



Presenting Effectively Across Language, Culture and Technology

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Objectives

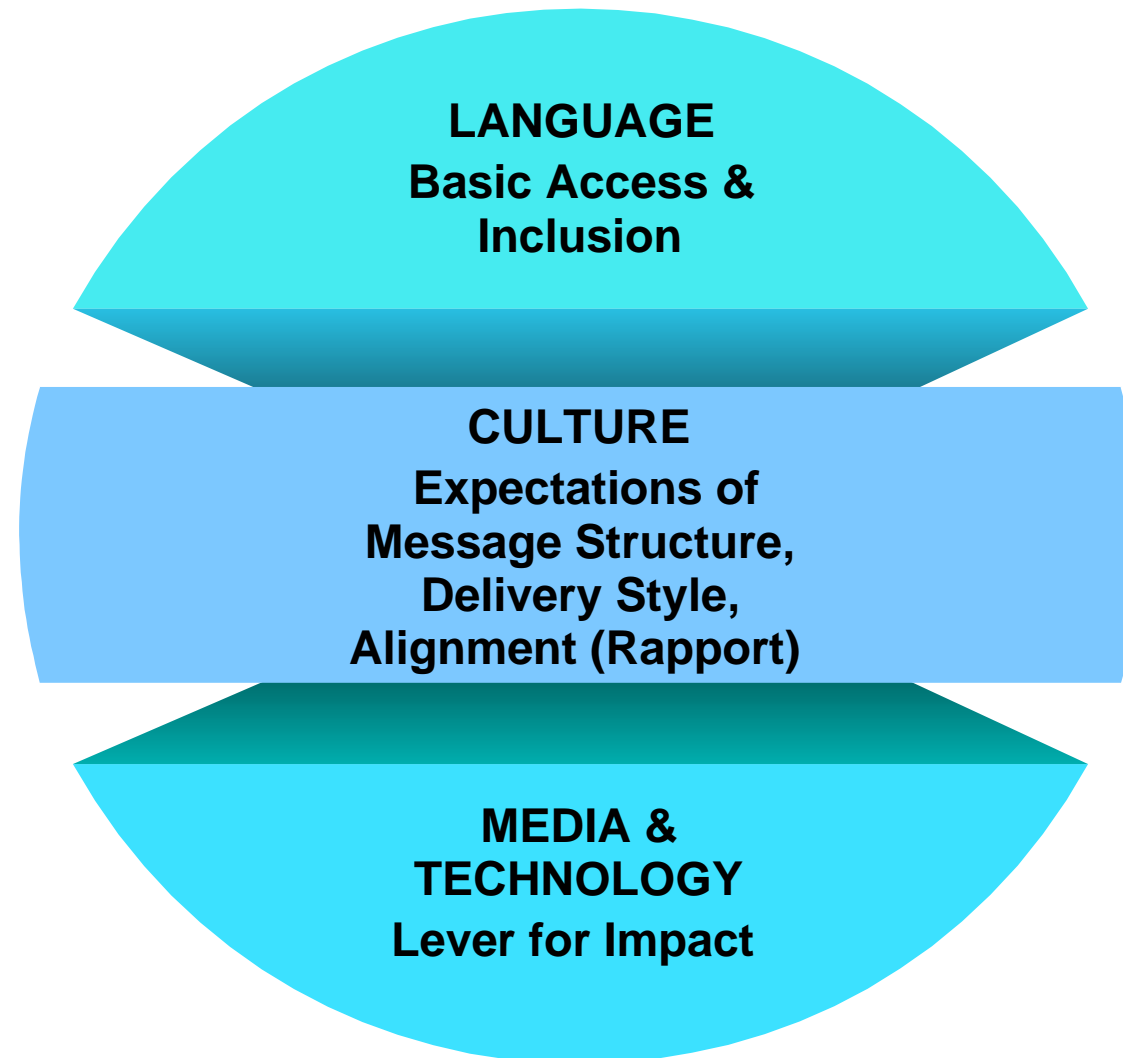
- Provide practical tips for effectively presenting to international audiences
- Create interest in the impact of culture and business
- Introduce tools for building multicultural skills



If all my talents were taken from me by some inscrutable Providence, and I had my choice of keeping just one, I would unhesitatingly ask to be allowed to keep the **Power of Speaking**, for through it, I would quickly recover all the rest.

Daniel Webster

Mastering Three Key Challenges



Communicating Across Language

- Assess language competencies and comfort levels in advance and devise your communication strategy accordingly:
 - ▶ **Provide written documentation in advance**
Remember: reading comprehension is often better than oral comprehension or speaking ability
 - ▶ **Use graphic illustrations to emphasize key points**
Remember: seek feedback to ensure that you use culturally appropriate illustrations
 - ▶ **Use a professional or lay interpreter if necessary**
Remember: (1) brief your interpreter on your main presentation goal in advance, (2) do NOT look at the interpreter when speaking and (3) pause frequently to allow interpretation

Communicating Across Language

(continued)

- ▶ Provide a glossary of terms with translations
Remember: specific terminology and acronyms can be significant hurdles to effective communication
- ▶ Understand your own accent and speech pattern
Remember: everybody has an accent that can be difficult to comprehend
- ▶ Modify your speech and presentation pattern
Remember: Enunciate clearly, monitor your speed, reduce/avoid idiomatic expressions and contractions, use humor carefully
- ▶ Acknowledge the difficulty of nonnative speakers
Remember: speaking and listening extensively in a foreign language can be difficult and strenuous

Communicating Across Language (continued)

- ▶ Pause frequently to allow non-native speakers to clarify in their native languages
Remember: people may need to seek clarification in their native language - they are not talking about you!
- ▶ Use humor carefully **Remember:** humor is difficult translate and highly culture- and language dependent; avoid irony and sarcasm
- ▶ Avoid ethnocentric expressions, examples and metaphors
Remember: they lurk in unexpected places (e.g.; off-shoring, American, "rest of the world," best practices, etc.)

Cultural Terms Quiz

- 1. A "handie" is:
 - a. a hidden expense line in the budget
 - b. the way Germans refer to their mobile phones
 - c. an accessible tissue

- 2. To "table" an issue means to:
 - a. leave it to discuss later
 - b. log it as a meaningful issue to be addressed
 - c. make it someone else's issue

Cultural Terms Quiz (*continued*)

- If I'm by my "Pat Malone" on a project
 - a. The project lead is named Pat Malone
 - b. I'm alone on the project
 - c. I'm the only female on the team

- You are told to remember "your broolly" on the way to the office because:
 - a. The team needs a scribe
 - b. It's raining
 - c. You own the action item list

Cultural Terms Quiz (*continued*)

- You are told that your manager was "gobsmacked" by the audacity of your proposal. You should:
 - a. anticipate your next pay raise
 - b. update your C.V. (resume)
 - c. get on the manager's calendar asap

Some U.S. terms that may be challenging for non-native speakers.....

- Many of our baseball terms
 - ▶ "we need to touch base quarterly"
 - ▶ "they threw us a curve ball"
 - ▶ "we need a home run"
- "Push back" (to us a noun, typically a verb)
- "Deep Dive"
- "Drill Down"
- "Time box"
- ...

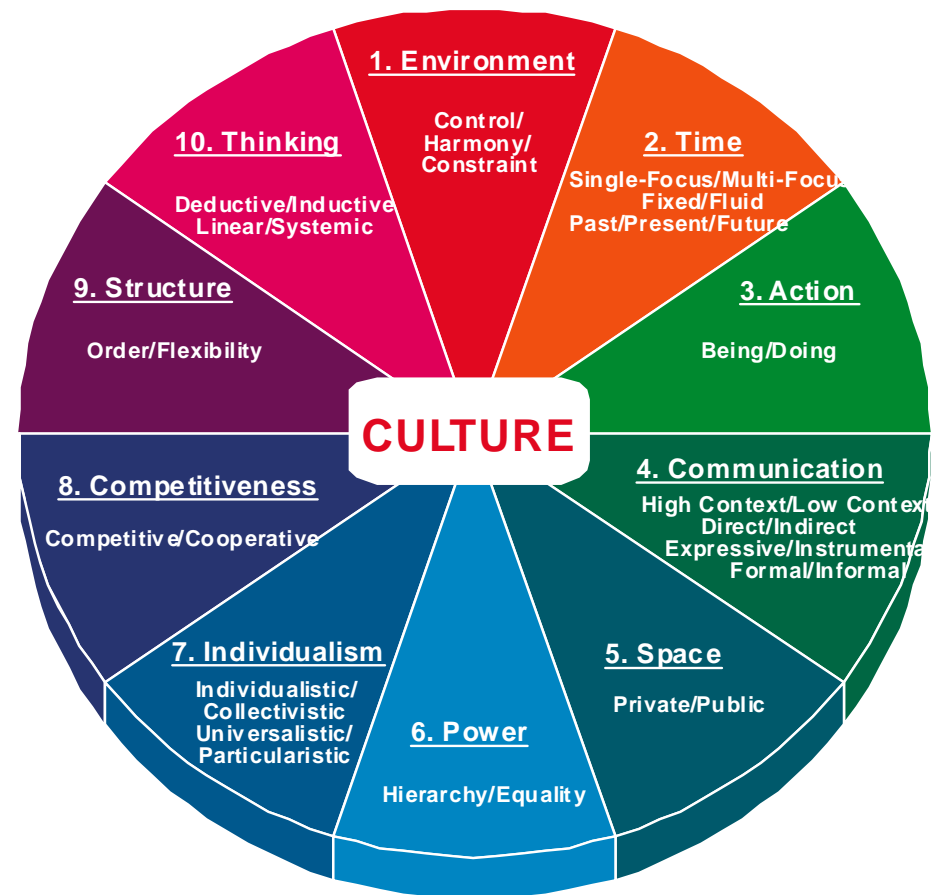
Communicating Across Culture

■ Key Issues Sensitive to Cultural Differences:

- ▶ Presentation of Self
- ▶ Rapport
- ▶ Presentation of Ideas/ Reasoning
- ▶ Feedback/Interactivity
- ▶ Conflict Behavior
- ▶ Need for Context
- ▶ Style

■ Key Dimensions of Culture to manage:

- ▶ Communication
- ▶ Power
- ▶ Individualism
- ▶ Structure
- ▶ Thinking



Cultural Factor: *Communication*

Expressive

- Presenter relates to audience emotionally
- Displays of personal engagement, energy, and passion are critical to convey message
- Personal qualities, eloquence and charisma are valued

Instrumental

- Presenter relates to audience in a depersonalized, "objective" manner
- Issue-centered, factual unemotional and unemotive style communicate credibility



Cultural Factor: *Communication*

High Context

- Focus on and react to the *implicit* message
- The messenger is the message (i.e, interpret body language, posture, age, status, room setup, media etc. to distill the "whole message")
- Require and provide a lot of detail about the context of a given issue or topic without clearly articulating the "bottom line."



Low Context

- Focus on and react to the *explicit* message
- Distinguish between the message and the messenger (i.e., focus is on the message)
- Require and provide a lot of documentation
- Value the clear articulation of the "bottom line."

Cultural Factor: *Power*

Hierarchy

- Expect a prescriptive, authoritative handling of subject matter by higher ranked presenter
- Expect displays of deference to higher ranking individuals (i.e. absence of challenge)
- May not engage in brainstorming or open feedback if higher ranking individuals are present

Equality

- Expect a consultative and facilitative handling of subject matter by higher ranked presenter
- '*Not knowing*' by a higher ranked presenter or Subject Matter Expert is acceptable
- Expect challenge regardless of formal rank or status
- Engage in open ended brainstorming and feedback regardless of audience makeup



Cultural Factor: *Individualism*

Collectivism

- Emphasize the group through inclusive language ("we" vs. "you") and shared accountability
- Avoid public reference and acknowledgment of individuals
- Require and value consensus building processes
- Respond well to references to collective identity, background and history

Individualism

- Emphasize the role of individuals and individual accountability
- Value the public recognition of individual accomplishments
- Theme of individual initiative, empowerment and decision making resonate



Cultural Factor: *Structure*

Order	Flexibility
<ul style="list-style-type: none"> ● Expect well organized and structured presentations ● Value planning and attention to detail ● Audience may expect a preview of presentation material well in advance to prepare themselves for discussion and feedback ● Surprises, last minute changes and messages that convey ambiguity are avoided 	<ul style="list-style-type: none"> ● Value extemporaneous and improvised presentation ● Minimize planning and preparation ● Audience is tolerant of changes and may not expect to preview material ● Spontaneous feedback and discussion are valued ● More tolerance of ambiguity and uncertainty in form and content of a presentation



Cultural Factor: *Thinking*

Systemic

- expect exploration of the big picture and discussion of principles
- evaluate presentation/presenter based on the soundness of logic and reasoning

- expect exploration of the big picture and interconnectedness of issue
- requires data and facts
- responds well to case studies and examples

Deductive

Inductive






- evaluate presentation/presenter based on the soundness of analytic reasoning
- expects the reasoning to yield an exploration of discreet priorities

- expect analytic approach based on data and facts
- breaks issues down into discreet priorities
- responds well to case studies and examples



Linear

Practices of a Culturally Competent Presenter

-  Continuously solicits feedback to understand personal presentation style and the embedded, hidden assumptions
-  Develops the ability for *style-switching* (i.e., switch to a different presentation style and strategy when it communicates your message better)
-  Engages in *cultural due diligence* as a routine part of preparing your presentations
-  When communicating to a multicultural audience, includes elements of each cultural orientation
-  Often seeks coaching to improve skills



Considerations when there is a choice of media....

Communicating Across Technology

- Technology refers to (1) format of your presentation and (2) media to support your message
- Technology can be a great enabler or a formidable obstacle to getting your message across: The choice is yours!

Communicating Across Technology

Key Levers	Words	Control over Format	Voice Tone	Feedback	Non-verbal	Use of multiple media	Control over setting	Physical contact	Informal Exchange
Formats									
Telephone conference	very dependent on words	limited	critical	limited	no	not controllable by presenter	limited	no	no
Video-conference	dependent on words	medium	very important	medium	limited	more controllable	limited	no	no
Web-Conference	dependent on words	medium	very important	medium	no	controllable/variable	no	no	no
Face-to-Face Meeting	less dependent on words	most control	very important	most control/opportunity	very important	most variable	most	most	most



Communicating Across Technology:

Media

Telephone conference

Video-conference

Web-conference

Face-to-Face Meeting

Requirements for success

high levels of relationship and rapport ensure success

helps overcome low levels of relationship and rapport

Communicating Across Technology Tips

- Do not chose media and format based on your own preference, but on what is best suited for you message and the level of rapport/context needed
- Chose media that is best suited to transport your core message (no frills)
- Blend media to satisfy differing learning styles and cultural factors
- For both format and media, chose the common denominator (not the latest technology)
- Compensate for the shortcomings of each presentation medium