DPLS 773 Intercultural Leadership

Fall 2009 3 Credits
Professor: David Whitfield, Ed.D.
Class Logistics:
Room: Tilford 115
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Saturday Mornings: 8-12 noon.Class Dates: Sep 5, 19; Oct 3, 17, 31; Nov 7, 21; Dec 5
Office Hours: By appointment

Required Texts

Course Objectives
1. Construct a "business case" for intercultural leadership.
2. Explain and apply the different categories of culture to a variety of organizational settings. Specifically:
   a. Egalitarian cultures
   b. Hierarchical cultures
   c. Low context cultures
   d. High context cultures
   e. Personal culture
   f. National culture
   g. Corporate culture
3. Explore and apply approaches to intercultural communication: its theories, principles, and constructs.
5. Define the nine (9) major dimensions of cultures: Future orientation, gender egalitarianism, assertiveness, humane orientation, in-group collectivism, institutional collectivism, performance orientation, power concentration vs. decentralization (power distance), and uncertainty avoidance.
6. Relate dimensions to intercultural leadership and discuss impacts and implications of 10 of the countries studied as time permits. Note: 25 countries/societies are offered in the text (Chhokar et al., 2008).
7. Delineate and elaborate on intercultural followership/global followership, intergenerational leadership with the major dimensions in mind.

8. Define intercultural synergy and apply it to effectively leading multicultural teams.

9. Write a plan for your leadership to assemble and lead an intercultural team consisting of members (representatives) from the societies studied in the GLOBE research. Consider culture, communication, the dimensions, followership, intergenerational leadership, and synergy, etc.

**Course Description**

DPLS 773 introduces you to the theories behind intercultural leadership. First we will set the foundation through identifying components of culture and intercultural communications, and then we will engage in a deeper investigation by examining the GLOBE research focusing on 10 (as time permits) of the 25 societies studied. Next, we examine the corresponding cultural dimensions of Argentina, China, India, USA, Russia, Mexico, Germany, Spain, Columbia, and Turkey with a focus on understanding how members of those cultures see the world, think, make decisions, view leadership, communicate, and lead. This course captures seminal and groundbreaking work in the intercultural field, exploring domains critical to every leader's development in today's climate.

**Grading-Deliverables (APA Format)**

Grades will be based on your preparedness, class participation, and timely submission of the following deliverable:

1. Write two scholarly papers, consisting of at least 10 but not more than 12, word-processed, double-spaced pages.
   a. Paper 1-Compare and contrast two cultures (countries/societies) using the leadership dimensions studied by the GLOBE report (Chhokar et al., 2008)). Include theories and data (where relevant); plus, describe how the dimensions relate to you as an intercultural leader-this is the "so what?" part of your paper-25%.
   b. Paper 2-Using culture, intercultural communication, the dimensions, followership, and synergy, including components of the Geoleadership model: the 7 C (Wibeke, 2009), develop a six-month to 12-month leadership plan to prepare you to form and lead an intercultural team whose members are selected from the cultures (countries/societies) studied. Consider your own leadership vision, mission, and development goals (identify where are you now and where do you want to go - gap analysis for being an effective intercultural leader) and what you would do with your team to help create a compelling environment for all. Your plan may include your priorities for the team, facilitating approaches, and activities, and even ways of measuring performance in an intercultural setting (tip: collectivists do not measure the performance of an individual). Substantiate your plan with course material e.g., theories, data, research, interviews, personal experience, discussions, and your creativity, leader! -35%.

2. Group presentation-Collaborate with two or three other class members (each group not to exceed 4 persons) and prepare a 25- to 30-minute presentation on any topic of your choice, relevant to the class material, but not something we covered in class. N. B. Think
about "take-aways," meaning what you would like class members to walk away with. Present an outline/handout to the instructor at time of presentation-20%.

1. An option: Each member interview a leader with intercultural experience. Select five questions for the interview two of which will be, "What has been your biggest challenge leading a multicultural team, department, or organization?" "What skill, attitude shift, or actions helped you increase your success as a leader in an intercultural setting?" deliver the interview responses as your group presentation content.

2. Class participation-4 class summaries (main points of 4 of the 8 classes). The first summary will be due after the first class. Plus, select 4 of the 8 chapters in the Samovar book and respond to at least one question at the end of the chapter you select—not to exceed 2, double-spaced, word-processed pages per question—make it count. Participate in intermittent Blackboard discussions-20%.

### Order of Topics, Reading, and Study

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<tr>
<th>Date of Session</th>
<th>Topics/Focus</th>
<th>Text &amp; Deliverables</th>
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| 1. September 5  | Introduction, Business Case | • Preface and Chapter 1 of Chhokar, et al.  
• "Overview of The Global Manager" |
| 2. September 19 | Overview of Culture | • Chapters 1, 2 of Wibbeke; 3, 4, 5 of The Global Manager  
• First Samovar paper is due |
| 3. October 3    | Intercultural Communication | • Chapters 1-3, Samovar, et al.  
• Ch. 5, The Global Manager; Ch. 4, Wibbeke |
| 4. October 17   | Societies/Countries, Dimensions | • Chapters 1, 2, 4, 6, 14 of Chhokar, et al.  
• Pp. 302-313, Samovar  
• Second Samovar paper is due |
| 5. October 31   | Societies/Countries, Dimensions | • Chapters 17, 18, 19 of Chhokar, et al.  
• Scholarly Paper 1 is due |
• Chapter 14, The Global Manager  
• Third Samovar paper is due  
• Start Group Presentations |
| 7. November 21  | Finish Followership, Intergenerational Leadership, Synergy | • Handouts on Intergenerational Leadership & Synergy  
• Geoleadership Model: Wibbeke  
• Finish Group Presentations |
| 8. December 5   | Summary & wrap-up | • Paper 2 is due  
• Fourth Samovar paper is due |
REFERENCES

OTHER REFERENCES
Note: We have permission to take the quizzes on different countries located at this URL.
http://www.kwintessential.co.uk/cultural-services/articles/intercultural-mergers.html

See saved URLs for Intercultural leadership class.