



CONNECTIVITY

**Delivering global
security in
multicultural
environments**

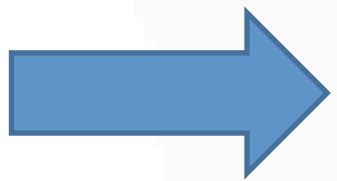
Werner Cooreman



Diversity of a connected world



The
Challenge of
Security



The Challenge of
Global Security



Focus on the Team



Common challenges





Team challenges

MOSCOW 1 PERSON

“I am all on my own here and at the mercy of the Boston group. I need to make sure that the boss has my back.”

SINGAPORE/TOKYO 3 PEOPLE

“Our opinions are often ignored. It’s so difficult to find a good time to exchange ideas, and even if we do manage to connect, we can’t get a word in edgewise.”

LONDON 5 PEOPLE

“We represent the most challenging regions in terms of diversity and institutional hurdles. The Boston team really doesn’t understand our markets.”

BOSTON 8 PEOPLE

“We do the important work and have easy access to the boss.”

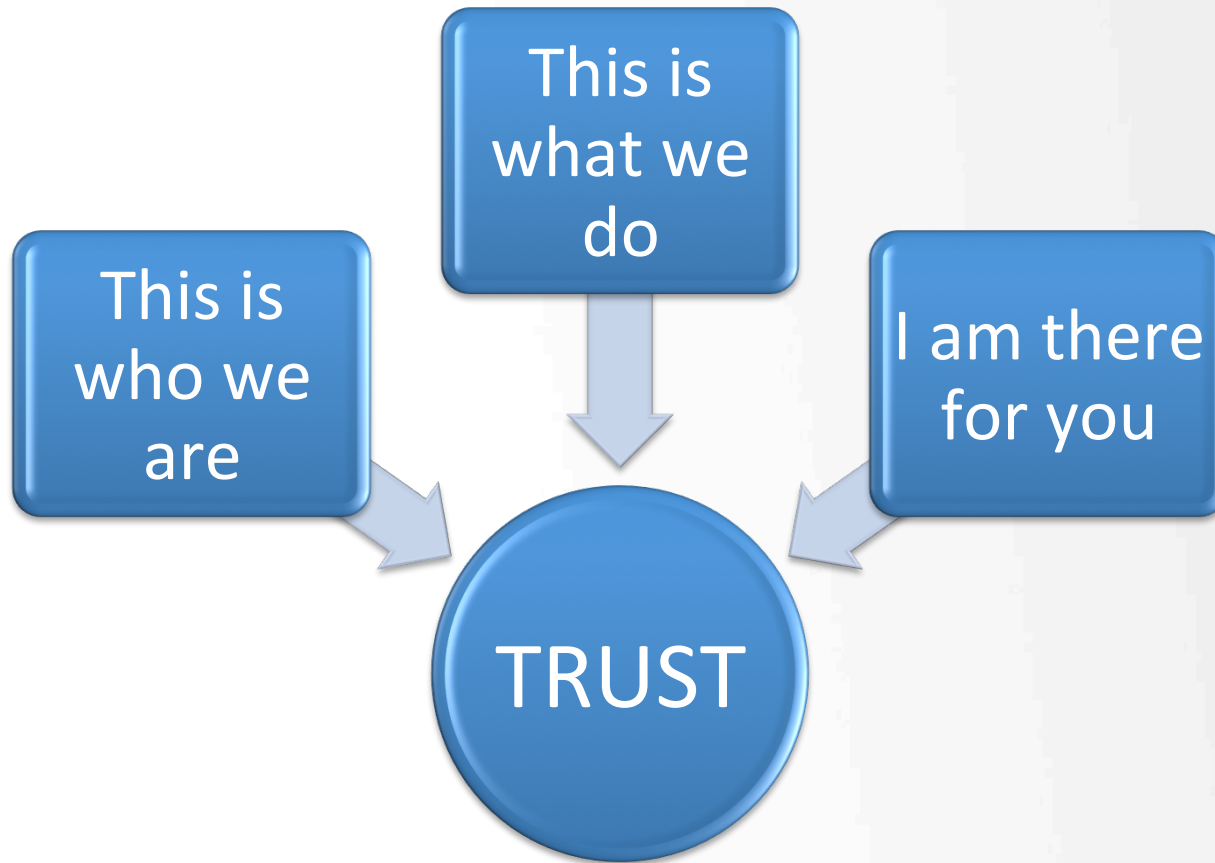
Social
Distances

Trust

Perception of
Power

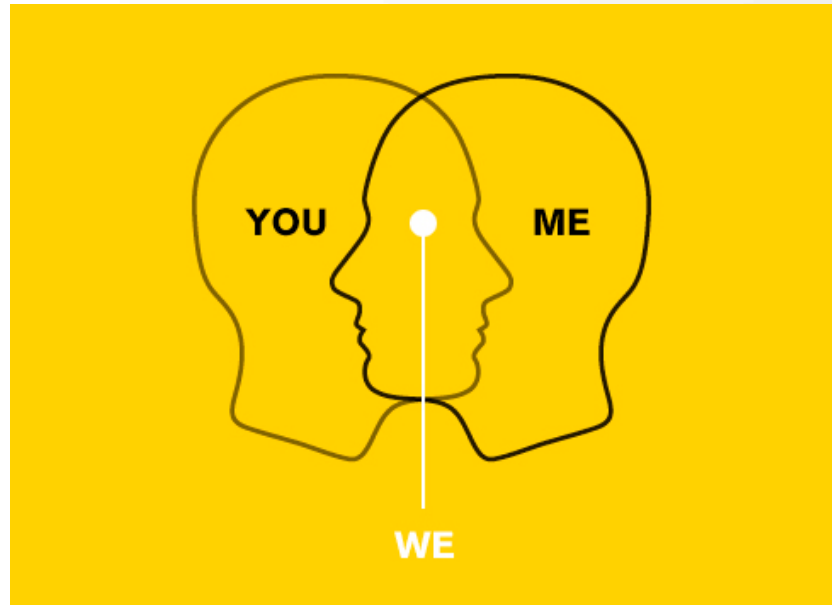


Leader's Key Messages



Build in Empathy

- Feedback on routine interactions
- Build in unstructured time
- Encourage disagreement





Deal with the fluency gap

FLUENT SPEAKERS DIAL DOWN DOMINANCE

- Slow down the pace and use familiar language (e.g., fewer idioms).
- Refrain from dominating the conversation.
- Ask: “Do you understand what I am saying?”
- Listen actively.

LESS FLUENT SPEAKERS DIAL UP ENGAGEMENT

- Resist withdrawal or other avoidance behaviors.
- Refrain from reverting to your native language.
- Ask: “Do you understand what I am saying?”
- If you don’t understand others, ask them to repeat or explain.

TEAM LEADERS BALANCE FOR INCLUSION

- Monitor participants and strive to balance their speaking and listening.
- Actively draw contributions from all team members.
- Solicit participation from less fluent speakers in particular.
- Be prepared to define and interpret content.

Get to the bottom of identity

Yes, I can do this...





Consider Technology





LEAD BY EXAMPLE

