



SPEAKER / WORKSHOP FACILITATOR: FRANCOIS KNUCHEL

## CORE PRESENTATION / WORKSHOP TOPICS

The speech or workshop topics are broadly on international people management, but can be **tailored to the needs and interests of the prospective audience** and participants. Below are some example topics:

### **AFFLUENCE ACROSS BOUNDARIES - From Communication Flow to Cash Flow**

With restructurings, downsizing, mergers, joint ventures or other changes, many organisations find their people are not working well together. Many lose clients, lose key talent or fail to sustain a competitive edge, because of poor cross-functional communications, internal conflicts, stress and misunderstandings, or because of poor working relations across borders. This workshop looks at the importance of communicating across gaps - gaps between teams, between departments, between companies or between national cultures, with a view to creating an abundance of flow - affluence: from communication flow to work flow and cash flow. This may mean reaching beyond one's limits, or focussing beyond given job descriptions or remits, and requiring a more interdisciplinary thinking. Crossing boundaries to develop conditions for empowering innovation, productivity and affluence.

### **Multi-cultural Working Environment – Managing Misunderstandings, Stress & Conflict**

As people increasingly work in multi-cultural environments, they often have to deal with colleagues with fundamentally different world views, values and beliefs. While many organisations have "diversity" programmes in place, many of these are concerned with policy and legal compliance (e.g. equal opportunity), and rarely adequately help individuals, managers or teams within the organisation actually deal with diverse values and behaviours. This workshop will explore how individuals and teams can practically manage misunderstandings and stress which can emerge from diversity and work together more cohesively and productively. And where conflict does arise apply tools to resolving them. This is very much a hands-on workshop aimed at giving individuals, managers and teams within organisations practical multi-cultural problem solving tools.

### **The Major People Integration Issues in Cross-border post Mergers/JVs / Alliances**

Between 50 – 80% of mergers and acquisitions, alliances and joint ventures fail within the first five years. Yet despite this poor track record mergers continue to grow around the globe. Although most attention is initially paid to the 'deal', the finances and the strategy, in hindsight it is acknowledged that the single most important reason for failures is 'culture', i.e. the different mind-sets of the merging companies. The issue is about people, but it is often assumed that this is an area that cannot be managed well, and is often put on the back-burner. The workshop examines these cultural issues (corporate and national cultures) and shows how with proper integration planning and by putting culture at the top of the senior management's agenda integration can in fact be managed effectively, and it is hence possible to achieve success in mergers across borders.

### **Cross-cultural Communications Simulations (10 – 50 people)**

*Cross-cultural simulations allow participants to experience the discomforts, problems & issues in intercultural encounters, meetings, negotiations, teams or management. Issues that arise from different values, beliefs, practices, behaviours and "rules of the game". The simulations allow participants to experience cultural diversity in a non-threatening environment where they can express feelings or prejudice. By experiencing different viewpoints they get an opportunity to find constructive solutions, as well as practice cultural understanding and communication. The usual stereotypes and barriers are overcome, and participants can improve their skills and strategies for making decisions and solving problems in groups with sometimes conflicting priorities. Which simulation is used depends on the group size and time available – from 8 - 100 people and 45 mins to 4 hours (most around 2 hours). The pan-ultimate simulation is Ecotonos, described in next box.*

### **Delivery Style:**

Depending on the audience the presentations are normally workshop-oriented with a strong degree of audience interaction and participation, the speaker facilitating change and understanding. Ideally a flexible seating arrangement enabling audience movement is preferred. Depending on client needs the presentation / workshops can be tailored to last 45 minutes to 2 hours.

## FURTHER PRESENTATION / WORKSHOP TOPICS

### **Cross-cultural Simulation - Ecotonos** (20 – 100+ people, 3 – 4 hours, min. 3 rooms)

*A powerful and extremely adaptable simulation aimed at facilitating multi-cultural negotiation, decision-making & problem solving. It breaks the usual stereotypes and barriers and allows participants to improve their skills and strategies for making decisions and solving problems in groups with sometimes conflicting priorities. It can be used multiple times with the same people, with each replay offering new and different cross-cultural perspectives. Three groups are formed each creating their own 'cultures'. Participants begin to solve a problem in their mono-cultural groups, then mingle to continue problem solving in multicultural groups. The debriefing includes the highly effective method of process mapping. Methods and processes of decision making are examined in four contexts: mono-cultural, multi-cultural, joint-venture and minority-majority groups. Ecotonos is designed for both those who have no significant prior experience in solving problems in a multicultural context and for those who wish to analyse and further develop their skills. This simulation requires full participation of all present!*

### **Understanding International Customers**

Globalisation places new demands on business, but it also offers opportunities for dynamic growth. Securing strong positions to keep abreast of international competition requires innovative approaches sensitive to the ever-changing business world and global customers. Without customers there is no business – the customer is king – and this is no less relevant in an international context. Internationally, however, there are a whole range of issues that need exploring: language issues, legal issues, currency, product adaptation, shipping costs, payment and so on. But the most important issue is making sure the overseas customers and their needs are properly understood and met. And this normally requires an awareness by all in the home company that international customer satisfaction is of prime importance. This workshop looks at ways of creating a pan-company international marketing approach aligning all business processes for an international customer focus, creating a customer awareness culture across the whole business.

### **The People side of International / Multi-cultural Management**

Organisations with a multi-culturally rich and diverse workforce or operating in the international arena face a huge number of issues – different currencies, different accounting practices, different legal systems, different political environments, different software parameters. One of the most difficult areas organisations face, however, is the people management side. When people of diverse cultural backgrounds work together, there are many human issues that need addressing: different languages, different values and beliefs, different business practices, different behaviours and expectations and different "rules of the game". Managers and staff working across cultures need a different skills set to be able to handle this diversity. This workshop explores some of the skills, competences and virtues international managers need to succeed in a multi-cultural environment.

### **International Knowledge/Technology Transfer & Management**

Globalisation brings about an enormous amount of knowledge transfer, whether it be 'technology', management expertise or other forms of in-house know-how. There are basically two ways to transfer knowledge: you give a man a fish, or you can teach him how to fish. In practice usually the first approach is taken, as it is easier, even though the second approach has far greater long-term advantages. This workshop looks at the approaches and explores what needs to take place in order to implement the second approach, and thereby enable a longer-term growth strategy in cross-border technology transfers. The speaker's own experience at G.M.-Suzuki is used as illustration.

### **Communicating across Borders - Introduction**

This is a practical hands-on workshop for people communicating across borders, whether face to face, by telephone or letter or by email. There are huge differences in the way people from different cultures communicate with each other, and unless these are properly understood, more often than not misunderstandings occur easily, often leading to very costly errors. The workshop looks at different facets of communication (including non-verbal, space & time and language), multiple modes of communication and strategies for improving international relationships and creating better productivity. The workshop also explores 'synergy' and the needed ingredients to make it happen and how to make cross-border dealings more effective.

## **East and West - Different Concepts of "Change Management"**

The West is obsessed with 'change management'. In the Orient change, i.e. the ability to adapt the changing circumstances, happens relatively quickly and smoothly – witness the speed and nimbleness, for instance, with which Japanese introduce new products and updates. The difference lies in the organising principles applied. The Eastern approach is more analogue, the West more digital and solid requiring constant change programmes. Contrast the solid but rigid stone buildings of the West with the more flexible bamboo or earth-quake resistant structures in the East. Or the 'big step' approach to innovation in the West to the incremental Kaizen approach in the East. This workshop explores these differences as they relate directly to the organisation of companies and of work, and offers an alternative view on change, adaptability and innovation.

## **Assessing International Management Competence**

It is rare that managers operating in the international arena are chosen specifically for their 'international competences'. More often managers are chosen for their professional competences, availability or their own wishes. Unfortunately this can sometimes have catastrophic consequences – failed international assignments costing companies over £1 million are well documented. This is because the managers concerned are ill prepared and often put in the deep end. This workshop explores first what international management competences are, and the tools that are available to 'measure' these. It then explores the kind of training and coaching programs that are available in order to develop these international competences.

## **The Transnational Organisation - Revisited (after Sept 11)**

C. Bartlett & S. Ghoshal (Harvard) proposed the concept of the transnational organisation late 1980s as a future international model blending the best of the 'international' model (North America), 'multi-national' model (Europe) and 'global' model (Japan). The focus of the transnational model is on a network of competences in different parts of the world, a sort of 'global village' or 'mesh glocalisation'. This workshop takes stock of how far companies have developed down this line since it was first conceived. More importantly it looks at the implications the model has for international staff and managers, what still needs to happen before this ideal can take place, and whether it is still a viable model of the future since Sept 11.

## **Doing Business in Japan**

This is a practical hands-on workshop for people doing business in Japan. The workshop explores the different cultural dimensions, collective values and beliefs, with the aim of helping participants to get a better understanding of Japanese society, language and management approach, and what it takes to succeed in business in Japan. The aim is to enable participants to perform more appropriately in Japan and thereby get better long-term results. This workshop is an introduction only, and should be followed up by more in-depth training and coaching.

## **Working with the Japanese in Europe**

This is a practical hands-on workshop for people working with Japanese expatriates in the UK or Europe. The workshop explores a variety of different cultural dimensions and norms with the aim of helping to get a better understanding of the Japanese mindset and approach, and thereby be able to form better working relationships. It will explore some of the more fundamental differences in business practice between East and West, specifically how these manifest themselves in different management styles, decision-making processes, presentations, negotiations and conflict resolution.

## **Other Topics:**

- ✂✂ **East & West – A Synergistic Approach**
- ✂✂ **Issues with International Mobility, Relocation and Expatriation**
- ✂✂ **Hot and Cold Communication, Odd and Even, Space and Time**

## **Non-international topics:**

Francois Knuchel also runs public workshops on **Health, Wealth & Diversity** (as contributing factors to a philosophy of peace and balance), and from this is developing strategies for **stress management, conflict resolution and peak performance**. Such workshops can also be run within organisations on demand.

## ***NEW: Presenting an inspirational 2-hour workshop:***

# **BUILDING INNOVATION IN MULTI-CULTURAL TEAMS**

Work today is complex, ambiguous and interdependent. Diversity can enrich understanding and problem-solving by bringing together different viewpoints, but it can also confuse, frustrate and cause people and organisations to waste time, lose money and miss opportunities.

### **Challenges of culturally diverse teams:**

- ✂✂ Stress from misunderstandings
- ✂✂ Conflict & internal strife
- ✂✂ Reduced productivity
- ✂✂ Demoralised staff
- ✂✂ Wasted time

### **Solution:**

This workshop shows people how to appreciate and integrate different viewpoints, thereby better manage misunderstandings and conflict, and **turn** the above **challenges into opportunities for innovation**, by releasing the creative powers of a diverse team constructively.

### **Objectives:**

For participants to learn practical skills in:

- ✂✂ Appreciating / understanding different world views, values & beliefs
- ✂✂ Managing interpersonal stress & misunderstandings
- ✂✂ Working together cohesively & productively, and resolving simple conflicts
- ✂✂ Using strategies for successful co-operation, partnership & teamwork across cultures
- ✂✂ Exploring five key cultural dimensions that influence expectations and impact team behaviour

### **Who should Attend:**

This is an introductory "taster" workshop suitable for practically anyone working in teams, or who is likely to work with others with different viewpoints. It is especially useful for those already working in diverse teams where there are tensions or lack of cohesiveness.

### **Benefits - Introductory Exposure to:**

- ✂✂ **Enhanced Innovation through "productive diversity"**
- ✂✂ **Improved communication and team leading skills**
- ✂✂ **Effective problem-solving, conflict avoidance / resolution skills**
- ✂✂ **Improved interdisciplinary or cross-functional teamwork**
- ✂✂ **Reduced stress / increased motivation and fun**
- ✂✂ **Unleashing of the potential inherent multi-cultural teams**

The workshop is results-oriented and very practical. It is delivered with a high degree of audience interaction and participation. The workshop may include short simulations to enable participants to experience some of the difficulties from within, and then collectively develop solutions themselves.

# FULL – DAY WORKSHOP & TRAINING SEMINAR SERIES

Transcultural Synergy Ltd run international communication and cross-cultural workshops and seminars tailored to the specific customer requirements. Below is a menu of sample seminars and workshops, followed by a description of each.

All training seminars are preceded by an international needs analysis, and in some cases by a cultural audit. The seminars can be run at the customer's location or at an independent neutral location. These seminars / workshops can be run almost anywhere in the world.

Depending on training needs, content specialisation and scheduling the training is run by Transcultural Synergy, by our affiliated company LTS Consulting & Training, or, in very rare cases, by an associated company. The intercultural team described at the end is a composite of both affiliated companies.

## Menu:

- ✂✂Doing Business Abroad – The Cross-Cultural Dimension
- ✂✂Communicating in a Global Environment
- ✂✂Problem-Solving in Multi-cultural Teams
- ✂✂Negotiating Across Cultures
- ✂✂Communicating Internationally
- ✂✂Working Internationally
- ✂✂Working in International Teams
- ✂✂Coaching Trainers to Work Internationally
- ✂✂Relocating Successfully
- ✂✂Working with Specific Cultures
- ✂✂Assessing International Management Competences
- ✂✂Open Space Technology
- ✂✂The Intercultural Team

# ***DOING BUSINESS ABROAD: THE CROSS-CULTURAL DIMENSION***

## **A half day Introductory Seminar**

The increasing globalisation of the economy has led to an appreciation by companies that cultural differences are a key factor in getting things done internationally. With increased contact of personnel from diverse cultural backgrounds, there is a growing demand for businesses to understand and exploit the diverse values, perceptions, business world views and behaviour of corporations and staff, rather than viewing them as "hidden barriers" in operating globally. This seminar is intended as an introduction to the field of intercultural communications and management, and how it can help organisations operate more effectively internationally.

## ***Benefits of Attending***

- ✍✍ Basic introduction to intercultural communication
- ✍✍ Understand the disorienting experience of culture shock (alienation)
- ✍✍ Gain an overview of the skills required in international business
- ✍✍ Learn a few simple cross-cultural skills
- ✍✍ Gain some awareness of one's own culture

## **Outline Programme**

- ✍✍ What is cross-cultural communication
- ✍✍ Our values and how these influence perception and behaviour
- ✍✍ Developing listening and observations skills
- ✍✍ Understanding culture through dilemmas
- ✍✍ Use of language and non-verbal communication
- ✍✍ Space and time orientations
- ✍✍ Organisational principles (O and M-type)
- ✍✍ Different styles of expression and communication
- ✍✍ Simulation exploring disorientation in culture shock

## **Who Should Attend**

Anyone, staff or management, whose work involves communicating with people outside their country, whether in export/import, negotiations or other form of international business. People in the field as well as senior managers of international businesses should attend.

# **COMMUNICATING IN A GLOBAL ENVIRONMENT**

## **A one day Workshop**

Business communication in an international setting raises a number of issues – such as language or the use of interpreters. There are also a whole range of cultural issues in the way business practices are different, and in the way we communicate. This course examines intercultural communications, and has participants build on existing skills as well as gain new skills and tools to enable them to work and communicate effectively in an international business context.

## **Benefits of Attending**

- ✍✍ Gain an understanding of the influence of culture in communications
- ✍✍ Learn some basic cross-cultural communication skills
- ✍✍ Better understand the mechanics of cross-cultural misunderstandings
- ✍✍ More effective and productive communications
- ✍✍ Enhanced confidence in working in multi-cultural settings

## **Outline Programme**

- ✍✍ Verbal factors: language, vocabulary, accent, speech
- ✍✍ Non-verbal factors: body language, eye contact, tone, politeness, gender, social position
- ✍✍ Kinesthetics (organisation of space) and proxemics (distance)
- ✍✍ Time: polychronistic time versus monochronistic time
- ✍✍ Use of face to face, telephone, fax/email communication
- ✍✍ The art of 'listening'
- ✍✍ High context and low context communications
- ✍✍ Linear / functional and circular / expressive communication
- ✍✍ Definition of self and how this affects communications
- ✍✍ Use and meaning of silence
- ✍✍ Communicating in English with non-native speakers or the use of interpreters
- ✍✍ Meta-communication: communication about communication
- ✍✍ Business Simulations and Role-play

## **Who Should Attend**

Anyone who has to communicate with people from different countries on a regular basis and wants to improve their effectiveness in international communications.



# PROBLEM-SOLVING IN MULTI-CULTURAL TEAMS

## A one day Workshop

Work today is complex, ambiguous and interdependent and often involves teams. Diversity in teams can enrich our understanding and increase the probability of sound decisions. It can also create confusion and frustration, cause people to waste time, lose money and miss opportunities. This course seeks specifically to help participants working in diverse-rich teams jointly solve problems effectively. The course will make extensive use of 'Ecotonos', a problem-solving simulation to enhance participants' understanding of the impact of culture on communication, decision-making and problem solving and to develop skills in interacting in multi-cultural teams.

## Benefits of Attending

- ✂✂ Gain an understanding how culture affects decision-making
- ✂✂ Learn basic cross-cultural problem-solving skills and strategies
- ✂✂ Better understand others' point of view and behaviour
- ✂✂ Constructive confidence in working in multi-cultural settings
- ✂✂ Skills in reconciliation and synergistic team-building

## Outline Programme

- ✂✂ High and Low context communications and organisational principles in business
- ✂✂ Meta-communication: communication about communication
- ✂✂ Diverse approaches to decision-making
- ✂✂ The five/seven dimensions (Hofstede/Frontenaars) and how they affect problem-solving
- ✂✂ Conflict resolution and prevention
- ✂✂ **Ecotonos** is a powerful and extremely adaptable simulation aimed at facilitating multi-cultural problem solving. It breaks the usual stereotypes and barriers and allows participants to improve their skills and strategies for making decisions and solving problems in groups with sometimes conflicting priorities. It can be used multiple times with the same people by selecting a new problem and different variables, with each replay offering new and different cross-cultural perspectives. Three groups are formed each creating their own 'cultures'. Participants begin to solve a problem in their mono-cultural groups, then mingle to continue problem solving in multicultural groups.

The simulation and debriefing require at least 3 - 4 hours. The debriefing includes the highly effective method of process mapping. Methods and processes of decision making are examined in four contexts: mono-cultural, multi-cultural, joint-venture and minority-majority groups. *Ecotonos* is designed for both those who have no significant prior experience in solving problems in a multicultural context and for those who wish to analyse and further develop their skills.

## Who Should Attend

Anyone involved in business problem-solving teams with cultural diversity



# **NEGOTIATING ACROSS CULTURES**

## **A one day Workshop**

The way people negotiate, whether in a private or in an international setting, varies a great deal from culture to culture. Massive and very costly misunderstandings can arise if these differences are not recognised. This course looks at the process of creating agreements in international situations and at the diverse uses of selling, bargaining and negotiating in different cultures. The purpose is to help participants understand international negotiations better and become more effective cross-cultural negotiators in business themselves.

## ***Benefits of Attending***

- ✂✂ Increase awareness of different approaches to negotiations
- ✂✂ Understand different perceptions of negotiations
- ✂✂ Enhance skills in listening and observation
- ✂✂ Flexibility and adaptability
- ✂✂ Skills in reconciliation and transcultural win-wins

## **Outline Programme**

- ✂✂ How different backgrounds affect the way people see and practice negotiation
- ✂✂ Different negotiating processes and strategies
- ✂✂ Who negotiates? Pecking order? How decisions are made
- ✂✂ Negotiating outcome (different perceptions of success)
- ✂✂ Dilemma dimensions and how they affect the negotiation process
- ✂✂ Organisational principles (O and M-type)
- ✂✂ Differing roles of 'law' and contracts
- ✂✂ Forms of arbitration
- ✂✂ Different forms of partnership
- ✂✂ Conflict resolution and prevention
- ✂✂ Avoiding gross misunderstandings
- ✂✂ Lots of practical role-play and negotiation practice

## **Who Should Attend**

Any staff, manager or executive involved in any form of business negotiations, whether formal or informal, with parties from other cultures

# COMMUNICATING INTERNATIONALLY

## A two - three day Seminar

Have you ever negotiated or held meetings with people from other countries? Have you ever made presentations to an international audience? Have you ever asked yourself any of the following questions:

- ✍✍ What can I do to get my message across to these people?
- ✍✍ Why don't these people seem to understand what I'm saying?
- ✍✍ Why do I feel this isn't going as well as it should?
- ✍✍ How am I going to get all these people to agree on anything?
- ✍✍ How should I interpret what they're saying?

You're excellent at what you do in your own culture. Perhaps you are a skilled negotiator, a highly accomplished presenter or a great person to have in meetings. And now you have to work on the international stage where things are quite different.

These seminars, normally run over two or three days, will help you build on your existing core communication skills and enable you to perform much more effectively in international situations. Each seminar covers one of the following areas:

- ✍✍ leading and participating in international meetings
- ✍✍ making presentations to international audiences
- ✍✍ negotiating internationally

## OBJECTIVES

- ✍✍ To examine key factors that impact on international communication
- ✍✍ To explore the five key dimensions of culture that influence expectations and behaviours in presentations, meetings and negotiations
- ✍✍ To provide models, tips and practical advice for maximising communicative effectiveness in these situations
- ✍✍ To develop strategies for modifying language use for maximum effectiveness
- ✍✍ To practice these core communication skills and receive detailed feedback on performance from the facilitator and peers

## BENEFITS

- ✍✍ Understand how cultural values and perceptions impact on successful international communication
- ✍✍ Learn how to anticipate expectations, interpret behaviour and achieve maximum impact when communicating internationally
- ✍✍ Develop and build on key communication skills in international meetings, presentations and negotiations
- ✍✍ Appreciate the power of language in an international context

# **WORKING INTERNATIONALLY**

## **A one - two day Seminar**

Working with colleagues and clients in other countries is rarely as straightforward as working in your domestic market. Misunderstandings can occur due to language problems; distance can breed distrust; perceptions can be taken as facts; and cultural differences can affect the way decisions are taken, meetings are run, tasks are delegated and completed, and how deadlines are met. Spending one or two days to learn how to overcome some of these obstacles and to develop an awareness of how different people think and behave can greatly improve your international effectiveness.

This is an intensive seminar run over one or two days for groups of 12–15 participants. It is intended for people dealing with the international aspects of business, who have frequent contacts with foreign clients and colleagues, or who work in international teams or project groups

### **OBJECTIVES**

- ✍✍ to raise awareness about the key factors involved in intercultural and international communication.
- ✍✍ to present strategies for successful co-operation, partnership and teamwork across national and cultural boundaries
- ✍✍ to develop tactics and strategies for effective use of English (either as a native or a foreign language) in international encounters
- ✍✍ to find out more about some specific cultures that participants deal with regularly

### **BENEFITS**

- ✍✍ become aware of the importance of cultural difference as a factor in doing business internationally
- ✍✍ learn about key cultural concepts, such as attitudes to time, authority and information, and how they can help you to predict and interpret different attitudes and behaviour
- ✍✍ acquire practical skills and strategies for maximising the effectiveness of communication across cultures.

# **WORKING IN INTERNATIONAL TEAMS**

## **A two - three day Seminar**

Have you ever managed or worked in an international team? Have you ever asked yourself any of the following questions:

- ✍✍ How do I get this international project team to achieve its targets?
- ✍✍ How do I motivate people from different countries?
- ✍✍ How do I build a really international team?
- ✍✍ How am I supposed to work in an international team when we work in different countries and different time zones?

Successful, high-performing international teams don't just happen. Working with people from other countries, often using different languages and working across different time zones is a complex and often frustrating business – and these complexities need to be tackled right from the start. Usually run over two or three days, this seminar uses a range of ground-breaking techniques as a dynamic, interactive approach to help international teams understand and maximise the unique potential of cultural diversity.

## **OBJECTIVES**

- ✍✍ To examine the dynamics of international teams and team roles
- ✍✍ To explore the five key dimensions that impact on all international team behaviour
- ✍✍ To introduce the concept of team charters and protocols
- ✍✍ To provide tips and practical advice on effective leadership, communication and relationship building in an international team context

## **BENEFITS**

- ✍✍ Appreciate the positive potential of cultural diversity
- ✍✍ Develop an understanding of different cultural mindsets
- ✍✍ Learn how to manage and work successfully in high-performance international team
- ✍✍ Learn how to get the most out of individual team members
- ✍✍ Develop a toolkit for understanding and managing intercultural conflict

# **COACHING TRAINERS TO WORK INTERNATIONALLY**

## **A two - three day Seminar**

A large part of international activity is transfer of technology and know how. The role of the international trainer is a key one in global business today.

But being a good trainer in your home environment is no guarantee of success internationally. You may need to train in English as a foreign language, either for you and/or the trainees. The trainees may have different expectations and perceptions of your role as a trainer and their role as learners. Methods and techniques that work at home may fall flat elsewhere.

This seminar, run over two or three days, prepares trainers to adapt their training approach to different learning styles in different cultures. It includes examples of different training approaches on video, and gives participants the chance to try out different approaches with feedback from the facilitator.

## **OBJECTIVES**

- ✍✍to enable participants to reflect on the teaching and learning process
- ✍✍to explore the different roles a trainer may need to play – expert, instructor, teacher, facilitator, coach, resource
- ✍✍to give a full understanding of different learning styles – activists, reflectors, theorists, pragmatists.
- ✍✍to help the trainers to link learning styles to cultural groups
- ✍✍to develop skills to adapt training approaches to different learning styles
- ✍✍to give feedback on training performance.

## **BENEFITS**

- ✍✍run courses that are more effective and successful
- ✍✍transfer skills and know with greater assurance
- ✍✍anticipate the learning style of your trainees and prepare accordingly
- ✍✍enhance your own and your company's reputation by showing greater sensitivity to customers' needs
- ✍✍avoid accusations of cultural imperialism ("do it our way because it's the right way")

# **RELOCATING SUCCESSFULLY**

## **A one - two day Seminar**

Though large scale expatriation may be a thing of the past, companies continue to send key personnel on assignments abroad. This may be a senior appointment or part of a person's career development. In most cases, the family goes too.

It is well documented that over a third of expatriate assignments fail, or under-perform, resulting in either early return or poor performance for the period abroad. Sometimes this may be due to the wrong choice of person or assignment. More often it is a result of poor preparation of the assignee and their family, both in terms of practical information about the country they are going to, e.g. opening bank accounts, getting a mobile phone, and gaining knowledge and understanding of the culture of the people they will be living and working with.

These relocation briefings are tailored to the specific situation of each assignee and their family. Usually run over one or two days, with pre-session preparation and post-course follow up, they give the assignees a full introduction to living and working in the host country.

## **OBJECTIVES**

- ✂✂ to learn more about the host country – its society, its institutions and the habits and customs of daily life
- ✂✂ to have a better understanding of the host country's culture and cultural values, and how these influence behaviour in both social and professional situations
- ✂✂ to examine the similarities and differences between the host country's culture and your own
- ✂✂ to develop awareness and skills which will help you to develop effective social and working relationships with colleagues and friends in the host country
- ✂✂ to learn about the mechanics of culture shock and how to manage it.

## **BENEFITS**

- ✂✂ settle in more quickly and with greater assurance
- ✂✂ reduce the risk of simple misunderstandings due to language or behaviour
- ✂✂ acquire a better understanding of how to work with or manage host country colleagues more effectively
- ✂✂ as the accompanying spouse, often the person who has greater difficulty adapting to the new environment, gain a better understanding of both practical matters and people's customs, habits and behaviour
- ✂✂ show your local colleagues and friends that you are well informed about their country and customs
- ✂✂ concentrate more fully on the new job

# **WORKING WITH SPECIFIC CULTURES**

## **A one - two day Seminar**

Have you ever had to work with people from a specific culture and not really known what to expect? Have you ever felt frustrated by the way people from other cultures do business? Have you ever been mystified by their behaviour in meetings, by their style of communication or by their approach to time?

Working with people from another culture requires many things - tolerance, flexibility, an open mind. But above all, it requires a real knowledge of that culture, an appreciation of its core values and an understanding of how these impact on daily business practices. You will then be able to build on both your own strengths and the strengths of your foreign counterpart(s) in order to maximise co-operation and achieve outstanding results.

This seminar, usually run over one or two days, goes far beyond the usual do's and don'ts that we find in the books. It provides not only practical up-to-date information on the target culture, but also allows participants to develop awareness of a specific business and social style and how to adapt their own approach to maximise performance in this environment.

## **OBJECTIVES**

- ✍✍ To find out more about the way of doing business and building relationships in a specific target culture
- ✍✍ To develop an awareness of the strengths of both your own style of working and that of your counterpart(s)
- ✍✍ To develop strategies for integrating these strengths in order to maximise performance in a range of both business and social situations
- ✍✍ To provide practical, up-to-date information on the target culture – facts, values, attitudes and customs

## **BENEFITS**

- ✍✍ Demonstrate understanding of the target culture to your counterpart
- ✍✍ Achieve superior results by maximising the strengths of both parties
- ✍✍ Reduce the risk of misunderstanding and failure
- ✍✍ Acquire new skills for working effectively in the target culture



# **ASSESSING INTERNATIONAL MANAGEMENT COMPETENCIES**

## **A one day Assessment Tool**

On what basis are people selected and prepared for international assignments? How do you identify people who are more likely to succeed in a particular foreign posting? How can you assess the strengths and weaknesses of different candidates for international assignments? Are some people more suitable for certain parts of the world than others? How do you decide on appropriate training and development to prepare candidates for future international management positions?

The answer to many of these questions can be provided by the *International Management Assessment* (IMA). The IMA is an assessment centre tool designed to assist organisations in the identification and preparation of candidates for international assignments. It can be used at an early stage in a person's career to identify the potential for an international role, thus helping to create a talent pool of future international managers. Or it can be used as a diagnostic tool to assist in the preparation of people for specific assignments. It takes one complete day, consisting of simulations, role plays, case studies, in-basket exercises, group discussions and an in-depth structured interview. After careful analysis by the IMA consultants, detailed confidential feedback is given both to the individual participants and to the organisation's international mobility manager or HR management.

## **OBJECTIVES**

- ✂✂ to identify styles of working, approaches to team work and problem solving and general attitude in relation to different cultures around the world
- ✂✂ to evaluate aptitudes, strengths and weaknesses for international assignments
- ✂✂ to assess suitability for assignments to specific countries
- ✂✂ to highlight areas for future training and development

## **BENEFITS**

- ✂✂ assists in the identification of potential and future international managers
- ✂✂ helps in managing the career development of those identified as future international managers
- ✂✂ aids in the selection or confirmation of candidates for specific overseas assignments
- ✂✂ acts as a diagnostic tool to define areas for future training and development

# OPEN SPACE TECHNOLOGY

## A one - three day Problem-solving / Change Event

An Open Space Gathering (OSG) is a unique kind of meeting in which participants create their own programme of self-managed sessions (such as discussion groups, experiential workshops, ideas sessions and planning meetings) related to a central theme. OSGs allow diverse and often very large groups of people to get together, discuss issues of heartfelt concern, share ideas, pool their knowledge and develop plans for collaborative action.

There are no invited speakers, just one facilitator to explain the procedure and facilitate the plenary sessions. OSGs are particularly effective when complex or conflict-ridden issues must be resolved very quickly, and when people need to work together as equals to decide how they will bring something new into being or bring about a mutually-desired change. The participant group can be of any size, from twelve people to a thousand or more, and the gathering is usually held over ½, 1, 2 or 3 days.

### The features of Open Space

- ?? Even very **large groups can organize workshops** and discussion groups in a very short time (from 50 to 90 minutes)
- ?? Participation is more intense and, a **much greater number of work propositions and ideas** are addressed than with traditional methods.
- ?? **One or two experienced convenors can facilitate Open Space.** Participants learn to facilitate their own workshops
- ?? The **process is transparent**, everyone sees how it works and all contributions are signed
- ?? **Work and reports are done in real time** so that there is no need for tedious report reporting sessions
- ?? **Both freedom and responsibility are encouraged** in OST

Open Space Gatherings are typically held to create a new vision, figure out how to implement a strategy, plan a significant change, solve a complex or intractable problem, invent a new product, or prepare for community action. Increasingly they are also used by organisations as an alternative or adjunct to their annual conferences. The most tangible output from an Open Space Gathering is set of written reports, one for each session, usually with action points.

**Although Open Space Technology was created for any form of interdisciplinary or cross-functional groupings, they can be very effective in resolving office multi-cultural issues that have been subliminally "festering" over a period of time. The Open Space approach in multicultural settings is also particularly useful where there are a large number of people who need to resolve issues, e.g. post-merger integration, joint venture. An example would be creating a new vision for an international merger, accepted by all cultures involved.**

"At the very least, Open Space Technology is a fast, cheap, and simple way to better, more productive meetings. At a deeper level, it enables people to experience a very different quality of organisation in which self-managed work groups are the norm, leadership is a constantly shared phenomenon, diversity becomes a resource to be used instead of a problem to be overcome, and personal empowerment is a shared experience. It is also fun. In a word, conditions are set for fundamental organisational change." (Harrison Owen, originator of Open Space)

## **THE INTERCULTURAL TEAM**

Our team of intercultural trainers has extensive experience of living, working and running training seminars in many parts of the world. All team members have an excellent reputation for the quality of their work and their ability to provide training and consultancy tailored to specific client needs.

### **Donal Lynch**

- ✂✂ Degrees (Dublin) in mathematics, French and applied linguistics.
- ✂✂ Irish national, now based in the UK, has lived in France, Germany and USA.
- ✂✂ Language trainer and intercultural facilitator since 1988 for corporate clients throughout Europe.
- ✂✂ Intercultural seminars for Knoll Pharmaceuticals in the UK, for Lucent Technologies in the UK, Ireland and Germany, and for GlaxoSmithKline in the UK; relocation seminars for Pharmacia and Amersham Biosciences, UK

### **Philip O'Connor**

- ✂✂ Degrees (Birmingham) in education and English.
- ✂✂ Irish national, now based in the UK, has lived in Sweden and Germany.
- ✂✂ Language trainer and intercultural facilitator since 1980 for corporate clients throughout Europe and in the US.
- ✂✂ Intercultural seminars for American Express Europe, Lucent Technologies in India and Ireland, Avesta Polarit in Sweden, Johnson & Johnson in the USA; relocation seminars for Amersham Health and EMC in Ireland.
- ✂✂ former Board member of SIETAR-Europa, and President of SIETAR UK

### **Adrian Pilbeam**

- ✂✂ Degrees (Oxford) in English and linguistics.
- ✂✂ British national, now based in the UK, has lived in France, Belgium and Portugal.
- ✂✂ Senior Partner of LTS; language trainer and intercultural facilitator since 1974 for corporate clients throughout Europe, as well as in the US and the Far East.
- ✂✂ Intercultural seminars for Augusta-Westland Helicopters (an Italian – British joint venture), CGNU France, American Express Europe, Lucent Technologies in France, Germany and the UK, and GlaxoSmithKline in the US and the UK.
- ✂✂ Relocation seminars for MBNA, Amersham Health, Johnson & Johnson, Rohm & Haas, Deutsche Bank, Monster Cable, Fisher Investments Europe
- ✂✂ Author of Professional English, Negotiating, Meetings, Discussions and International Management. Founder / editor of Language and Intercultural Training Journal.

### **Francois Knuchel**

- ✂✂ Degrees (McGill, Montreal) in linguistics and communication.
- ✂✂ British & Swiss national, now based in the UK, has lived in Switzerland, Germany, Canada & Japan. Well travelled throughout Asia-Pacific.
- ✂✂ Founder/Managing Director of Transcultural Synergy Ltd. Intercultural facilitator since 1980 for corporate clients throughout Japan, as well as in the US and Europe.
- ✂✂ Intercultural seminars for Toyota, Suzuki-General Motors Canadian Joint Venture CAMI, Nabco, Pioneer, Tokio Marine, Hilton Hotel, Ebara, Japan Management Association, Marine & Fire Insurance Association of Japan, AIG, UBS and Siemens-Asahi in Japan.
- ✂✂ Relocation seminars for Kobe Steel (Kobelco), Yamanouchi Pharmaceuticals and Sanwa Bank in Japan
- ✂✂ Former Board member (PR Director) of SIETAR-Japan (Society for Intercultural Training, Education And Research)