

Cross-Cultural Training and Coaching

Management

Communication

Team building

Expatriation programmes

International negotiations

Website localisation

Intercultural Business Hub



Cross-Cultural Training and Coaching

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The New International Manager

Programme objectives

To provide participants with practical tools for managing, motivating and communicating with the members of a multicultural team.

Audience

Senior executives and anyone tasked with managing an international team.

Approach

The seminar combines theory, practical exercises, case studies and role play.

Duration

2 days.

Location

We can host this seminar on your company premises.

Languages

English, French.

Following a full needs assessment, the content of this programme will be customized to meet the requirements of participants.

▶ Understanding cultural differences

Developing cultural self-awareness and understanding others
The problems with cultural stereotypes and preconceptions
The cultural iceberg: symbols, heroes, rituals and values
Attitudes to time, space and the environment
The benefits of cultural diversity

▶ Communicating effectively in an intercultural environment

Verbal and non-verbal communication
Comparison of communication styles in selected countries
Adapting to a different communication style
Overcoming language barriers
Written and telephone communications
Presenting to an international audience

▶ Positioning yourself as a leader and manager

What are the qualities of a good manager in other cultures?
What skills are required to manage a multicultural team?
What can I do to gain respect and acceptance as a leader?

▶ Managing a multicultural team

Cultural tendencies and attitudes to authority, teamwork, and business relationships
Approaches to decision-making, risk-taking and problem resolution
Time management and planning
Organizing and leading meetings
How to facilitate the sharing of information and know-how

▶ Défining the group charter

Setting individual and collective objectives
Establishing work methods and communication practices
Allocating roles and responsibilities
Choice of working language

▶ Working in a virtual environment

Building trust and relationships in a virtual environment
Choosing worktools
Establishing work practices
Online meetings: preparation, format, managing participation

▶ Resolving cultural conflicts

Identifying and pre-empting cultural misunderstandings
Resolving cultural conflicts

Multicultural Team Building

Programme objectives

To promote a team spirit, build trust and improve the team's productivity.
To provide a common language for discussing cultural differences.

Audience

All members of an international team.

Approach

The seminar combines theory, practical exercises, case studies, role play and an analysis of participants' experiences to date.

Duration

2 days.

Location

We can host this seminar on your company premises.

Languages

English, French.

Following a full needs assessment, the content of this programme will be customized to meet the requirements of participants.

▶ Understanding cultural differences

Developing cultural self-awareness and understanding others
The problems with cultural stereotypes and preconceptions
The cultural iceberg: symbols, heroes, rituals and values
Attitudes to time, space and the environment
The benefits of cultural diversity

▶ Communicating effectively in a cross-cultural environment

Verbal and non-verbal communication
Comparison of communication styles in countries represented
Adapting to a different communication style
Overcoming language barriers
Written and telephone communications
Presenting to an international audience

▶ Cultural dimensions which impact teamwork

How authority is distributed
The relative importance of tasks and relationships
Uncertainty avoidance and risk-taking
Individualism and collectivism

▶ Multicultural teamwork

Setting team goals
Preparing and participating in meetings
Reporting
Sharing information and know-how

▶ The virtual team

Building trust and relationships in a virtual environment
Choosing worktools
Establishing work practices
Online meetings: preparation, format, participation

Doing Business across Cultures

Programme objectives

Understand how culture influences the thought processes and business practices of your international colleagues, clients and partners. Improve interactions with people from other cultures. Discover practical strategies for improving your performance on the international arena.

Audience

Senior executives, international managers and sales representatives.

Approach

The seminar combines theory, practical exercises, case studies and role play.

Duration

2 days.

Location

We can host this seminar on your company premises.

Languages

English, French.

Following a full needs assessment, the content of this programme will be customized to meet the requirements of participants.

▶ Recognizing and coping with culture shock

What is culture shock?
Stages involved in cultural adjustment

▶ Understanding cultural differences

The importance of understanding one's own culture
Cultural stereotypes and preconceptions
The cultural iceberg: symbols, heroes, rituals and values
How culture influences our perception of the world and way of thinking
The benefits of cultural diversity

▶ Communicating effectively in an intercultural environment

Verbal and non-verbal communication
Comparison of communication styles in selected countries
Adapting to a different communication style
Overcoming language barriers
Written and telephone communications
Presenting to an international audience

▶ Working with people from other countries

Building relationships with colleagues, clients and partners
Planning and chairing meetings
Participating in group activities

▶ Cultural dimensions and management models

Hierarchical and egalitarian cultures (how power is distributed)
Individual and group leadership
Uncertainty avoidance and risk-taking
The relative importance of tasks and relationships

▶ International customer relations

Expectations and perceptions of value across cultures
Differing practices in customer relations

Cross-Cultural Management

Programme objectives

Develop intercultural communication, management and leadership skills. Learn to adapt to the expectations of people from other countries.

Audience

Senior executives; general managers; sales, project and customer relations managers; human resources and training professionals.

Approach

The seminar combines theory, practical exercises, case studies, role play, discussion and analysis of participants' intercultural experiences.

Duration

3 days.

Location

We can host this seminar on your company premises.

Languages

English, French.

Following a full needs assessment, the content of this programme will be customized to meet the requirements of participants.

▶ Understanding cultural differences

Developing cultural self-awareness and understanding others
The problems with cultural stereotypes and preconceptions
The cultural iceberg: symbols, rituals and values
Attitudes to time, space and the environment
The benefits of cultural diversity

▶ Communicating effectively in an intercultural environment

Verbal and non-verbal communication
Comparison of communication styles in selected countries
Adapting to a different communication style
Overcoming language barriers
Written and telephone communications
Presenting to an international audience

▶ Positioning yourself as a manager and leader

What are the qualities of a good manager in other cultures?
What skills are required to manage a multicultural team?
What can I do to gain respect and acceptance as a leader?

▶ Cross-cultural management

Cultural tendencies and attitudes to authority, teamwork, and business relationships
Organizing and leading meetings
Time management and planning
Approaches to decision-making, risk-taking and problem resolution
How and when to delegate
Establishing work methods and communication practices

▶ International human resources management

Recruiting and training policies
Motivating and rewarding
Performance management and career plans

▶ Change management

What to communicate, when and how?
How should objectives be set and who should be involved in the process?

▶ Resolving cultural conflicts

Identifying and pre-empting cultural misunderstandings
Resolving cultural conflicts

Cross-Cultural Communication

Programme objectives

Learn how culture affects the way we communicate. Discover techniques to improve written and oral communications with international colleagues, partners and clients.

Audience

Secretaries, personal assistants, international account managers, sales and marketing teams. Anyone working in a multicultural environment.

Approach

The seminar combines theory, practical exercises, role play and a discussion of participants' intercultural experiences to date.

Duration

2 days.

Location

We can host this seminar on your company premises.

Languages

English, French.

Following a full needs assessment, the content of this programme will be customized to meet the requirements of participants.

▶ Understanding different cultural models

Developing cultural self-awareness
The problems with cultural stereotypes and preconceptions
The cultural iceberg: symbols, heroes, rituals and values
Attitudes to time, space and the environment

▶ Verbal and non-verbal communication

Sentence structures and choice of wording
The use of humour, metaphors and cultural references
Voice qualities: volume, intonation, pace and emphasis
The meaning and use of silence
Eye contact, facial expressions and gestures
Physical contact

▶ Communicating effectively across cultures

Comparison of communication styles favoured in selected countries
Self-evaluation: becoming aware of your own communication style
Understanding how others may perceive your style
Recognizing and adapting to a different way of communicating
Tips and techniques for overcoming language barriers

▶ Writing for an international audience

Style guidelines
Writing and editing texts for translation
E-mail etiquette

▶ Making presentations

Structuring the presentation
Choosing content
Using visual aids

International Negotiations

Programme objectives

Understand how your behaviour can affect a negotiation. Learn how to interpret verbal and non-verbal cues, and adapt your communication style to the style of others. Gain insights into the negotiation strategies and techniques favoured in selected countries.

Audience

Senior executives, managers and sales teams.

Approach

The seminar combines theory, practical exercises, case studies and role play.

Duration

2 days.

Location

We can host this seminar on your company premises.

Languages

English, French.

Following a full needs assessment, the content of this programme will be customized to meet the requirements of participants.

▶ Identifying your negotiating style

Approach and strategies employed

▶ Understanding culture's impact on a negotiation

The negotiating team: status and roles

Values and ethics

Decision-making and risk-taking

Negotiating strategies and techniques

How time and space are managed

▶ Communicating in an intercultural context

Verbal and non-verbal communication

Comparison of communication styles in selected countries

Adapting to a different communication style

Overcoming language barriers

Written and telephone communications

▶ Analysis of an international negotiation

Preparation

Relationship building

Information exchange

Persuasion

Concessions

Agreement

▶ Adapting to a different negotiating style

Cultural trends and negotiating styles

Recognizing and adjusting to a different style

▶ Pre-empting and resolving cultural conflicts

How to limit cultural misunderstandings

Examining and defusing a cultural conflict

▶ Working with an interpreter

Preparation

Working practices and procedures

Living and Working in France

Programme objectives

To facilitate the transition of international assignees and their families into the French lifestyle and work environment. To help participants develop strategies for adapting their communication and management styles to the French way of doing things.

Audience

Expatriates and their families.

Approach

This highly interactive course combines discussion, theory, case studies and practical exercises. Your cross-cultural trainer will be joined in the afternoon by a country expert to answer any questions you may have about living in France.

Duration

1 day.

Languages

English, French.

Location

We can host this programme at the participant's place of work or in the family home.

Following a full needs assessment, the content of this programme will be customized to meet the requirements of participants.

▶ Crossing cultures

- What is culture?
- Separating cultural stereotypes from reality
- Recognizing culture shock
- Stages of adjustment to a new culture

▶ Understanding the French

- Cultural symbols and heroes
- The role of history
- The French educational system
- The family unit and personal relationships
- Comparison of cultural values in France and the participants' country
- Culture, language and thought patterns

▶ Communicating with the French

- Verbal and non-verbal communication
- Comparison of participants' communication style with that of the French
- Greetings and introductions
- Speaking on the phone
- Socializing and making small talk
- Written communication
- Tips for learning French

▶ Living in France

Examples of topics we can cover in this part of the course include:

- Healthcare and personal safety
- Shopping
- Opening a bank account
- Getting around in France
- Entertainment and cultural activities
- Useful contacts and addresses for Americans in France
- National holidays and traditions
- Food, wine and entertaining
- Schools and activities for children

▶ Doing business in France

- Management and leadership models
- Business relationships
- Risk-taking and decision making
- Meetings and presentations
- Etiquette and business entertaining
- Time management

Living and Working in the USA

Programme objectives

To help French expatriates and their families make a smooth transition to living in the USA. To provide international assignees with practical tools for understanding and adapting to American business practices.

Audience

Expatriates and their families.

Approach

This highly interactive course combines discussion, theory, case studies and practical exercises. Your cross-cultural trainer will be joined in the afternoon by a country expert to answer any questions you may have about living in the USA.

Duration

1 day.

Location

We can host this program at the participant's place of work or in the family home.

Languages

English, French.

Following a full needs assessment, the content of this programme will be customized to meet the requirements of participants.

▶ Crossing cultures

- What is culture?
- Separating cultural stereotypes from reality
- Recognizing culture shock
- Stages of adjustment to a new culture

▶ Understanding Americans

- National symbols and heroes
- The role of history
- The American educational system
- The family unit and personal relationships
- Comparison of French and American cultural values
- Culture, language and thought patterns

▶ Communicating with Americans

- Verbal and non-verbal communication
- Comparison of French and American communication styles
- Greetings and introductions
- Speaking on the phone
- Socializing and making small talk
- Written communication
- Tips for learning English

▶ Living in the USA

Examples of topics we can cover in this part of the course include:

- Healthcare and personal safety
- The American legal system
- Dining etiquette and entertaining
- Useful addresses and contacts for expatriates
- Entertainment and cultural activities
- National holidays and traditions
- Schools and activities for children

▶ Doing business in the USA

- Management and leadership models
- Business relationships with colleagues and customers
- Risk-taking and decision making
- Meetings and presentations
- Socializing and networking
- Time management

Website Localisation

Programme objectives

Discover ways to reduce the costs and time-to-market of multilingual websites. Understand how culture impacts Web design. Learn how to choose a service vendor and manage a localisation project.

Audience

Webmasters, e-business and e-learning project managers, marketing and communications professionals, content writers.

Approach

The seminar combines theory, practical exercises and case studies.

Duration

1 day.

Location

We can host this seminar on your company premises.

Languages

English, French.

Following a full needs assessment, the content of this programme will be customized to meet the requirements of participants.

▶ Best practices in website internationalisation

HTML, style sheets and scripts
Working with graphics
Designing tables and forms
Issues with text expansion, character sets and fonts
Language negotiation

▶ Content localisation

Cultural values and preferences
Translating and adapting texts
Cultural significance of images, colours and metaphors
Common cultural pitfalls to avoid
Dates, times, numbers, weights and currencies
Differences in national communication styles
Sound and multimedia components

▶ Translation technologies

Machine translation
Translation memories
Multilingual terminology management

▶ Localisation project management

Project evaluation and possible approaches
Choosing a localisation or translation vendor
Putting together a localisation kit (files, glossaries and instructions for the vendor)
Production phase and quality control
Localisation checklist

▶ International usability testing

Return on investment for usability testing
Planning and moderating a usability test
Who should test the website and when?
Collecting user feedback

▶ Multilingual customer relations

What are the expectations of customers in other countries?
Applications for language technologies

Executive Cross-Cultural Coaching

Expatriates moving to France face the challenge of working with people whose ways of thinking and behaving are significantly different. In many cases, the difficulties they encounter are compounded by the need to communicate through a new language. These cultural obstacles inevitably affect the expatriates' ability to perform effectively, and ultimately their chances of succeeding in their new role.

Our Executive Cross-Cultural Coaching Package is designed to give you guidance and support during the cultural adaptation process. It provides a flexible framework for you to learn about and adjust to your host culture, together with practical mentoring as you devise and implement action plans to meet your professional goals. The standard executive coaching package includes:

- A needs assessment consisting of a written questionnaire and face-to-face consultation to determine your strengths as well as areas for development
- Eight person-to-person sessions of 2 hours each at weekly or fortnightly intervals
- Two follow-up person-to-person sessions of 2 hours each at intervals of 3 and 6 months
- E-mail and telephone support for the duration of the programme

COACHING TOPICS

While coaching sessions are tailored to individual needs, many of the following items are typically covered in the executive programmes:

- Recognizing and coping with culture shock
- Developing cultural self-awareness: understand how culture influences your own behaviour, expectations and communication style
- Leading and managing an international team
- Communicating across cultures and languages
- Presenting to a French audience
- Chairing meetings
- Negotiating with the French
- Giving and soliciting feedback
- French business and social etiquette

WHAT YOU CAN EXPECT FROM YOUR COACH

- Complete confidentiality
- Supportiveness, patience and understanding
- Constructive and honest feedback
- Resourcefulness in problem-solving
- Help in expanding your range of choices

Coaching sessions are held at your place of work and are spaced to allow for on-the-job application of new skills and strategies.

Intercultural Business Hub



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