Inclusive Leadership
Understanding Cultural Dimensions

Quan Tiet Schneider
Workshop Objectives

- Understand how your culture impacts your behaviors
- Understand what cultural dimensions are and their impact on groups
- Become more aware of people’s value systems to become a more inclusive leader
Quan Tiet Schneider

Personal
- Vietnamese Refugee
- Chinese ethnicity (Cantonese)
- Wife/Mother
- University of Virginia
- VCIC, State Board Member (2016-2022)
- LMR, Class of 2018; Board of Directors; Recruitment & Selection Chair
- Virginia Asian Advisory Board – Vice-Chair

Professional
- Sales & Marketing
- Learning & Development
- Diversity, Equity & Inclusion

Altria
QUAN’S JOURNEY

1975 - Present

1975
1979
1983
1984 & 1988
1993, '94-'98
'98-'00, '00-'04
2004-2006
2008
2012-2015
2015-Present

TSM – ’98 -’00
SDA – June ’00
UM – ’00 -’04

SAM – ’04 -’06
UM – ’06 -’15

SMM – Dec ’21

L&D – ’15 -’19
ID&E – ’19 -’21
SMM – Dec ’21
Culture is an umbrella term which encompasses the social behavior and norms found in human societies, as well as the knowledge, beliefs, arts, laws, customs, capabilities, and habits of the individuals in these groups.

What cultures/groups/individual have influenced who you are?
Work from Home (WFH) Culture

"Alice, turn your video on. No, it's the button on the bottom. Not that one, over to your left FFS. Jan, you're on mute. UNMUTE YOURSELF!"

1st zoom meeting vs 10th zoom meeting

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My toddler

My 6 yo

Me in a zoom meeting
What are Cultural Dimensions?

The concept of cultural dimensions is based on the idea that there are fundamental topics every culture has to deal with. Geert Hofstede's cultural dimensions theory is a framework for cross-cultural communication. It shows the effects of a society's culture on the values of its members, and how these values relate to behavior, using a structure derived from factor analysis.

Source: https://casework.eu/lesson/dimensions-of-culture/
Hofstede’s Six Cultural Dimensions

"If the mind is the hardware, culture is the software."

Source: https://casework.eu/lesson/dimensions-of-culture/
Dimensions of Culture
Take 3 minutes

+1 minute - Write down traits you believe are needed to be an inclusive leader

+2 minutes – Decide with a neighbor the top 2 traits of an inclusive leader
The Five Disciplines of The Inclusive Leader

Source: Korn Ferry – The 5 Disciplines of Inclusive Leaders
Inclusive Leadership

Traits
- Authenticity
- Emotional Resilience
- Self-Assurance
- Inquisitiveness
- Flexibility

Competencies
- Build Interpersonal Trust
- Integrates Diverse Perspectives
- Optimizes Talent
- Applies Adaptive Mindset
- Achieves Transformation

Source: Korn Ferry – The 5 Disciplines of Inclusive Leaders
Cultural Dimensions Simplified

Hierarchy
- Hierarchal
  - Power, Rank, Formal
- Egalitarian
  - Expertise, Merit

Group
- Group Oriented
  - Consensus, Collaboration
- Individualistic
  - Assertive, Initiative

Relationship
- Interpersonal
  - Trust, People-Oriented
- Transactional
  - Task-focused, Credentials

Communication
- Indirect
  - High-Context, Elegance
- Direct
  - Low-Context, Concise
Cultural Dimensions Simplified

**Time**
- **Fluid**
  - Flexibility, Spontaneous
- **Controlled**
  - Urgency, Follows agenda

**Change**
- **Change Adverse**
  - Loyalty, Status quo
- **Change Tolerant**
  - Natural order, OK with failure

**Formality**
- **Formal**
  - Titles, Etiquette
- **Informal**
  - Comfortable, Slang

**Motivation**
- **Work Life Balance**
  - Personal over Professional
- **Status**
  - Sense of Identity, Confidence
Inclusive Leadership

**Traits**

- Authenticity
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- Flexibility

**Competencies**

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Source: Korn Ferry – The 5 Disciplines of Inclusive Leaders
What’s Next?

aware

mistakes

open
Thank you & Let’s Connect!

Quan Tiet Schneider

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