

Cultural Difference: People who have been successful at Leveraging Cultural Differences

Key solutions: mentoring (communication, fact-based), diversity of opinions, not people

- understand cultural differences, diversity of thinking
- appreciate and respect diverse thought, innovation
- learning everyday
- diverse teams come up with better solutions

Oilfield still very North American-centric

- Must put ourselves forward, tell people your achievements, fact-based communication, networks, mentors locally (make contacts), women have advantage of communication skills
- Board of mentors – important to choose

Mentoring

- 'Variety pack' of mentors, all ages, genders, cultures, must be able to do self-reflection, where you're at what you aspire to do.
- Ability to build networks in 3 main areas:
 1. Within organization (be a good listener)
 2. Within industry (who do you want to emulate?)
 3. Outside of industry (teaches different strategies)

Respect and ability to listen – key in diversity

Direct Reports from other Countries

- Look within (at own biases), recognize other's biases, really get to know your direct reports (authentic conversation), let them know you want to know them, open up so they can get to know you (have check ins- how are you doing?)
- Checking in is very important, passion can be overwhelming w/o understanding (must have checks and balances)
- Emotion versus passion, emotion can be moderated, passion can be fact-based
- Women communicate with passion, mistaken for emotion, important to take a step back (why is this person thinking this?)

Meeting all men in a foreign country

- Anticipate what audience will think, with a male audience: be concrete, visual, make an impact, specific answers, believe in what you are presenting
- Have a pre-discussion w/ a few people, earn respect with what you are talking about
- Stay calm, compose answer w/thought
- Reach out to mentors.
- Consider ways to increase presence of women in a meeting, studies show 30% mitigates 'minority' perception, 3/10 people should be a woman

Control cost/can't travel as much. Difficult to establish personal connections. How can you do this?

- Reach out beforehand, call before and ask about family, career, etc.
- Remember: most important person is who is talking, put all distractions aside, people can tell when they don't have your full attention

- Phone conversation: find out about their current challenges. Remember those and email them ideas/research/stories that pertain to them and their challenges.

Older, white males: how do you get them to take you seriously?

- Use language that honors their experience (I know that you have worked on A for many years, etc.)
- Respect will earn respect, can't be replaced, stronger team when you have credibility, be respectful and transparent (don't come off as manipulative)
- If you are sure something you are doing has value and is right, don't let it go, also don't take anything personally, communicate idea correctly

How do you effectively manage relationship with a boss who blocks your development?

- Bosses have styles, to remove block, think objectively & calmly, focuses individuals to think and it surprises them, internal courage, recognize when you are assertive versus aggressive
- Understand in what context you are being aggressive/confident, understand situation: are you doing something you are not aware of? Misinterpreted? Ask boss: What would you recommend?