What’s a good leader?
It depends.
We cannot master the subject of leadership without becoming students of culture.
“Content is king.”

--Bill Gates, 1996
“Content is king, but context is god.”

(Gary Vanerchuk)
Advice to Marketers:

- Respect the psychology of why people are using a certain platform
- Respect content that customers will like, not content you like
- Don’t interrupt their experience

Be Customer-Centric!
Leaders must be **Follower-Centric**!

The true value of content is judged in the crucible of context.
“The range of what we think and do is limited by what we fail to notice. And because we fail to notice, there is little we can do to change until we notice how failing to notice shapes or thoughts and our deeds.”

--R. D. Laing
What is it we are failing to notice?
Culture
GLOBE Study

- Culture and leadership
- 170 investigators
- 62 cultures
- 27 hypothesis
- 17,300 managers
- 951 organizations
“Leadership is culturally contingent.”

1. Cultural differences are not disappearing
2. Leadership is in the ‘eye of the beholder’
3. Be careful applying leadership theories across cultures
4. Be attentive students of culture
“What’s in your toolbox?”

IQ + EQ + CQ
CQ = the capability to function effectively across cultures

- Overall adaptability to motivate, negotiate, and accomplish results in whatever cultural context you find yourself
- Acquired intelligence
1. Ethnocentrism

My primary culture is:

- the center of the universe
- the best way to understand the world
- the baseline to evaluate your cultural behavior
Who’s Right and Who’s Wrong?

Cow: Yikes! What an eensy-weensy cow!

Frog: Wow! That’s one big, ugly frog!
“Intercultural sensitivity is not natural.”

--Milton Bennett
2. Demands the best of us morally

- **Humility**: “I am not better than you.”
- **Graciousness**: “It’s not wrong, just different.”
- **Self-awareness**: “I must see myself as you see me.”
- **Sensitivity**: “I am receptive and empathic toward you.”
- **Curiosity**: “I notice differences and want to understand.”
- **Flexibility**: “I want to meet you half-way.”
- **Authenticity**: “I want to be as honest as possible.”
3. Success breeds failure

“We all know that learning from failure is one of the most important capacities for people and companies to develop. Yet surprisingly, learning from success can present even greater challenges.”

-- Why Leaders Don’t Learn From Success, HBR
Why we don’t learn from success

- Fundamental attribution errors
- Overconfidence bias
- Failure-to-ask-why syndrome
When we think we have it all figured out, we are bound to get it wrong when crossing cultural borders.
The Economics of Trust

Source: Stephen Covey, *The Speed of Trust*
4. Lack of culture-specific leadership research
My Field Research

• “Emic” – inductive, built from the bottom up
• 38 long interviews and 11 focus groups
• 77 Thai leaders
• Youngest 19, Oldest 96
• Many walks of life, many levels of society
• 75 hours of recorded interviews in Thai
I Explored

• five abstract words that revealing Thai face values
• face behaviors of Thai leaders
• two patron-client models that stand in stark contrast to each other
• three sources of power available to Thai leaders
• a highly empowering Thai pathway to leadership
Wisdom grows when we listen to indigenous voices.
CQ’s four building blocks

Drive

Knowledge

Strategy

Action

Source: David Livermore, *Leading with Cultural Intelligence*
Leadership Behaviors – Germany/Thailand

Source: Adapted from Erin Meyer, *The Culture Map*
CQ’s four building blocks

Drive

Action

CQ

Knowledge

Strategy

Source: David Livermore, Leading with Cultural Intelligence
CQ teaches leaders to listen, learn, and adapt.
If you want to lead, context is everything.

Cooperation

Exploration

Collaboration

Innovation
Questions?
Our Services:

- Cultural Intelligence Consulting
- Cross-cultural Team Facilitation
- Workshops
  - Cultural Intelligence in the Workplace
  - Culturally Intelligent Leadership
  - ‘Winning The Hearts of Thais”
- Executive Coaching
- Executive Development
- Assessments (MBTI, Hogan, CQ)
- Cultural Adjustment Training

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