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Preventing Costly Conflict & Talent Loss

SHARING POWER LEADS TO PEACE &
PROSPERITY



Two Tools to Greater Impact & Income through CQ

Welcome!

Not one to be left behind, you are committed to increasing your impact, income and market share. Yet in our complex, diverse world we are bombarded with frightening examples of how lack of cultural intelligence results in lawsuits, complaints and loss of market share, business, and talent, diminishing income and impact. You end up either doubting yourself or blindly forging ahead, overconfidently believing you already are culturally aware because you have taken a training, or traveled, or have some intercultural experience.

The truth is, like much of life, you can never fully learn all there is to learn, because the world, your organization, your clients keep changing, and so do you! I have extensive training and experience, living in three countries and working with clients in 28, including United Nations and Colgate Palmolive leaders; wrote a book chapter and book on the topic, served on the ICF Global board, and still have a lot to learn!

Do not be discouraged, help is on the way. Through our weekly vlog, I will share with you the latest resources and opportunities to guide you to your increased impact and income through cultural intelligence.

Our clients **increase their income as they commit to increasing their CQ, and you can too, with a little guidance.** Cultural Intelligence, including managing bias, contributes to prosperity and your ability to achieve your vision by preventing costly conflict, talent and business losses

(the subtitle of my book). Companies with greater diversity are up to 35% more profitable (2), talent retention improves by 19% (3) as well as a reduction of the 60-80% of difficulties related to “strained relationships among employees.”(4). The median coaching ROI is 300%! (5)

Like you, they do not want to miss out but want to stay on the cutting edge. “Ninety percent of leading executives from 68 countries identify intercultural skills as among the most important capabilities required to remain competitive.” (1) “CQ is a critical capability for navigating today’s increasingly global and diverse business environment. It’s so important that we made it one of our core behaviors at PwC.” —Robert Mortiz, Chair PWC, United States

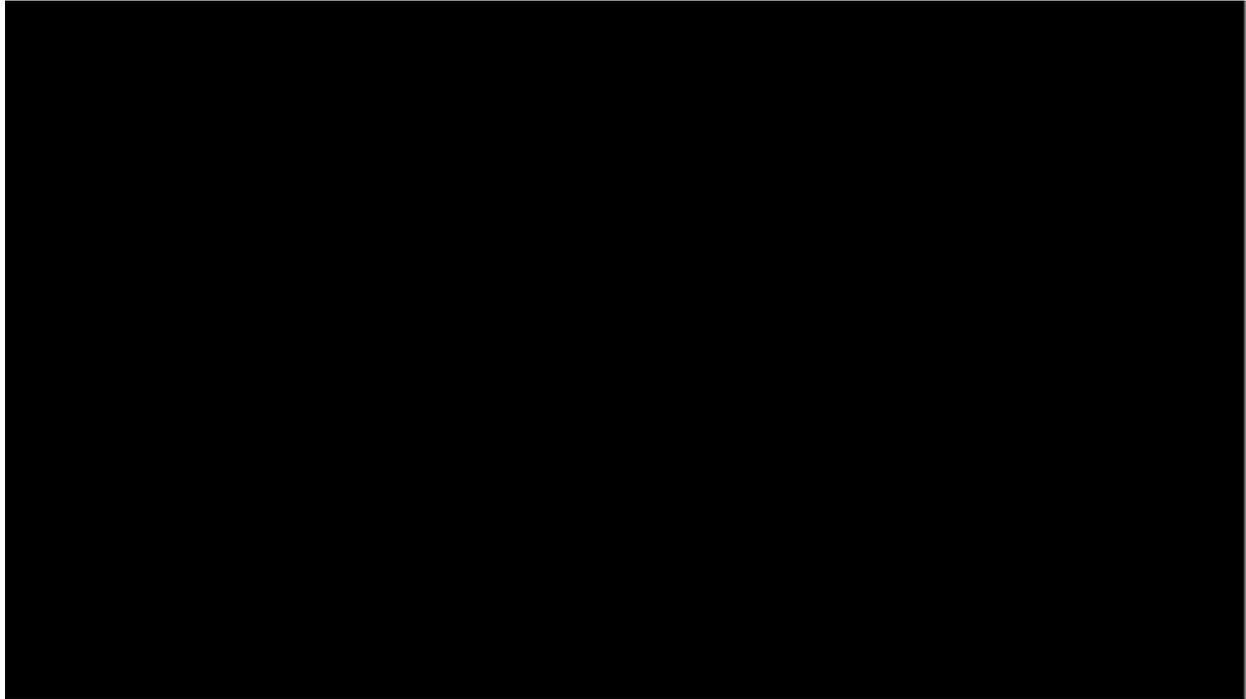
To get you started on your path to greater impact and income through CQ, I provide two tools for you here. The first will provide a way for you to communicate around challenging intercultural issues TO DIFFUSE?, with examples.

Tool number two provides an exercise you for you to identify and begin to manage the unconscious bias *we all have* that can otherwise unintentionally sabotage your success.

What is cultural intelligence? It is recognizing and understanding the beliefs, values, attitudes, rank and behaviors of people with distinct cultural identities; and then applying that awareness effectively. An internal guidance system you can further develop for improved impact and income. “It is impossible to *not* work interculturally!” I say, even in your own community and organization, when you consider our multiple cultural identities: gender, generation, ethnicity, region, sexual orientation, religion, ability/disability, etc.

- (1) Ang, S., Van Dyne, L., & Rockstuhl, T. (2014). Cultural intelligence: Origins, conceptualization, evolution, and methodological diversity. In M. Gelfand, C. Y. Chiu & Y. Y. Hong (Eds.), *Advances in culture and psychology: Volume 5*. New York: Oxford University Press.
- (2) McKinsey & Company, “Diversity Matters”, 2015
- (3) Corporate Executive Report, 2013
- (4) Zeynep Ilgaz, “Conflict Resolution: When Should Leaders Step In?” *Forbes*, May 15, 2014
- (5) International Coach Federation Global Coaching Client Study, <https://coachfederation.org/research/global-coaching-study>

Tool One: WHAT Did You Just Say? Challenging Communication 2 Step



Have you ever felt like walking away from a conversation, or screaming, “WHAT did you just say?”

My HR colleague, Randy Woehl, provides another communication option, which I follow up with a second challenging communication step.

When Randy hears a **limiting** statement like, “Latinas do not belong in the board room because they are just not that business minded,” he invites the person to substitute “Latina” (or Human Resource professionals, or women or whatever group is being targeted) with their own cultural identity.

So if Randy’s counterpart is a white male, he would say, “White males do not belong in the board room because they are just not that business minded.”

This builds **empathy**, *a key ingredient for success in our diverse, interconnected world.*

Randy has just demonstrated four of the IMPACT steps from my *Breaking Free from Bias* book: **I**dentify, **M**anage and **C**ommunicate about bias, with **A**ccountability. Randy, you demonstrate high **CQ** through your communication technique, and use your higher rank for the greater good.

Want an alternative, or to take your communication a step further?

You can ***pull the person aside*** and say, “When you talk about ____ (cultural group, in this case, Latinas) in this way you can decrease our profitability by up to 35%. I have been remiss in not addressing this with you earlier, and I want to resolve this.”

This step’s success formula* is:

1. This is the effect of your communication
2. Here is what my part has been
3. Intent to resolve
4. Listen to their response

The next time you feel like walking away or exploding with, “**WHAT did you just say?**” experiment with one or both of these challenging communication steps instead to decrease costly conflict and talent loss; increasing prosperity.

Leaders, HR professionals, coaches, are you committed to increasing your cultural intelligence and prosperity? I invite you to set up a **strategy session** with me to explore your best approach.

I look forward to your comments including the results of your experiments with these two challenging communication steps.

To your success!



How to Pause and Identify Your Unconscious Bias

Welcome to our Bias Awareness Resource. In my programs, I invite participants to first center to move from the unconscious to the conscious for greater awareness and clearer decision making. I have a video on this brief centering process on my home page: www.marilynoh.com

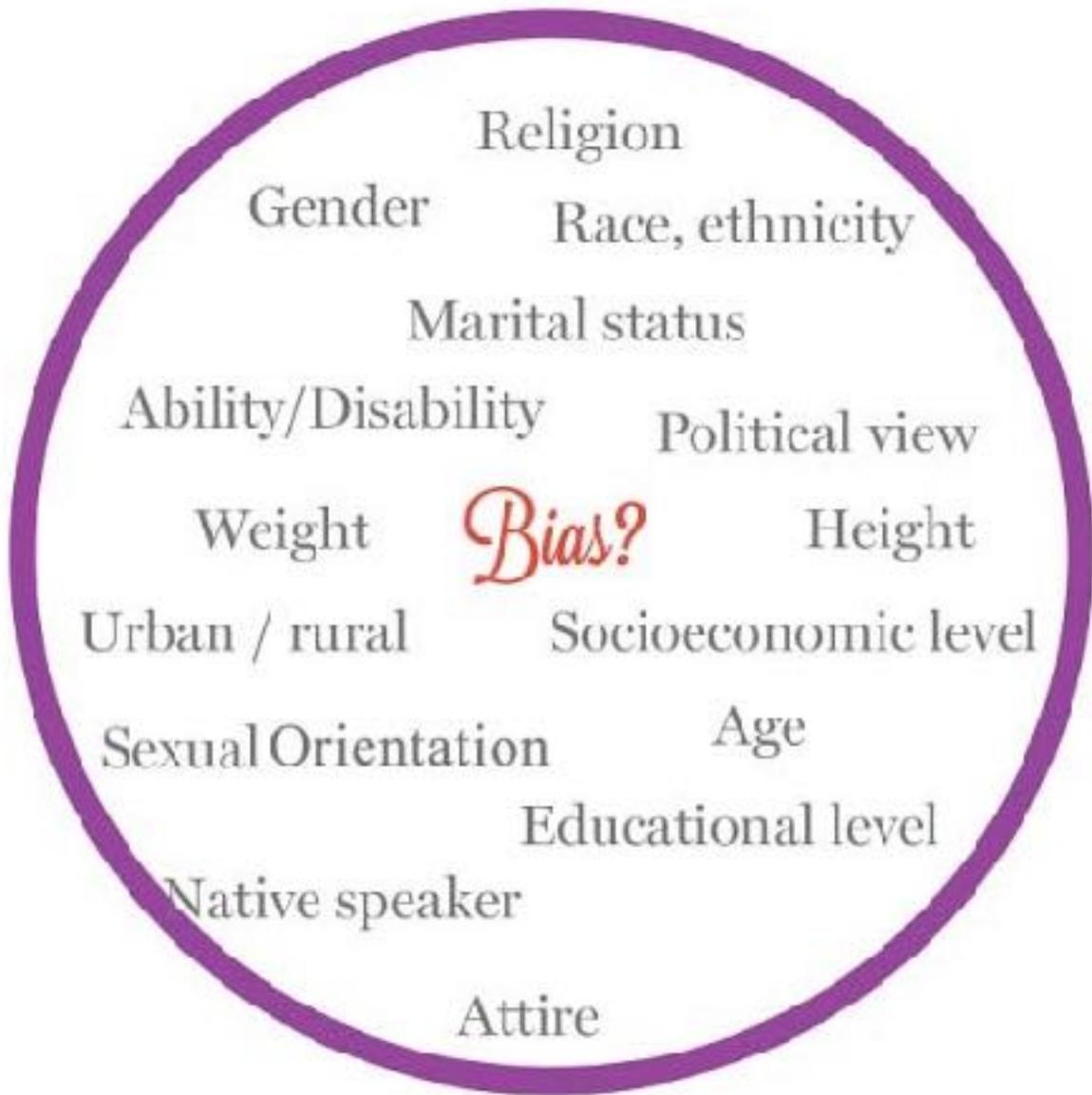
Next, bring to mind someone and consider all their cultural identities. This could be someone you will be interviewing, having a performance conversation with, a potential or current customer or client, etc. Cultural identity examples are found in the image. Then, answer the questions on the handout.

This quick exercise can save you from sabotaging success (yours, your organization's, and the people you deal with) and unleash potential. This is one of several ways of identifying bias, the first IMPACT step of the Breaking Free from Bias book and program.

Thank you for your commitment to being part of the Culturally Intelligent solution, including respectfully sharing power which leads to peace and prosperity. I look forward to our continued connection through this newsletter and on social media.

To your prosperity and peace,

Marilyn O'Hearne MA MCC



Before you begin a conversation, look at these cultural identities and check out your unconscious bias:

1. What do I think I know about this person based on their cultural identities?
2. How could my assumptions get in the way?
3. What assumptions and biases do I need to update?

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