



Leading Across Cultures ... The World is Flat



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Types of Intelligence

1 IQ **2** EQ **3** CQ

1. Intelligence Quotient
2. Emotional Quotient
3. Cultural Quotient

**Leadership Across Cultures
Requires All Three**

Cultural Attitude/Perspective Differences

RELATIONSHIPS



Cultural Attitude/Perspective Differences

RELATIONSHIPS



Specific vs. Diffuse

Cultural Attitude/Perspective Differences

RELATIONSHIPS



Individualism vs. Communitarianism

Cultural Attitude/Perspective Differences

ENVIRONMENT



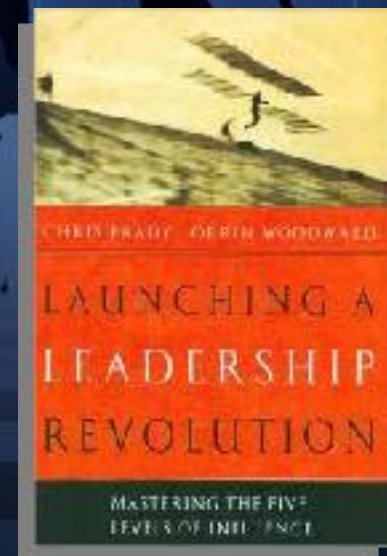
Culture... Key to Cisco's Success

Changing Way World Works, Lives, Learns, Plays



Leadership Defined

Leadership is the influence of others in a productive, vision-driven direction and is done through the example, conviction and character of the leader.



Roadblocks To Leading Across Cultures

§ Corporate Culture

Poorly Defined

Misaligned Vision-Mission-Culture

§ Leadership Development

§ Requires systemic approach

Many cultures; can't learn all variations

§ It's hard to do!



Roadmaps To Success

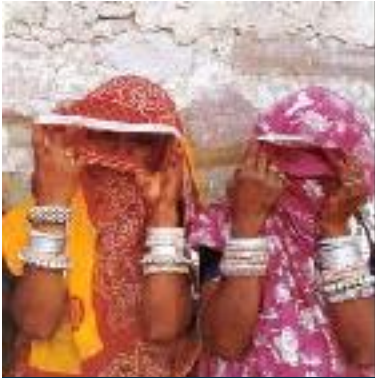
§ Awareness

§ Educate

§ Adaptability

§ Full set of leadership traits

§ Corporate culture that is defined, communicated and explicitly values diversity



**As Women, we have unique skills
to move barriers and build bridges
to lead across cultures.**

