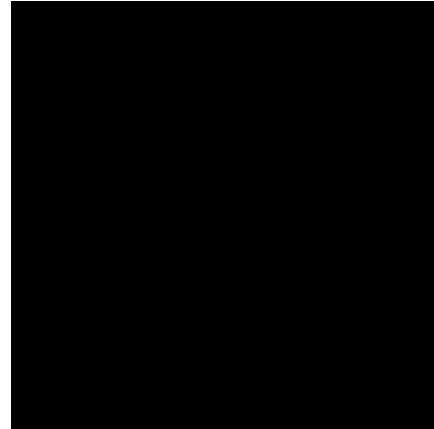
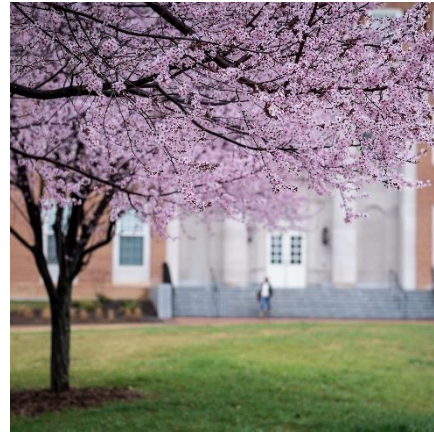




SESSION 9:

LEADING PEOPLE WHO ARE
DIFFERENT FROM YOU

WAKE FOREST
CAPTAINS' PROGRAM



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Weiner's Attribution Theory



	Stable (permanent)	Unstable (temporary)
Internal (personal dispositions)	<ul style="list-style-type: none">• Ability• Intelligence• Character	<ul style="list-style-type: none">• Skills• Effort• Mood• Fatigue
External (situational or environ. demands)	<ul style="list-style-type: none">• Task Difficulty	<ul style="list-style-type: none">• Luck• Chance• Opportunity

Fundamental Attribution Error



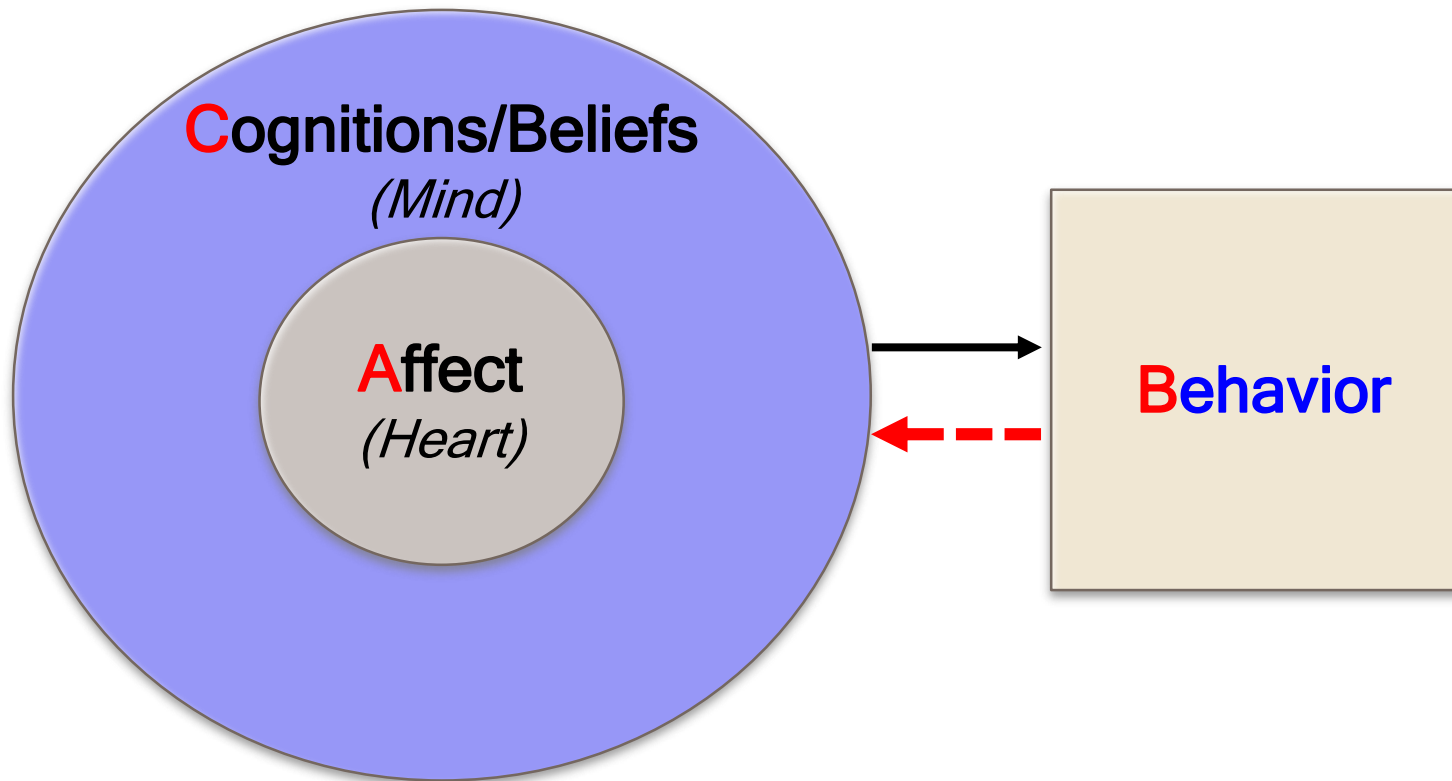
Situational Exercise

You have two athletes from Barrow, Alaska joining your team this summer. They are from the Inuit ethnic group who have lived in the Barrow region for over 1,500 years. The athletes are from a family that follow the old ways, thus they engage in traditional subsistence (e.g., hunt, fish, and gather) living. Hunting and fishing are full-time jobs for most people. Entertainment consists of telling traditional stories, attending neighborhood dances, and surfing the internet, if and when available. Barrow is located 320 miles from the Arctic Circle.

Requirements:

1. Map out your thoughts and beliefs about Inuit people.
2. Create a plan to integrate these Inuit athletes into the team and break down any potential prejudices.

ABC Model for Attitude Change



Focus on Changing Behavior First !

Categoryzation & Prejudice

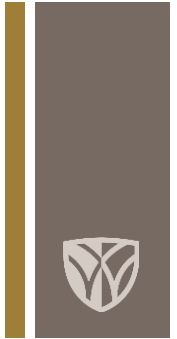


“Brown Eyes, Blue Eyes”



<https://www.youtube.com/watch?v=onKVeZaDzWg>

How Does Prejudice Develop?



- **Socialization** (learning)
- **Competition** (realistic group conflict)
- **Frustration** (scapegoat)
- **In-group vs. Out-group** (social identity)
- **Belief Dissimilarity**

Barriers to Effective Leadership



Ethnocentrism: The tendency for individuals to place their own group (ethnic, racial, or cultural) at the center of their observations of others and the world.

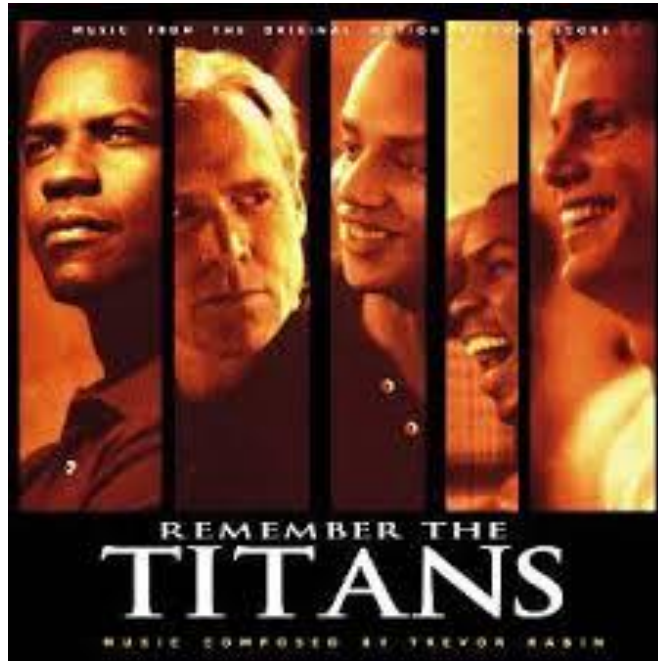
Prejudice (negative): Inflexible negative generalizations about members of a particular group.

Use **NICE** to Break Barriers

- **N**orms favoring equality
- **I**nterdependence
- **C**lose contact (sustained)
- **E**qual status



Remember the Titans



Best Practices



Engage in Exemplary Leadership

- Model respect and inclusiveness for all
- Shape positive climate where people feel safe to voice their opinions
- Invest in building quality relationships with each teammate
- View and treat all teammates like valued team members and leaders

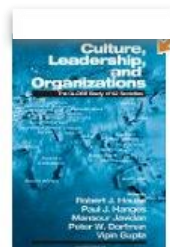
Build Cooperative Interdependence

- Emphasize the common purpose, values, & objectives to unite all
- Create a mentoring program
- Purposefully assign roommates
- Conduct team building activities with diverse pairings

Globe Study's 9 Dimensions of Culture



1. **Performance Orientation**- reward performance and excellence
2. **Uncertainty Avoidance**- rely on rules to reduce uncertainty
3. **Power Distance**- centralize and stratify power
4. **Humane Orientation**- reward being fair and caring towards others
5. **Assertiveness**- confident, firm, or forceful in relationships
6. **Future Orientation**- plan for and invest in future
7. **In-Group Collectivism**- loyalty to and cohesiveness within groups
8. **Institutional Collectivism**- groups and society reward people for promoting collective well-being
9. **Gender Egalitarianism**- minimizes gender role differences



Latin America's Scores on 9 Dimensions of Culture



Practice

1. Performance Orientation - Moderate
2. Uncertainty Avoidance - Moderate
3. Power Distance - **High**
4. Humane Orientation - Moderate
5. Assertiveness - Moderate
6. Future Orientation - Moderate
7. In-Group Collectivism - **High**
8. Institutional Collectivism - Moderate
9. Gender Egalitarianism - **Low**



Situational Exercise



Situation: Your team has six athletes from Latin America and you want to learn about their culture to lead them more effectively. Members of your coaching staff are all males.

Requirement: In table groups, use the nine dimensions of culture, from the Globe Study, to determine how you will adjust your leadership behavior to earn trust with the athletes from Latin American. Be prepared to brief your planned changes in leader behavior and reasons to the collective.

Leading Across Cultures



The 4 I's of Transformational Leadership

Idealized Influence:

***Role Model**

***Dependable**

***Get Results**

Individual Consideration:

***Meets Needs**

***Coach & Mentor**

***Reflect Talent**

Inspirational Motivation:

***Compelling Vision**

***Higher Purpose**

***High Standards**

Intellectual Stimulation:

***Challenge Ways**

***Leverage Talent**

***Enable Initiative**

Take-Away Points



- ✓ We use mental categories to form impressions of people, ensure the information in the categories is accurate
- ✓ Respect peoples' differences and see what you can learn from them
- ✓ Prejudice can develop very quickly and take a long time to breakdown
- ✓ Use NICE to combat prejudice or enhance relationships
- ✓ Leaders need to be purposeful about getting athletes from different cultures to interact together
- ✓ Be careful not to create in-group and out-group
- ✓ Globe is a good resource to use to learn about various cultures
- ✓ Transformational leadership tends to be universal

