

INTERCULTURAL COACHING

This form of coaching is aimed at helping top and middle managers in various organisations (enterprises, federations, embassies, NGOs etc...) who want to open out and be more creative in their professional field. It is based on the logic of the 'AND' (individual or group coaching) and aims at reaching or maintaining high performances, namely on an international level.

Focus on Europe and Asia

Further information

Coaching and interculturalism have co-existed for a long time, without ever interacting or finding mutual enrichment. I am a professional coach who has lived with different cultures since childhood. Following the example of Philippe Rosinski (www.philrosinski.com) who certified me, I felt I had to bring these two notions together. You will find an example in the text below:

THE LOGIC OF THE 'AND'

Reminder of the logic of the 'OR'

Since Aristotle, in the Western world, it is mainly the logic of the 'OR' that has prevailed. One thing and its opposite cannot co-exist (night and day, for example). This means having to make a choice, between one thing OR another, depending on certain criteria to be defined. For example, in enterprises, in matters of mergers and acquisitions, the buyer often imposes his own form of organisation and culture on the firm that he has bought, precisely because he is the buyer, on the one hand because he feels the organisation is well tried and on the other hand, for better standardisation, just to make the new entity's organisation simpler and easier.

As such, the logic of the 'OR' leaves out a third possibility, which makes it a logic of the 'excluded middle'.

The logic of the 'AND' comes from Taoism

One of the essential principles of Taoism is written on the Taoist Wheel. The Black represents action (Yang) and the White receptivity (Yin), two universal energies that are to be found in each being and thing. Contrary to what one might think, they are not opposites, but complementary.



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The Wheel shows:

- 1) the alternating of complementary energies
- 2) The complement is always potentially latent in the other side (the White Yin spot in the Black of the Yang, the Black Yang spot in the White of the Yin).

How does this affect the business world? It can teach us to :

- 1) Learn how to create solid complementarity in terms of values : competence resources (techniques, professions, know-how) and culture (vision, ethics)
- 2) Dig out a fundamental similarity between what seems to be different on a formal level, which can result in better managerial convergence (namely during the integration period).

The logic of the 'AND' comes from Buddhism

Buddhism teaches these four principles (among others) :

- 1) Impermanence is everywhere in the Universe: every being, every thing and every phenomenon is perpetually changing, even imperceptibly (the renewal of human cells, for example) and nothing really lasts.
- 2) There is no cause without effect, nor effect without cause: good causes produce good effects, but the opposite is also true.
- 3) There is not one thing OR its opposite, but the notion of 'included middle' : $1+1=3$
- 4) My enemy is my master

How does this affect the business world?

- 1) Global economy evolves very quickly and a firm that is profit-making today can find it is being seriously challenged because of its production costs and selling prices and/or become the target of a more or less hostile buyer. In either case, a loss of values ensues, both human and financial. If the management has created an enterprise culture upstream, where the future is prepared in the present, it can depend on a supple anticipation, thanks to a permanent 'letting go' of what is no longer adapted and not just when the moment is more or less appropriate.



- 2) A studied elaboration of a shared vision on all levels of the enterprise and its effective application on an operational level leads to the mutualisation of human energy where everyone's motivation will be apparent thanks to the creativity of each individual. It will create better resistance to certain destructive impacts of the market.
- 3) During a restructuration, there is a profitable 'lever effect' to find when one creates a new 'enterprise culture', starting from the good customs of the older firm. Indeed, if one puts a 'building together' process in place, created equanimously, it will be a more middle term source of profit.
- 4) There is no point in wasting time in an endless and often sterile battle; the competitor must be considered as an inexhaustible source of learning and a stimulus for progress.

