



Behavioural Leadership.  
Humanised.

CULTURAL  
INCLUSIVENESS

# The Keywords





## WHAT is CULTURAL INCLUSIVENESS?

Imagine a world where an organisation is made from employees who come from all corners of the earth, working together in a way that leverages all individual insights, knowledge and experience. Employees are asked to contribute in a way that is not judgmental; in fact, they are encouraged to challenge the status quo, to define a better future. Implementing this idea means a high level of cooperative teamwork with a common mission and vision; driven by a set of goals and objectives that come from the very top of the organisation structure. In essence, cultural inclusiveness is the degree to which an employee not only understands their own culture; they also understand cultures that are different, they know how to adapt their behaviours so as to facilitate interaction as well as how to coach and mentor others around them. Organisations that nurture a high degree of cultural inclusiveness engender a sense of belonging and self-worth in their employees.

## WHY is it important?

If you want employees to give their best, to feel accepted, show engagement and encourage others to do the same, the most important thing you can do is to encourage them to keep their cultural identity in the workplace and give them the insight to understand cultural inclusiveness. Organisations that give their employees insight into cultural inclusiveness are far more likely to reach business success as well as adapt to future change which is inevitable. When employees are encouraged to act in ways that are tolerant of difference, i.e. they display culturally inclusive behaviours; they will be more willing to involve those that have different views, experience and ways of dealing with diverse situations. Cultural inclusiveness allows a group of people to learn from one another and define solutions that best match what a customer or market needs, now and in the future. Culturally inclusive employees can not only handle more easily the changing demands of a dynamic global economy and pressures of a "do more, quicker" workplace, they also respond more resourcefully to major changes and challenges.

## Solution Description

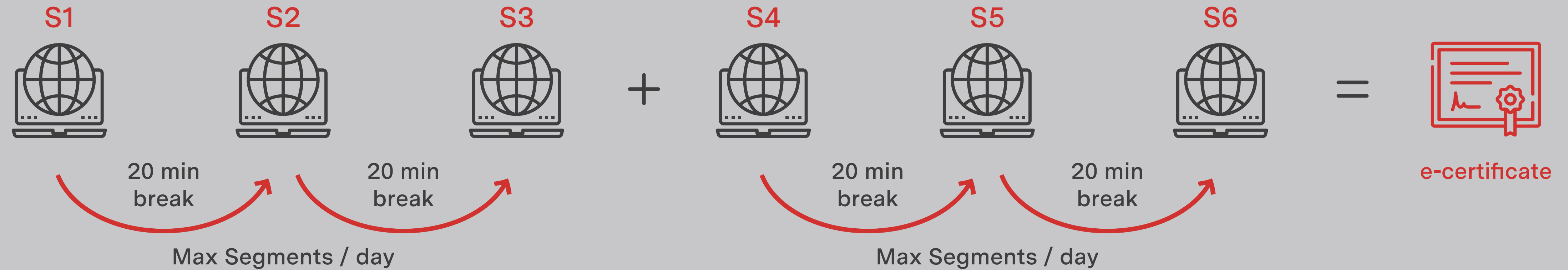
### HOW do we build a **CULTURALLY INCLUSIVE** Workforce?

Cultural inclusiveness is more than a buzz word. Creating a culturally diverse workforce is a critical first step, but this is not enough. A directive from the top of a business does not suffice. Success comes from individuals, groups, functions, business units, the managers and leaders of an organisation believing in its necessity for future business success and role modelling effective behaviours, or if necessary, putting a stop to unacceptable practices. Organisational culture is critical to any successful business; Cultural inclusiveness is no different. It requires an organisation that is taken to the next level. Whether your goal is to increase employee motivation, engagement, or morale, one of the most effective actions you can take is to give employees insight into cultural inclusiveness.

This will ideally be more effective if you encourage cultural inclusiveness at all levels within your organisation, from an operational to a strategic level. This means giving both managers and staff increased self-awareness, coaching them to be sensitive towards diversity and giving them the tools to apply in their immediate environment. In short, it's allowing them to think and act like open-minded, global professionals. Teamwork and cross training are key ingredients in fostering a culture of inclusiveness along with an understanding of the changing business environment and being able to proactively make decisions and creatively solve problems. A business's most valuable asset is its employees and as such, cultural inclusiveness hinges on harnessing diversity and transforming the organisation into a cooking pot of knowledge,

# How We Do It?

Duration and Schedule - a total of 6-12 Interactive Digital Segments of 90 min each



## Learning Process



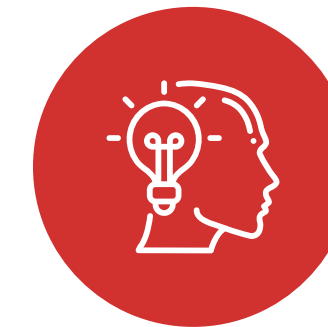
### Macro Learning Intervention Options

1:1 &/Or Group Coaching

Self Driven Intense Reading

Social Learning  
(Digital Passports and  
Learning Partner Agreements)

Digital Practicum-  
Assignments – ALP's



### Micro Learning Intervention Options

LMS – Mobile App. Access to  
Micro Content

Videos – Audio Learning Shots

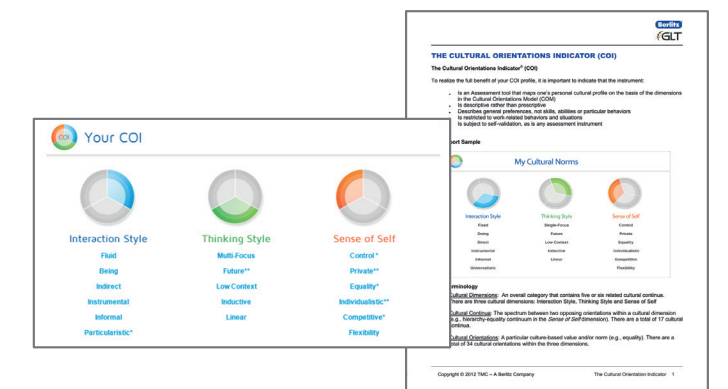
Gamification and A.I.  
Based Learning

Articles, Tips, Do's / Don'ts  
Digital Cards



### Recommended Assessment

Cultural Orientation  
Indicator - COI





## Module 1: Changing Business Environment & Cultural Inclusiveness Behaviours

Key challenges and opportunities of businesses today. Why do we need to be culturally inclusive in today's fast-paced changing business environment? What is the business case?

Behavioural challenges that delegates face in achieving the organisation's performance goals.

How culturally inclusive delegates respond to these challenges.

What is cultural inclusiveness?  
What behaviours demonstrate your cultural inclusiveness?

What are the skills required to become a culturally inclusive delegate?

## Module 2: Understanding Culture

Experiencing cultural differences and sharing personal, cultural experiences.

Definition of culture. 6 levels of culture and exploration of the cultural iceberg.

Cultural competence - Cultural orientations model.

How does that change in a digital world?



## For Delegates

This programme is designed for the front-line delegates and professional staff / supervisors. They will be living the cultural inclusiveness behaviours of awareness, open-mindedness, cooperation and striving to build effective relationships inside and outside the organisation. Your people will not only be able to handle more easily the changing demands of a dynamic global economy and pressures of a "do more, quicker" workplace but they will also respond more resourcefully to major changes and challenges. They will be practicing and building the skills to demonstrate these behaviours as follows:

- Sharing their awareness of the business case and advocating benefits of cultural inclusiveness.
- Exploring the cultural orientations model and learning the dimensional language of culture to interpret diverse environments and profiles.
- Defining actions necessary to promote cooperation and inclusiveness back in the workplace.

## Module 3: Exploration of the Cultural Orientations Model

Familiarisation with the key dimensions in the cultural orientations model.

Learn to interpret dimensions through behaviours in different contexts.

Understand the impact of your own cultural profile in the working environment.

Understand the impact of other cultural profiles in the working environment in a standard and digital business environment.

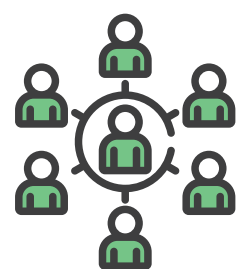
Explore how to bridge the cultural gaps and switch behaviours.

## Module 4: Cultural Inclusiveness Back at Work

Reflect and define an action plan for how these new cultural insights will improve a delegate's performance, trust and cooperation with colleagues.

Prepare for the next cultural inclusiveness conversation.

Define immediate issues that need addressing to promote cultural inclusiveness with my delegate colleagues.



## For Managers

This programme broadly targets managers regardless of their functional background or level (line, middle or senior managers). They will benefit from capturing the cultural inclusive behaviours that should be demonstrated by them and their subordinates such as awareness, open-mindedness, cooperation, striving to build effective relationships inside and outside the organisation. You will be able to achieve as well as learn how to give space to people to learn. Your managers will not only be able to handle more easily the changing demands of a dynamic global economy and pressures of a "do more, quicker" workplace but they will also be able to respond more resourcefully to major changes and challenges whilst promoting their teams to do the same. They will be practicing and building the skills to demonstrate these behaviours as follows:

- Sharing awareness of the business case and advocating benefits of cultural inclusiveness.
- Exploration of the cultural orientations model and learning the multi dimensional language of culture to interpret diverse environments and the profiles of their team.
- Carving out their journey to cultural inclusiveness as to role model behaviours.
- Defining actions necessary to promote cooperation and inclusiveness back at work.

### Module 1: Changing Business Environment & the Case for Cultural Diversity

Key challenges and opportunities of businesses today. Why do we need to be culturally inclusive in today's fast-paced changing business environment? What is the business case?

Behavioural challenges that managers face in achieving the organisations performance goals.

How culturally inclusive managers respond to these challenges?

### Module 2: Cultural Inclusive Behaviours in a Global Culture Context

Experiencing cultural differences in a more diverse corporate context – considering the digital working environment too.

Understanding and sharing personal cultural experiences.

What is culture and what are the 6 levels of culture?

The exploration of the cultural iceberg model and frame of reference.

Cultural competence and cultural orientation model.

What are the cultural inclusive behaviours and the exhibitors which demonstrate them?

The underlying skills required to become a culturally competent manager

### Module 3: Cross-cultural Orientation Model & Preference

Familiarisation with the key dimensions in the cultural orientation model. Learn to interpret dimensions and adapt behaviours to different contexts.

Understand the impact of your own cultural profile and those of the teams in the working environment.

Explore how to bridge the cultural gaps to eliminate barriers of working together and switch behaviours.

### Module 4: Defining the Journey to Cultural Inclusiveness

Understanding the inside and outside dynamics.

Micro behaviours (inequities and advantages). The risks to employee engagement.

Using the constructive conversations model and promoting inclusiveness..

### Module 5: Culturally Inclusive Action Plan

Reflect and define an action plan for how you will take what you have learned and discussed to work.

Prepare for the next culturally inclusive conversation.

Explore the specific actions you will take and agree on the business outcomes you will achieve.



## Module 1: Global Economy & the Case for Cultural Diversity

Key challenges and opportunities in our global changing economy.

The case for global cultural diversity and how modern organisations make the move into it? Behavioural challenges that executives face in achieving the organisations performance goals.

Setting up and creating a globally and culturally inclusive and diverse organisation.

## Module 2: Developing an Inclusive & Culturally Diverse Organisation Culture

What is inclusive culture and what are the behaviours and skills that demonstrate it?

Understanding cultural differences and sharing personal, cultural experiences.

Definition of culture. 6 levels of culture and exploration of the cultural iceberg.

Cultural competence.

Cultural orientations model.

## Module 3: Cultural Orientation Model & Inclusive Leaders

Analyse your own cultural profile and the link to leadership, conflict and communication models.

Familiarisation with the key dimensions in the cultural orientation model.

Exploration of organisational scenarios which demonstrate the risks of misunderstanding culturally exclusive behaviours and the benefits of an inclusive strategy.

Explore how to bridge any cultural gaps and switch behaviours so as to better support a culturally inclusive organisation.

## Module 4: The Journey for Developing Inclusive Leadership Behaviours

Review the constructive conversations model, and plan how to coach management levels to be culturally inclusive.

Develop a vision statement to drive inclusion and equality as well as eliminate unacceptable behaviours.

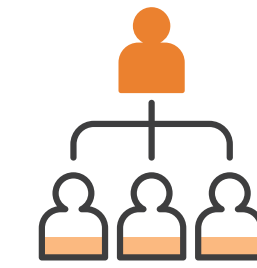
Define related policies or procedures (internal and external) that support a culturally inclusive climate.

## Module 5: Cultural Inclusiveness Action Plan

Reflect and define an action plan for how you will take what you have learned and discuss it with your organisation.

Choose a prejudice free policy statement or procedure that you will share with your unit.

Explore the specific actions you will take and agree the business outcomes you will achieve.



## For Executives

This programme targets the senior executives of the organisation and pays focus to their role in developing the culturally inclusive environment and role modelling it to enhance performance and ownership of the business results. Executives will be taken through a challenging, thought-provoking learning experience to shape the anticipated culturally inclusive behaviours at an organisational level such as generating support for change, developing policies or procedures, defining the norms, developing a shared vision based on inclusion and equality and addressing cultural friction. Your highly valued executives will develop a learning culture, be mission and value driven so that they can empower their people to enhance performance throughout the organisation in order to increase effectiveness of their interactions. They will experience, practice and build skills to help them develop these behaviours:

- Define the business case and key messages that drive or underpin cultural inclusiveness.
- Proactively thinking about how to promote and demonstrate cultural inclusiveness in leadership roles. Manage and handle culturally inclusive and exclusive behaviours across the organisation.
- Develop a vision statement on cultural inclusiveness and respective policies or procedures that are shared with business units.
- Inspire people to take charge and responsibility for mobilising their team members and efforts collectively to achieve cultural inclusiveness.

# References

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