

The ingredients of effective international HR communication

Steve Flinders, York Associates

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Agenda

1. Context
2. A model for developing (soft) international HR skills
3. A case study
4. Questions and comments



Part 1

Context



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The HR context: two questions

1. Tell me about your competence (or career or professional ...) development framework.
2. What's the international dimension to this?



The (international) role of HR

1. Change managers
2. Cultural architects
3. Communication facilitators
4. ?



Part 2

A framework and model for developing (soft) international HR skills



The skills they need



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Language (= lexis)

1. The individual at work
2. HR policy and planning
3. Resourcing
4. Reward
5. Developing people
6. Health, safety, welfare and the environment
7. Employee relations
8. Employment law
9. Communication and culture



Reference: Key Terms in People Management, Steve Flinders

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Professional communication skills - generic

Presenting
Meeting
Telephoning
Negotiating
Writing
Socialising
and virtual



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Professional communication skills

- specific

Recruitment interviewing

Appraisal (→ describing people)

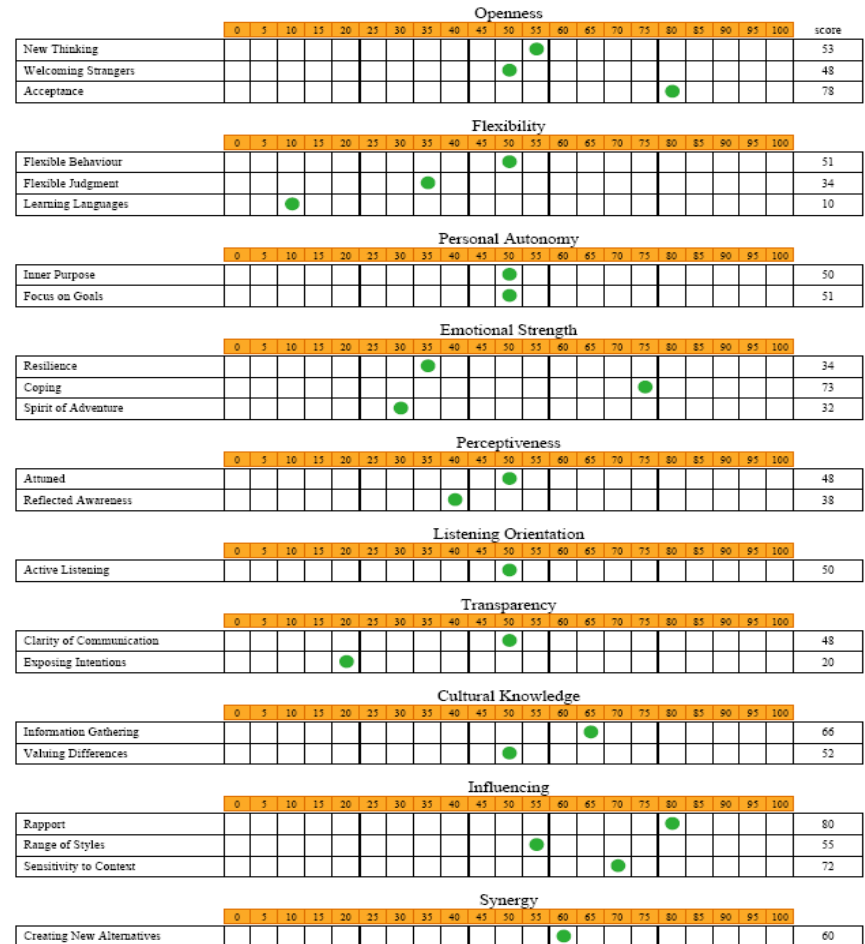
Providing information →

Explaining rights, duties and working conditions



Intercultural - The International Profiler (TIP) ©

- Openness
- Flexibility
- Personal autonomy
- Emotional strength
- Perceptiveness
- Listening orientation
- Transparency
- Cultural knowledge
- Influencing
- Synergy



The TIP model - 10 competencies and 22 dimensions

PULL COMPETENCIES

1. **Openness**
 - New Thinking
 - Welcoming Strangers
 - Acceptance
2. **Flexibility**
 - Flexible Behaviour
 - Flexible Judgement
 - Learning Languages

PUSH COMPETENCIES

3. **Personal Autonomy**
 - Inner Purpose
 - Focus on Goals
4. **Emotional Strength**
 - Resilience
 - Coping
 - Spirit of Adventure

COMMUNICATION

5. **Perceptiveness**
 - Attuned
 - Reflected Awareness
6. **Listening Orientation**
 - Active Listening
7. **Transparency**
 - Clarity of Communication
 - Exposing Intentions

CULTURAL KNOWLEDGE

8. **Cultural Knowledge**
 - Information Gathering
 - Valuing Differences

LEADING ACROSS CULTURES

9. **Influencing**
 - Rapport
 - Range of Styles
 - Sensitivity to Context
10. **Synergy**
 - Creating New Alternatives



Intercultural skills (The International Profiler 1)

Openness

New thinking: like to be exposed to unfamiliar ideas and approaches.

Welcoming strangers: keen to initiate contact and build relationships with new people.

Acceptance: tolerate behaviour that is very different from their own.

Flexibility

Flexible behaviour: can adapt to different cultural situations.

Flexible judgement: avoid coming to quick and definitive conclusions about new people.

Learning languages: motivated to learn and use the languages of business contacts.

Personal autonomy

Inner purpose: hold strong personal values and beliefs that provide consistency when dealing with unfamiliar circumstances.

Focus on goals: strong persistence in achieving goals regardless of pressures to compromise.

Emotional strength

Resilience: tough enough to risk making mistakes as a way of learning; tend to 'bounce back' when things go wrong.

Coping: can deal with change and pressure even in unfamiliar situations; stay calm under pressure.

Spirit of adventure: ready to seek out variety, change and stimulation in life ...



Intercultural skills (The International Profiler 2)

Perceptiveness

Attuned: can focus on picking up meaning from indirect signals such as intonation, eye contact and body language.

Reflected awareness: are conscious of how they come across to others.

Listening orientation

Active listening: check and clarify, rather than assume understanding of others.

Transparency

Clarity of communication: are conscious of the need for a style that minimises the potential for misunderstandings.

Exposing intentions: are able to build trust in an international context by putting needs into a clear and explicit context.

Cultural knowledge

Information gathering: take time to learn about unfamiliar cultures.

Valuing differences: like to work with colleagues and partners from diverse backgrounds.

Influencing

Rapport: exhibit warmth and attentiveness when building relationships in a variety of contexts.

Range of styles: can adapt style to make international partners feel comfortable.

Sensitivity to context: good at understanding where political power lies in organisations.

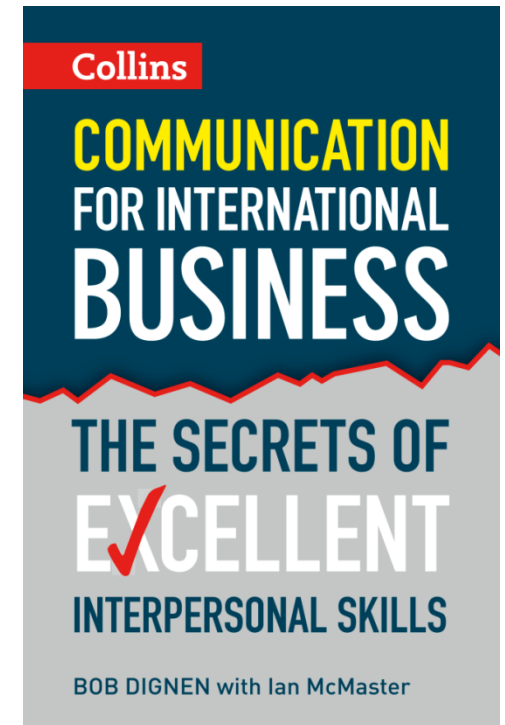
Synergy

Creating new alternatives: have an approach to team work that ensures that different cultural perspectives are understood and used.



Interpersonal skills

Relationships
Networking
Trust
Influencing
Decisions
Conflict
Feedback



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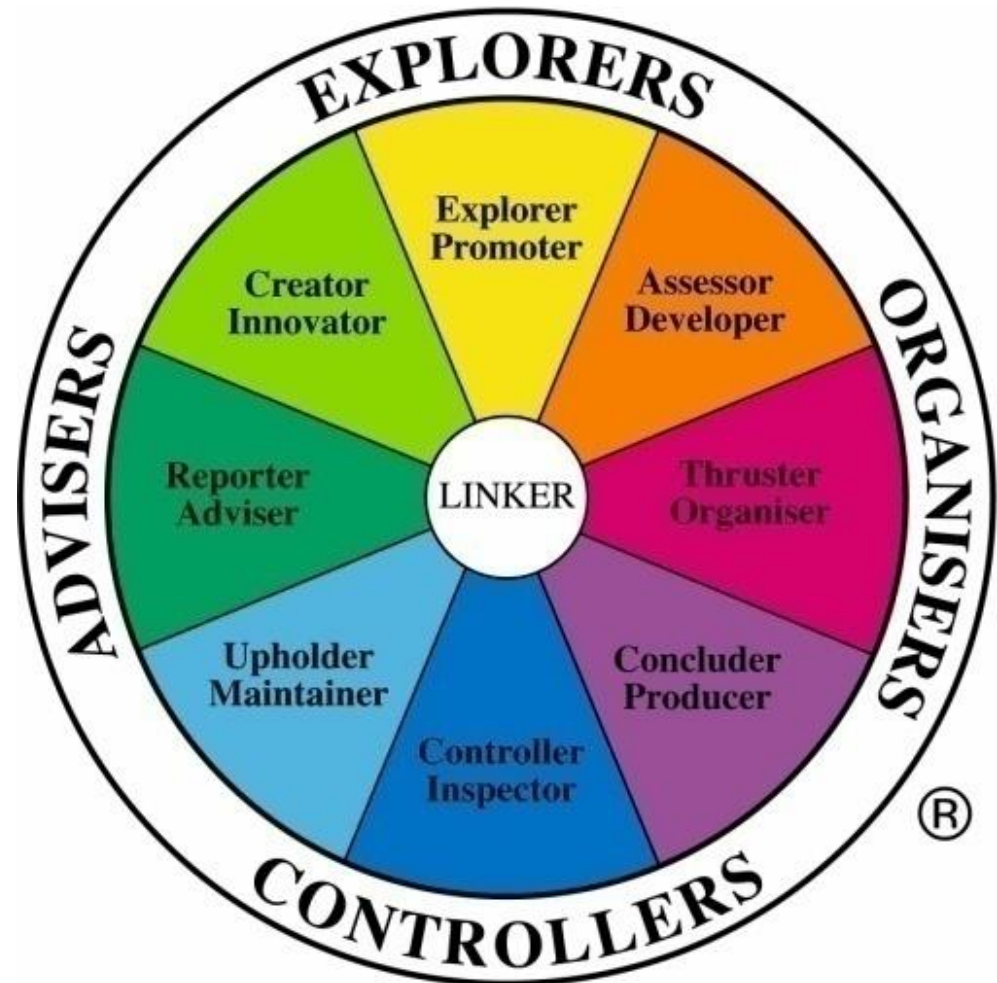
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Leadership skills

-for team building

e.g. The Team Management Profile →

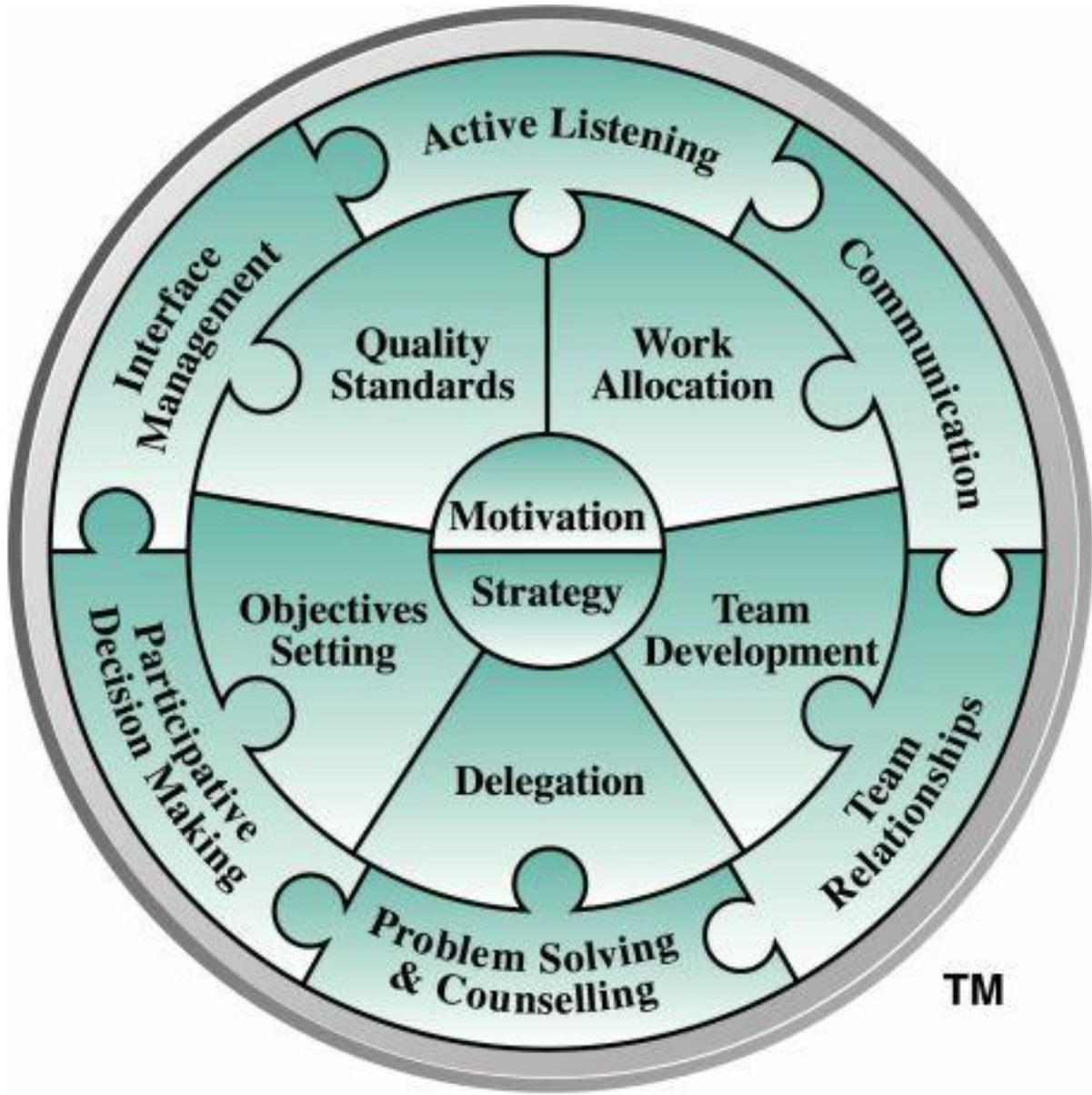
-for project communication



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The Margerison-McCann Linking Skills Jigsaw



Part 3

Case study



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The client

- Large French multinational
- International HR team in four units: strategic planning, comp & ben, L&D, talent
- Implementing global HR policies in 15 + countries worldwide



A sample group TIP exercise

Creating New Alternatives	77	High-Mid
Flexible Behaviour	73	High-Mid
Range of Styles	71	High-Mid
Acceptance	67	High-Mid
Sensitivity to Context	67	High-Mid
Flexible Judgement	66	High-Mid
Valuing Differences	63	High-Mid
Active Listening	61	High-Mid
New Thinking	59	Mid-Range
Attuned	58	Mid-Range
Exposing Intentions	55	Mid-Range
Inner Purpose	47	Mid-Range
Information Gathering	47	Mid-Range
Rapport	45	Mid-Range
Welcoming Strangers	44	Low-Mid
Resilience	44	Low-Mid
Coping	42	Low-Mid
Spirit of Adventure	41	Low-Mid
Clarity of Communication	29	Low-Mid
Focus on Goals	28	Low-Mid
Learning Languages	25	Low-Mid
Reflected Awareness	20	Low



Recommendations

1. Skills transfer
2. Developing a vocabulary for reflecting on competence and behaviour
3. Feedback
4. Sharing best practice(KM)
5. Diaries
6. Results through relationships



Translated into training ...

Day 1 icebreaking → alignment:

Two props: the consolidated scores and a map of the world

1. Individual: what do you do well?
2. Groups: what are the main collective strengths and weaknesses

Day 2 transfer to the business:

1. Ranking the 15 countries per unit and comparing
2. What do you need to go on doing? stop doing? develop? (colour coded) → team priorities



And finally ...

What about the workers?

- Levelling the playing field in international communication training ...



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Any questions? Comments?



Steve Flinders

York Associates

steveflind@aol.com

www.york-associates.co.uk