



# Intercultural Competencies

A380  
A340  
A350  
A318  
A310  
A300-600F

A400M  
C-295  
CN-235  
C-212

Tiger  
NH 90  
ATR 42  
TBM 700  
TB 21  
EC135

Ariane 5  
ATV  
Helios II  
Skynet 5  
INMARSAT  
Galileo

Eurofighter Typhoon  
Mako  
Meteor  
EuroHawk  
C<sup>3</sup>I Systems  
Captor



Airbus



Military Transport Aircraft



Eurocopter



EADS Astrium



Defence & Security



# Overview

## I. Intercultural Competencies

## What EADS expects.... ?

- The highest degree of professional excellence / technical and functional qualifications
- Team-working / networking skills
- Management and leadership skills
- Creativity and initiatives: entrepreneurship
- Mobility – Continuous individual development
  - ▶ Functional
  - ▶ Cross-divisional
  - ▶ Geographical
- Intercultural awareness and adaptation



**...in exchange EADS will provide you with exceptional opportunities**



# **Competencies for International Managers**



# Introduction

- Globalization of the business world continues the trend of organizations utilizing managers for expatriate assignments or to work internationally on a day-to-day basis in transversal multi-national teams.
  
- One of the key contributors to success in today's global organizations is the cross-cultural adaptability of leaders to various environments, people, situations, and different working styles
  
- Being successful in working internationally in today's global business environment requires
  - A different kind of competencies of managers and leaders
  - A different set of knowledge, skills, abilities and other characteristics
  
- The following depicts some of the key areas needed to be successful internationally



What is the knowledge of cross-culturally adaptable leaders?

A must for international managers/leaders is:

- ✓ extensive past travel & moving experiences within their own country and internationally
- ✓ high technical competence in their respective area of expertise
- ✓ superior knowledge of global business and geopolitics
- ✓ indepth knowledge of various countries, its culture, history, people, systems, etc.
- ✓ excellent knowledge in organizational positioning / political savyness



## What type of personality do cross-culturally adaptable leaders have?

Cross-cultural adaptable leaders usually have a personality described as:

- ✓ highly extroverted
- ✓ very open to new experiences
- ✓ highly conscientious
- ✓ very agreeable
- ✓ highly emotionally stable
- ✓ very humble, modest and respectful
- ✓ authentic
- ✓ Empathetic
- ✓ inclusive and encouraging towards others

## What are the skills and abilities of cross-culturally adaptable leaders?

A comprehensive study of international managers has shown that cross-culturally adaptable managers/leaders have:

- ✓ a sophisticated ability to develop and maintain relationships and networks
- ✓ a strong willingness and ability to communicate effectively with anybody anywhere
- ✓ outstanding conflict resolution and perspective taking skills
- ✓ a high tolerance for stress and excellent stress management skills
- ✓ the ability to substitute reinforcement, meaning a repertoire of leisure time activities/favorites to choose from independent from which country they are in...they find « fun things to do »)



## EADS' Future Leaders: Key Management Competencies

- International mindset, cultural awareness
- Managing complexity and uncertainty
- People and diversity management
- Team spirit and commitment
- Transparency and openness
- Creativity and innovation
- Entrepreneurial spirit – result driven
- High level of technical / professional skills and competencies

**Leaders**



**Good Experts / Managers**



The step beyond

**Thank you for your attention**