

Working across cultures



Global business, cross-national acquisitions, international mergers and communication across frontiers are proof enough that today's managers will inevitably have to take up the challenge of working in the intercultural arena. It is a journey that raises many questions: what makes us what we are and how we perceive the world? What makes others behave differently to how we behave? And when the message is clear to you, why does it appear unfocused and vague to others?

From the keystone of recognising cultural difference to how to build trust and develop remote intercultural communication strategies, this programme targets the essential factors and issues facing a manager when working across borders. It provides key insights and tools into understanding other cultures and belief-systems and ways in which to build bridges of comprehension between difference.

Each training session within the programme features an integrated series of self-assessments and tests adapted from professional intercultural profiling tools to help you to measure exactly how much you understand, how you perceive yourself and others and pinpoint the international skills areas in which you need to improve.

Who this training is intended for:

- Senior management
- Business unit managers
- Managers and project managers
- Executive-level team members

This training will enable you to:

- Identify the logic behind multicultural behaviours and value systems in work-related relationships
- Recognise potential traps and opportunities in cross-cultural cooperation and lay the basis for effective communication
- Distinguish cultural preferences in approaching work-related tasks
- Pinpoint trust criteria across cultures
- Determine key skills and competencies required for effectively working across cultures
- Understand cultural preferences in communicating and delivering effective remote messages across cultures

Leadership skills enhanced by this training

- Being a problem-solver / managing paradoxes
- Promoting cooperation
- Using diversity
- Managing tensions and conflict
- Encouraging team spirit and mutual support

The strong points of this training

- A highly effective step-by-step theory-to-practice programme by leading intercultural and diversity experts Nigel Ewington and David Trickey.
- Features all the major groundbreaking models in intercultural issues from internationally recognised experts such as Hofstede, Trompenaars, Hall and Adler among others.
- Uses high quality video sequences and quizzes from the acclaimed training film for international teams "A World of Difference".
- Provides dedicated self-coaching activities, profiling and assessment tools based on professional psychometric tests in the intercultural field.

A learning course in 6 key steps

1. Recognising cultural difference

- Identify the logic behind multicultural behaviours and value systems
- Understand the impact of culture on work-based relationships
- Recognise potential traps and opportunities in cross-cultural cooperation and lay the basis for effective communication

2. The influence of culture upon people

- Identify what constitutes culture and become aware of your own cultural profile
- Understand the concept of typical and marginal cultural profiles
- Distinguish cultural preferences in approaching work-related tasks

3. The influence of culture upon organisations and working approach

- Become aware of the notion of risk and its impact on working behaviour
- Become aware of the notion of power and its impact on behaviour and organisations
- How risk and power relationships shape the way different cultures approach work

4. Building trust across cultures

- Why trust is important
- How people trust others
- Trust across cultures
- How to encourage trust

5. Six key competencies for working across cultures

- How to recognise and deal with culture clash
- The key skills and competencies required for effectively working across cultures
- Your current skills level and the areas you need to improve

6. Remote Communication across cultures

- Understand cultural preferences in communicating
- Select communication media with greater cultural sensitivity
- Deliver more effective remote messages

The authors

Nigel Ewington and David Trickey have built a reputation as two of Europe's most respected international management development practitioners. Their consulting activities in the intercultural, diversity, team-building, organisational development and coaching fields has lead them to work with a large number of prestigious organisations worldwide including Airbus, Ford, Fiat, BASF, the Benetton Group, McKinsey & Co., HSBC, Deutsche Bank, the WWF, Amnesty International, Hitachi, Glaxosmithkline, Shell, France Telecom and IBM among many others. In addition to their project work with organisations in the corporate and non-profit sectors, Nigel Ewington and David Trickey are interested in developing executive education in the field of cross-cultural management in an academic context. They were responsible for setting up and directing 6 editions of the 'Diploma in InterCultural Management' in partnership with University of Cambridge Programme for Industry.



Nigel Ewington is also a regular contributor to the 'Post-graduate Certificate in Cross-Sector Partnership' at the University of Cambridge, and teaches 'Cross-Cultural Management' on the MBA of China European International Business School (CEIBS) in Shanghai.



David Trickey is a regular speaker at international conferences and major corporate events and in addition, has led a number of large scale projects in global mindset development for organisations in search of closer levels of connectedness across distance and culture.

Together, they have developed numerous tools and training materials such as The International Profiler, the International Competency Set, the International Trust in Teams Indicator and the acclaimed training video 'A World of Difference'.