagreement with you, personally?

How emotionally expressive is your culture? How does that relate to your relationship with confrontation? Where would you place yourself on the chart on page 204?

What factors do you think contribute to how emotional expressiveness is received?

Imagine a brainstorm session. As people share ideas, would you eliminate all challenges, or allow the others in the room to challenge ideas as they are shared? Why this approach and not the other?

What value do you find in challenging your opinions? Does it matter where the challenge comes from?

Can you think of any situations in which it would be better for you to skip the meeting, so your team can have more freedom of expression?

How do you feel about being "put on the spot?"



More Chapter 7 Questions

What makes a great meeting great?

How do you design a meeting? What factors do you consider in its design? What outcomes do you usually want at the end? How do your expectations align with the other stakeholders?

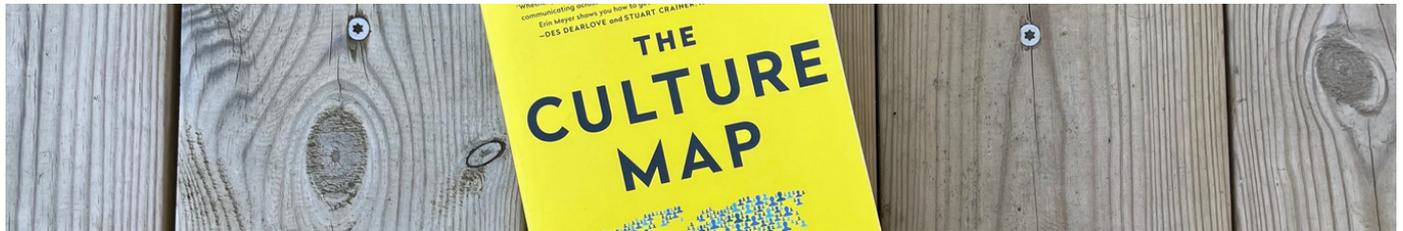
When there is a "meeting after the meeting" what is the purpose? What does that mean about the original meeting?

What kind of behavior do you consider to be aggressive? Do you notice any differences across gender, and not just culture? If so, what?

What does it mean to 'play devil's advocate'? How affective is this approach in conversation?

When you reflect on a recent disagreement you had, did your words act like a knife that cut, or a needle that sewed?





Chapter 8 : Actions for Integration

For this chapter, my invitation is for you to play around with time. If you ever listen to a quantum physicist, he would say that time is not linear at all, despite the fact that we think it is.

Here are 2 invitations to play with time:

Play Option #1 : Do the opposite of what you naturally do.

If you are one of those people (like me) who were taught that "to be early is to be on time, to be on time is to be late, and to be late is completely unacceptable" then your invitation is to be late this week.

Choose something there being late won't have drastic consequences, but be late nonetheless. As you show up late, feel into your body and listen more closely to your thought patterns. What do you notice?

Also, if you are late, you are not allowed to apologize. Just show up late.

If you are one of those people who have a looser relationship with time, the invitation is for you to be on time. As you show up on time, feel into your body and listen more closely to your thought patterns. What do you notice?

Play Option #2: Take notice of how you speak about time during the week. Perhaps ask a friend, colleague, or partner to be your mirror.

Write down all the words, phrases and metaphors that you use to relate to time.

Is time something you believe you have?

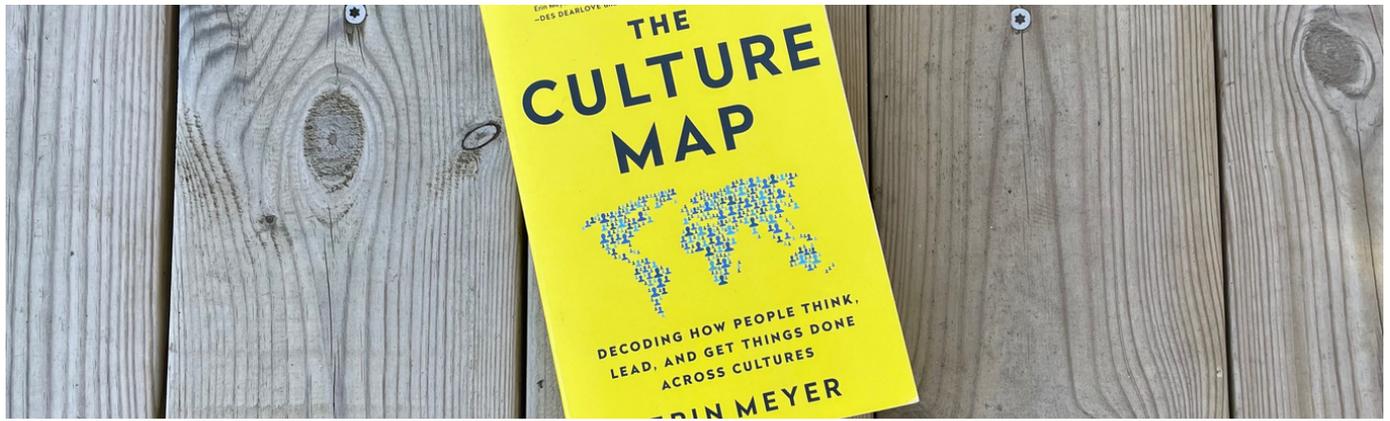
Is time something you "wrestle with?"

Is time something you feel chained to?

How often do you talk about being late?

For those of you who are parents, this can be especially interesting because how we relate to time, will most likely be how they relate to it to?





Chapter 8: How Late is Late?

How is your day scheduled?

Would you consider yourself to follow a linear time culture, or a flexible time culture?

What were some of the words/phrases that you grew up with around time? (ie., "Time is money.")

What kinds of time-related experiences have you had that have caused you to describe someone as *inflexible, late, rigid, disorganized, etc.*?

How late or how early is disrespectful, in your opinion?

How do you define "good customer service"? How might "good customer service" be different in a culture with a different relationship to time?

What factors would make your being late acceptable? What about unacceptable?

How does your sense of integrity relate to your relationship to time?

How has our relationship to being on time shifted now that more and more people are working online and don't have to travel to meetings?

How are productivity and profit influenced by time? Does this differ across cultures and countries?

How do people queue in your country? How do you react if someone "jumps the queue"?

When is it necessary to have an agenda? When is it okay to deviate from the agenda? What needs to be on an agenda? How do you feel when an agenda isn't followed?

How and with whom might you need to style switch?



More Chapter 8 Questions

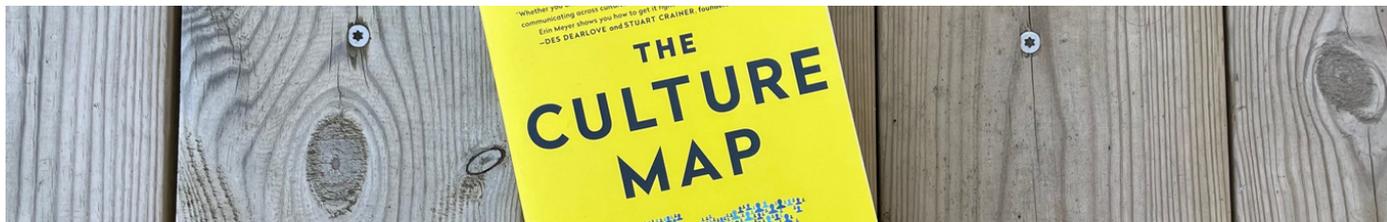
When does a question need to be taken "offline"?

How do you feel about people "popping by" unannounced? (either at home or in the office)

What is your team's culture around time? How does that relate to the overall company culture around time?

Which cultures have set and example for you to follow?





Final Reflection Tool

Use this simple tool to get clarity on what was most meaningful from your reading experience. Start anywhere on the wheel, go wherever you choose next.

