

Leadership Tools for Young Latino Leaders: Developing Leader Values, Attitudes, and Behaviors for a Multi Cultural World

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Leaders in Diverse Environments Need:

- Principles
- Leader Behaviors
- Values
- Cross Cultural Communication Skills

The 7 Ups for leaders

- Wake up
- Dress up
- Shut up
- Stand up
- Grow up
- Look up
- Lift up

What is “LEADING?”

To go first as a guide:

To guide (a partner) in an endeavor:

To show the way, by going in advance.

To guide the behavior or opinion of others; to induce:

To direct the performance or activities of others:

To play a principal or guiding role in shaping the behavior of:

To command

To act as commander, director, or guide:

To guide a dance partner:

To be foremost in a specialization:

To inspire the conduct, principles or integrity of others:

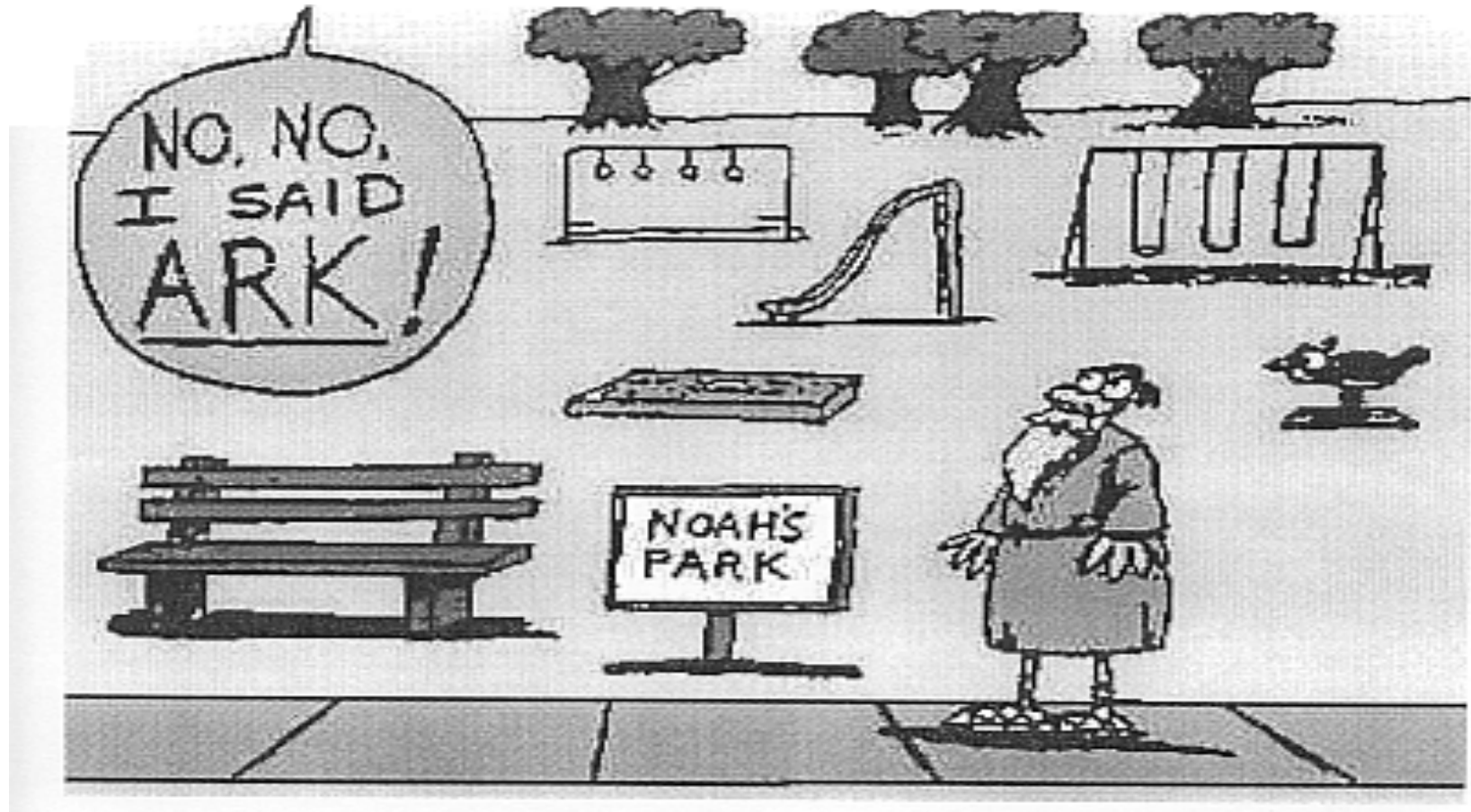
Operating Principles of Leaders

- Character
- Integrity
- Consistency
- Behavior: Maintain Complete Congruence between word and deed

Model Leader Behaviors

- Sit in the front row at meetings, class
- Raise your hand first
- Pick up around the school
- Greet your peers every day
- Hold the door
- Pour the coffee

How Important is good Communication . . .



Leaders are Communicators

Leaders speak well and write well

- Practice
- Seek Assessment
- Edit for the audience
- Find a friend you trust
- Behavior: be responsible for transmission and reception despite encoders

Leaders Energize Others

- Give credit to ?
- Encourage innovation
- Encourage those you lead to set the tone and the agenda for change
- Behavior: delegate, delegate, delegate!

Ten Major Behaviors of Effective Leaders

- Confident
- Self Control
- Fair
- Decisive
- Plan

Five More

- Do more than you are expected to do
- Empathetic
- Details, Details, Details
- Assume Full Responsibility
- Communicate

Educate Yourself

- Books
- Conferences
- Outside Support (Mentor)
- Practice your craft
- Partner with your Minority Affairs or EEO Office
- The national cultural celebrations must be part of your mission

Prepare and Expose Your People TO DIFFERENT CULTURES

- Challenge your staff to try new things
- Add culture sharing to your staff meetings
- People internalize:
 - 10%
 - 20%
 - 30%
 - 50%
 - 70%
 - 90%

SO TRY SOMETHING NEW!!!

- SOLUTIONS?
- Ethiopian Restaurants are a must
- Moroccan Restaurants
- Cultural Celebrations on Campus, try EVERYTHING!
- Salsa, Hand Dance, Merengue
- Bhangra

Stages of Acculturation

- Honeymoon Stage
- Isn't this exciting
- Aren't "they" interesting
- I can't wait to tell _____ about this
- These people are so _____

Stages of Acculturation

- Conflict Stage
- We would never do that in our community
- Why can't they just be like us
- I need to get out of here

Stages of Acculturation

- Recovery Stage
- Well, why shouldn't they do that
- Actually, I'm beginning to like this
- We do that too, only in a different way
- You don't understand them like I do

Assimilation or Acculturation

- The American Way
- The Developmental Model

- Official welcomes and closes
- Keep your office neat
- Bring energy to meetings
- Stand for questions and intro's
- Repeat questions
- Walk the dessert tray around
- Eat when every one else has eaten
- Listen twice as much as you talk
- Show interest in teachers, other leaders

Leaders must Learn The Primary Values Of Others

- Personal Control vs Fate
- Change vs Tradition
- Time & It's Control vs Human Interaction
- Equality vs Heirarchy/Rank/Status
- Individualism vs Group Welfare
- Competition vs Cooperation

Learn the Primary Values of Other Cultures

- Future Oriented vs Past Oriented
- Informality vs Formality
- Directness/Honesty vs Indirectness/Face
- Practicality vs Idealism
- Materialism vs Spiritualism

Leaders Understand How Different Cultures Operate

- To Do Oriented versus To Be Oriented
- Low Context versus High Context
- Linear versus Non-Linear
- Nuclear Family versus Extended Family
- Monochronic versus Polychronic

Leaders Develop Cross Cultural Communication Skills

- A-Types
- Yellow Peoples
- Chinese, Japanese, Korean, East Indians
- More Formality
- Introduction before engagement
- Lo-o-o-o-ng Warm up time
- Prepare to be measured
- Trust is developed slowly
- Driven by level of assimilation

Cross Cultural Communication Skills

- B-Types
- Brown and Red Peoples
- Indigenous, Latino's, African Americans, Polynesians, American Indian
- Slow Warm Up Time
- Trust and Loyalty Must Be Earned
- Human Relationships come first
- Deliberate Hurt Is A Sin

Develop Cross Cultural Communication Skills

- C-Types
- Low Context Communication
- White Americans, Some Ethnic Americans
European and Western Descendants
- Fast and Direct
- Self Introduction, and Self Promotion
- Title and Stature or Status
- Get Down to Business

Cross Cultural Communication Skills

- Understand and Apply the values of the dominant culture strategically
- Softer vs Harder
- Indirect vs Direct
- Warm Up vs. Instant Communication
- Survival = Either Accommodation or Right/Wrong Competition, Yin vs Yang

Cultural Factors That Effect The Workplace

Pair Up

One of you is A

The other one is B

B's close your eyes

A People -Take 20 seconds

- Your role is to convince your B that you like their outfit. Say what ever you have say but be sure that you feel certain that B knows that you like their outfit.
- A's close your eyes

B People

- For 20 seconds, do not allow eye contact with A

- GO!

A People Take 20 seconds

- to share with B why you are a good leader of people

B People

- Move closer and closer to A as they speak
- Touch them on the arm at 10 seconds
- Reach out and hold their hand at 15 seconds for the last 5 seconds.

- GO!

A People

- Listen to B, use your facial expression to show that you are open and welcome to their point of view.

B People Take 15 Seconds

- Convince A that you are a better leader than they are.
- Use aggressive hand and arm movements to make your point.
- In the last five seconds, get louder and louder as you make your point.

Vocal Tone

- A - How are you?
- B - How are youuuuuuu?

Non Verbal Factors

- Eye Behaviors
- Touching Rules
- Space Rules
- Volume Rules
- Body Movements
- Vocal Tone

Interaction Rules

- Turn Taking, Lines – Poly or Monochronic
- Silence
- Listening Style
- Conversational Rules/Interruption

Self Assessment Checklist

- I speak clearly, distinctly, and at a comfortable pace
- I use simple words, no slang, no jargon
- I listen more than I speak, with no interruptions
- I respect silence and do not fill in gaps
- I consider cultural difference in conflicts
- I adapt my communication style to the situation
- I ask myself what is going on beneath the surface

Self Assessment Checklist

- I do not judge accents, dialects or fluency
- I make the effort to talk about differences
- I include people in discussions that effect them
- I am careful about using acronyms and curse-words
- I make jokes, but not ethnic ones
- I watch out for hot buttons
- I realize that stereotyping is inevitable without frequent contact or cultural immersion

How Important is Good Communication?

When you hear the name EMINEM, what
images come to you mind?

EMINEM? NO, M and M, Mike and Mike



Save a tree!

- For a copy of the presentation notes
- Send e-mail to:
- tapscott@gwu.edu

- Have a beautiful day!!