



**Vision-Driven Personal Leadership
for International Educators:
More than Intercultural Competence**

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**Vision-Driven Personal Leadership
for International Educators**

1. Premise for Managing Cultural Differences

Coffee Break

2. Personal Leadership Overview

Lunch Break

3. Crafting Our Vision

Coffee Break

4. Applying the Vision-Driven Approach

Morcillas de Burgos



“Cultural Differences” Our view

- Race, Gender, Language, Generation, Sexual orientation, Regionality, Nationality, Socioeconomic status, Religious affiliation are all examples of potential “cultural marker”.
- Salient cultural marker changes dynamically depending on context, playing a major role in creating perception of differences.



Point of Emphasis 1

Perceived cultural differences are dynamic because of categorization that we create within ourselves

What role does categorization play?



A part of Kanji character called “**Kunigamae**”

- [国] = □ (Safety, Order) + King = Nation
- [囚] = □ (Restriction, limitation) + Human = imprisoned

Yoshikawa, M (2006).

Summer Institute for Intercultural Communication. Japanese and Chinese Mindscapes

Let's think about 「□(box)」

- Please form a pair – if you don't have a partner, Meg will be glad to pair up with you
- Designate who will be Person A, and Person B
- Person B observes Person A (30 seconds)
- Turn your backs to each other
- Person A changes (quietly) three things about your appearance
- Now face each other. Person B, please identify the changes made by Person A.

Rematch

- Person A observes Person B (30 seconds)
- Turn your backs to each other
- Person B changes (quietly) **five** things about your appearance
- Now face each other. Person A, please identify the changes made by Person B

Point of Emphasis 2

Categorization provides safety and order at the same time it limits our potential for growth/change

Martze

Here are examples of “Martze”
Once you know the rule of Martze, give us
other **examples** of Martze...

■ (2, 4, 5)

(10, 20, 21)

(18, 36, 37)

Point of Emphasis 3

**We tend to limit ourselves to new
perspectives when we think we
“know for sure”**

When a HOT Button is pressed...

- Norman MINETA: Secretary of Transportation under Bush Administration during September 11.
- General sentiment : In support of racial profiling against Arabs at the airport check-in
- Mineta refuses to implement racial profiling



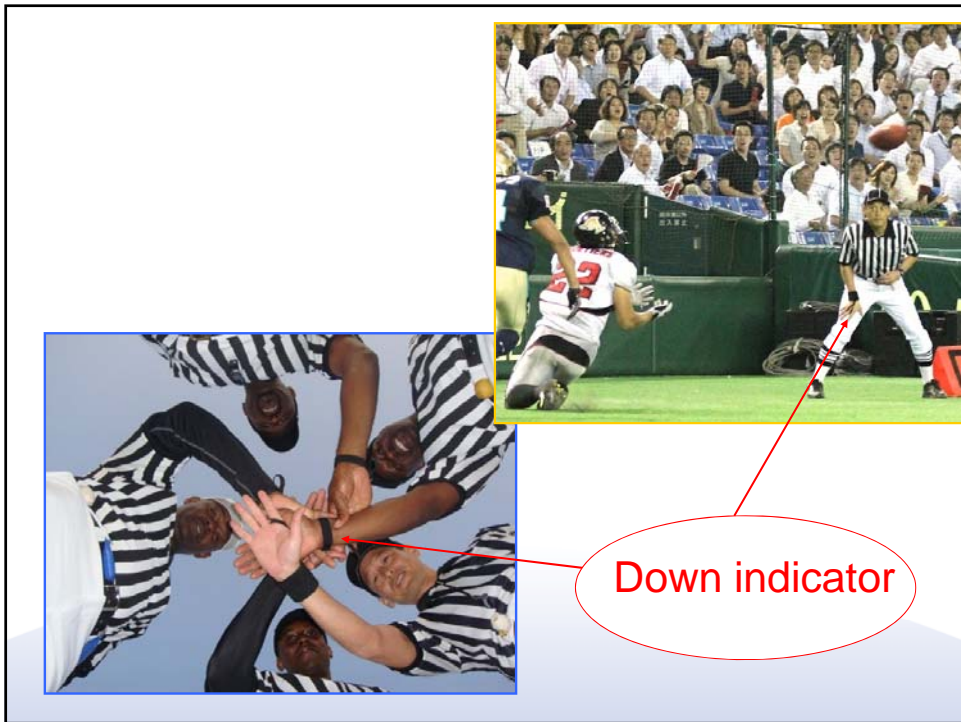


Point of Emphasis 4

Right or wrong, we become
focused/constricted/defensive when
our values and beliefs are touched
(**HOT buttons**)

D. I. E.

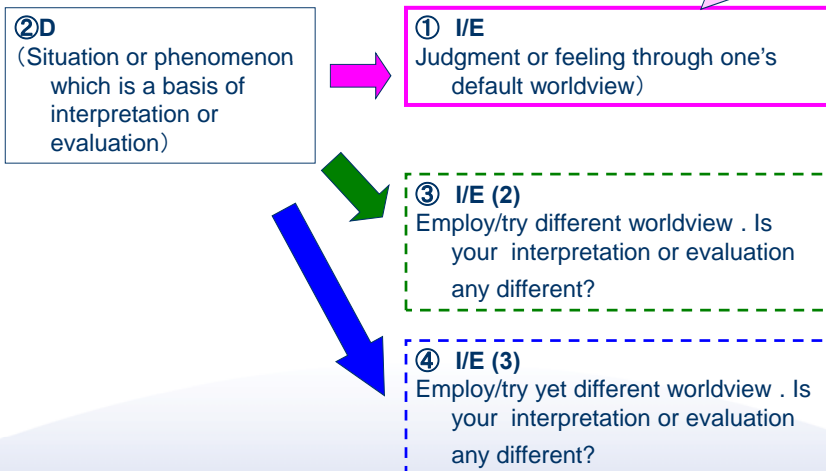
- Describe: See situation and things **as objectively as possible**
- Interpret: What one **perceives** from situations and things through one's worldview i.e., judgment, inferences, guesses
- Evaluate: What one **feels** about situations and things, i.e., impressions, hunch, feelings (something weird, Wonderful, can't stand it, etc)



Case Study: Identify I/E. What (D) generated it?

- There is a customer who comes everyday to the bakery store where I work part-time. But she just points her finger to the bread and never says a word. Eventually, I assumed she must be either a rude person or an extreme introvert.

Gaining more perspectives



- However, I realized today from the way she acts and from her voices that she was hearing-impaired.
- At the same time, I was regretful of my insensitivity to her and ashamed of the fact that I made an unwarranted judgment that she was grouchy or introvert.
- Intercultural sensitivity is a buzz word I see in textbooks and newspapers all the time. I now believe developing intercultural sensitivity really starts with me – through observation and attending to my own judgment and feelings toward others...

(A 20-year-old college student)

Point of Emphasis 5

When “something is up”, it is an opportunity to gain new perspectives through attending to interpretation and evaluation if engaged with creativity

Summary

- Perceived cultural differences are dynamic because of categorization that we create within ourselves
- Categorization provides safety and order at the same time it limits our potential for growth/change
- We tend to limit ourselves to new perspectives when we think we “know for sure”
- Right or wrong, we become constricted when our values and emotions (HOT Button) are stimulated
- When “something is up”, it is an opportunity to gain new perspectives through attending to interpretation and evaluation if engaged with creativity.

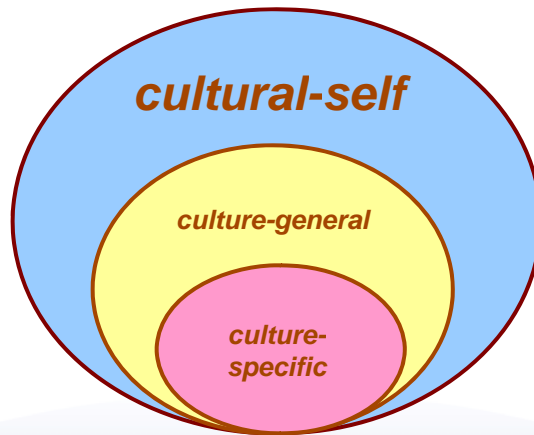


So, how does Personal Leadership handle these?

Break



Spheres of Intercultural Communication



**Personal Leadership IC Model:
Communication with “cultural-self”**

What does Communication with “cultural-self” mean?

- Megumi – working with a Japanese colleague in Germany as a part of global training team.



Personal Leadership Process Loop

6 Practices & 2 Principles



6 Practices Overview

**Aligning with
Vision**

**Attending to
Judgment**

**Engaging
Ambiguity**

**Attending to
Emotion**



**Cultivating
Stillness**

**Attending to
Physical Sensation**

What does Communication with “cultural-self” mean?

■ A Chinese flag incident



6 Practice Action Research A → B → A → Parking Lot

Workflow

- 1) Think of 2 practices you think you understand the most. Think of 2 practices that puzzles you the most.
- 2) Group A
Go to one of the most puzzling practices. With your colleagues, develop **Research Questions (write on flip chart)**
- 3) Group B
Go to one of the practices that you feel most comfortable about. With your colleagues...
 - a) try to answer questions
 - b) offer examples of how you already practice in your daily life
- 4) Back to Group A --- dialogue about findings
- 5) Plenary conversation
 - a) share the learning
 - b) what goes into parking lot?

Group A -> research Q

- Go to one of the most puzzling practices.
- With your colleagues, develop **Research Questions** (write on flip chart)

“This is what we do not understand about this practice.”

“These are the questions we have about this practice.”

Group B

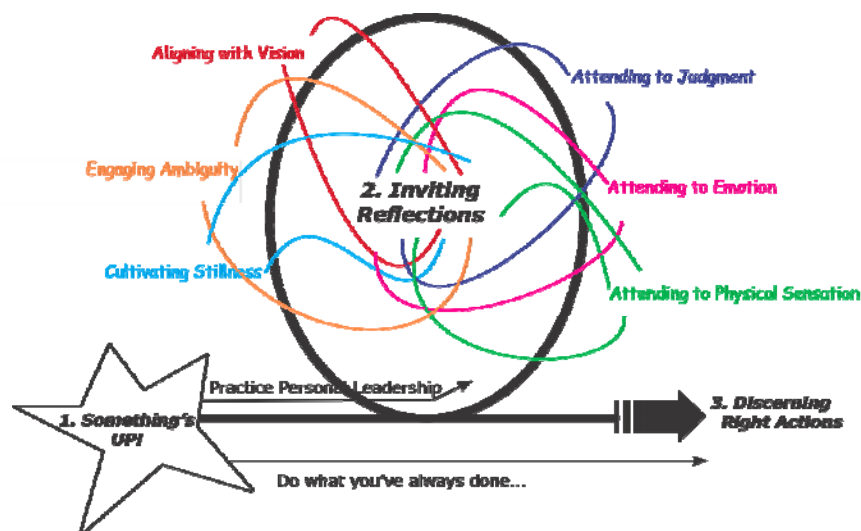
Go to one of the practices that you feel most comfortable about. With your colleagues...

- a) try to answer questions -> write your suggestions on the flip chart
- b) offer examples of how you already practice in your daily life

Back to Group A --- dialogue about findings

1. What became clear?
2. Why is it important to engage in this practice?
3. What is still not clear? -> Parking lot

Summary What's "VISION" got to do with PL??



THRIVING? Live with Vision!

“Our deepest calling is to grow into our own authentic selfhood... As we do so, we will not only find the joy that every human being seeks—we will also find our path of authentic service in the world.”

(Parker Palmer. Let Your Life Speak: Listening for the Voice of Vocation)

“Vocation is the place where your deep gladness meets the world’s deep need.

(Frederich Buechner. Wishful Thinking.)

Break

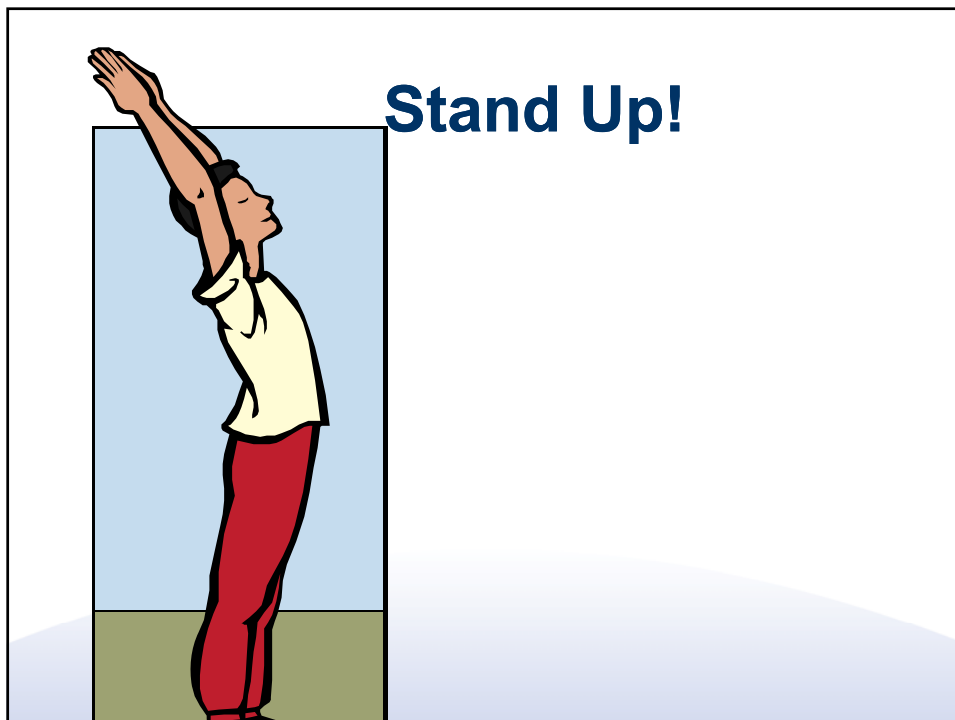


What is Vision?

I call it visioning -- A teacher's conscious sense of self, of one's work, and of one's mission. By vision I mean a personal stance on teaching that rises from deep within the inner teachers and fuels independent thinking. (Duffy, G., 2002)

Duffy, G. (2002). Visioning and the Development of Outstanding Teachers. Reading Research and Instruction, 41, 331-343.

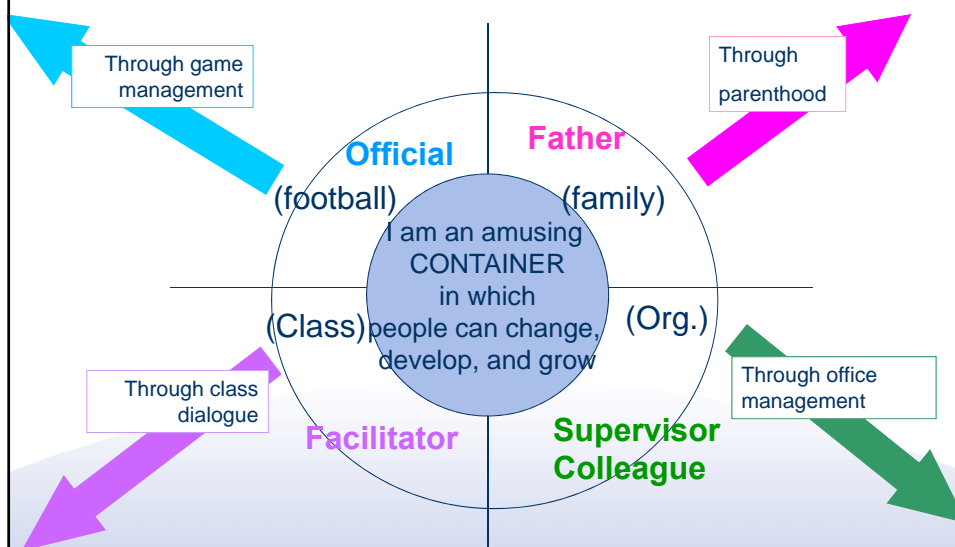
"Your vision will become clear only when you look into your heart...Who looks outside, dreams. Who looks inside, awakens." C.G. Jung



Aligning with bigger picture vision and daily conduct



Vision: A guide for living different contexts of life the way they ought to be



Workflow

Generating keywords list

- Trust
- Goose bumps
- Collaboration
- Moving on
- Engaging
- Open possibility
- Smile
- Balanced
- Warm, connected
- Light
- Not bad at all!



Generating Keywords

Appreciative Interview

Select
Your
Top
List



- Creative
- Release
- Playful
- Big picture
- Placeholder



Collage

Crafting your Personal
Vision Statement



Appreciative Interview

- 1) Individually, “Think of a Time When (Theme coming up next)....”
- 2) Pair up and
 - a: tell your story in 3 min
 - b: listen attentively – ask clarification questions only. Otherwise, listen and **do not offer opinions, evaluations, etc.**
- 3) Change roles and repeat the process
- 4) Share and record: What qualities have you heard in your partner’s story?

Think of the time.....

- a) When you performed your role well -- “Job well done!”
“Yahoo!” “It was all worth it!” “The beer tastes good!”

Interview questions:

- Describe the occasion. What happened?
- What did you do in the situation?
- How did it feel?

OR

- b) When an incident allowed you to change/grow –
that “Turning Points” “Pivotal Learning” “Epiphany”
moment.

Interview questions:

- Describe the occasion. What happened?
- What insights have you gained?
- How did it feel when the change occurred?

Using Q-sorting for crafting your vision statement in-progress

- It's a starting point.
- Look for keywords that **speak** to you
- Copy 10 best statement, one per card
- Now, select your top 5 cards that **REALLY speak** to you
- Why were they chosen? What qualities spoke to you?

Photo collage

- Use your multiple (and sometimes underutilized) senses
- Don't try to attach meaning from the beginning. Pick and choose photos that speak to you
- Open yourself up to spontaneous thoughts and insights as you engage on this project

Debrief

Now, if your collage were placed as a backdrop to your 5 vision keywords:

- Any insights you are receiving from your work? How about your physical sensations and emotions?

With the collage in the background, craft your vision statement Template

“As a.....at my highest and best,

I (am).....

.....,

so that



Crafting A Powerful Vision

The “Four P’s” of a Powerful Vision:

- **Personal** — it’s about you, not about anyone else
- **Present** — it’s in the present tense, not a conditional future (even if you don’t model it all the time)
- **Positive** — it’s what you are committed to, rather than what you’re not
- **Passionate** — it’s alive to you; it makes your spine tingle and gives you ‘goose bumps’

It’s a starting point. Don’t strive for perfection.

What is vision? Comparison with Action plan

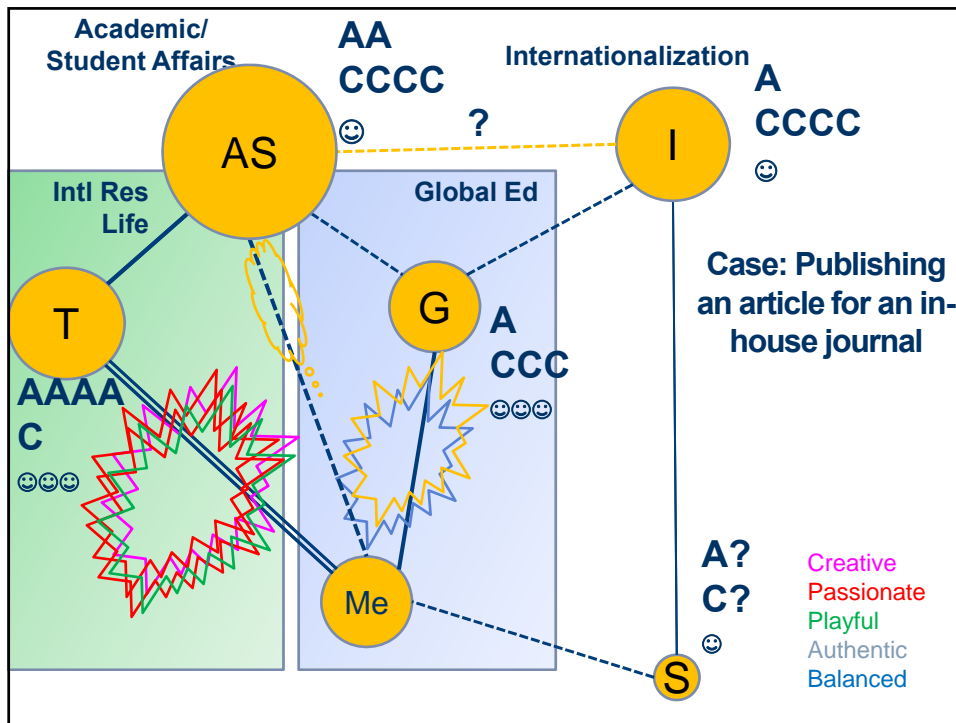
	Action Plan DOING-oriented 	Vision (Guide) BEING-oriented 
Definition	Steps toward a defined goal or an expected output	A guide that provides a direction in a changing or unforeseeable environment
Questions one may ask	•What study plan should I develop to score 80 or better in TOEFL to get admitted at University X?	•Is where I am headed now really in alignment with my vision?
Emphasis on	•What, when and how. Focused on executing the most important task for the time being	•Essence of substance of what I am. Sensing one's role and mission at any given time,

Adopted from : Schaetti and Watanabe (July, 2003). *Exploring Personal Leadership*. Handout presented at Summer Institute for Intercultural Communication, Portland, OR, USA.

Break

- Let us tidy up our tables before we go onto the next activity....





KEYS

From your perspective....

In order to accomplish this project....

● persons involved – size indicates influence

A → Ability

C → Commitment

😊 → “I like this person”

---, —, === → ‘cultural’ differences



Personal Leadership

MAKING A WORLD OF DIFFERENCE

Upcoming Seminars:

July 13-15, 2011: Personal Leadership: Interculturalists Practicing at Our Highest and Best
Gordon Watanabe

July 25-29, 2011: From the Margins to the Center: Intercultural Identity as a Revolutionary Act
Dianne Hofner Saphiere & Barbara Schaetti

Both at the Summer Institute for Intercultural Communication, Portland, OR

For more seminars and trainings: www.plseminars.com