

Managing Across Cultures

(Code: MAC)

Evolution-U Leadership, Management & Team Building Business Suite
One Day Classroom* Format - Advanced



*The Evolution-U Leadership, Management & Team Building Business Suite is a focused offer of engaging soft skills trainings, providing **usable tools for measurable performance gains** praised by our clients*

COURSE OUTLINE

This one day training provides deep insight into cultural variance and how to communicate within and manage culturally diverse teams. Managing Across Cultures is based on a wide range of source data including research from INSEAD, Hofstede's Cultural Dimensions, the AFCLC cultural guide, Unconscious Bias research and principles in Neuro Linguistic Programming, persuasion psychology and linguistics. The content delivers an intense and impactful learning experience which will position leaders and managers with a solid understanding of the challenges and opportunities offered when managing across cultures!

LEARNING OBJECTIVES

By taking this course, participants will;

- Define cultural diversity and its importance and workplace impact;
- Participate in group exercises to brainstorm cultural variations in the process of delivering feedback;
- Learn one of the most recognized tools for analyzing cultural variation and how to benefit from it with workplace relationships;
- Breakdown the process of building rapport and developing relationships, overlaying a cultural context;
- Discuss the impact of unconscious bias in culture;
- Analyse leadership in a culturally diverse environment, giving participants a series of reference points for improved team management and leadership;
- Introduce the concept of 'cultural bridges' and how to leverage them;
- Participate in a customized group exercise designed to analyze communication styles, conversational topics, gestures, approach to time and personal space across up to 15 different nationalities;
- Participate actively in class exercises designed to allow practise of the techniques and application in business situations.

Course delivery consists of trainer led presentation with video support, group breakouts, exercises and case studies. Open class discussion is encouraged to allow participants to learn from experience and best practise of others. This training is available in both classroom and virtual format.

CONTENT

Defining Cultural Diversity and why it matters

The opening session starts with a group breakout where participants are invited to brainstorm and share their perception of the meaning of cultural diversity and its importance, followed by instructor insights. This activity helps align the group on the value of the training thereby setting the stage for an interactive and productive session.

GROUP EXERCISE: How different cultures give feedback

Referring to the research of Dr. Erin Meyer of INSEAD, participants are split into groups and given a list of 12 countries, and a set of 12 varying approaches to delivering feedback with clues as to which part of the world the approach may relate to. They are then given 15 minutes to discuss and match the two sets before reviewing the correct responses with the class. This exercise opens the discussion around specific cultures, promoting the idea that there is no 'right or wrong' but that there are differences which most definitely exist and need to be understood, respected and adapted for.

Hofstede's Cultural Dimensions

First published in the 1970's, psychologist Dr. Geert Hofstede's cultural dimensions model is the internationally recognized standard for understanding cultural variance. The model gives us valuable guidance on how to communicate and interact with other cultures and is a valuable reference tool that participants will refer to beyond the training. In this section, participants journey into an in depth analysis of the six Hofstede cultural dimensions, an understanding of which gives a solid model for understanding and analyzing cultural variances which can then be applied into the workplace.

Cultural Variations in Rapport Building

The process of rapport building is one of the most important skills in life. Whether we are dealing with internal or external business stakeholders, family members or across our social circle, we need to build relationships - and the process of building rapport is at the core of this pursuit. In this section we introduce the key elements of building rapport, and then introduce cultural variations so that participants can consider how their approach to relationship building should vary depending on the audience.

Leadership, Unconscious Biases and Cultural Diversity

Leadership in a culturally diverse environment requires a global mindset. We need to be ready to challenge our preconceived concept of normality and develop awareness and appreciation for others. An understanding of our own and others unconscious biases is a valuable tool in leading others, allowing us to pre-empt many of the misunderstandings that a lack of cultural appreciation and awareness can create. In this section we turn our focus to leadership in a culturally diverse environment, giving participants a series of reference points for improving their cultural leadership and management style.

GROUP EXERCISE: 10-15 Culture Cross Analysis

In this custom built group exercise, clients select countries they would like to include in the analysis! Automatically included to ensure a wide range of cultural perspectives are China, India, Russia, US, Brazil, Saudi Arabia, Egypt, UK, Spain and Germany. Clients can add up to 5 more countries of their choice (subject to available data, minimum 2 weeks advance notice required). The analysis covers communication styles, conversational topics, gestures, approach to time and personal space. Similar to the exercise on giving feedback, each group brainstorms the combination of responses they think fits each culture before an open class discussion and review of the responses. This final exercise gives participants a detailed insight to many of the most important dimensions of cross-cultural personal interaction which are invaluable in managing culturally diverse teams, and in general communication with others.

Using Cultural Bridges

A cultural bridge is someone who is from the culture you are looking to connect with, has a foot in both cultures, or knows the culture intimately. When a cultural bridge is used, the chances of success usually increase significantly. In this final section of content, we discuss approaches to simulating a cultural bridge when one may not be readily available.

Review and Top Take-Aways

The session concludes with participants identifying their top 3 takeaways both individually and in their groups and sharing the reasons why with the class. This serves as an effective review process whereby the identification of the most important techniques increases the likelihood that they will be adopted post training.

This training course is fully certified by Evolution-U.

**For more information & reservations please contact Jessica
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