



itim

Intercultural
Management

*Managing in the BRIC Countries:
Brazil, Russia, India, China + M.E.
(meaning any countries outside the Western world)*

Open* Workshop in Nice, France
for a mix of companies

October 15 – 16**, 2009
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FOR:

Anyone working in/with regions outside West Europe and the U.S. and who wishes to be a truly Global Manager.

You will take away new tools and skills which need to be used daily in international business.

NO AGENDA YET; HERE'S WHY

This workshop will be tailor-made to fit the participants. On the last page participants will be asked to indicate which issues and which countries are of most interest. Topics and countries (any outside the Western world) covered will reflect these interests.

Priorities might turn out to be, for example: “Management of virtual European-Indian teams in off-shore operations”, “Gaining acceptance of corporate policies in Europe and Latin America”, “Getting feedback in Korea and Japan”, “Selling in Mexico”, etc.

On the next page is a list of suggested topics, to give a better idea of the likely content.

*IN-COMPANY workshops tailored to your team are also available upon request

**If the DATE is a problem: You are allowed to send a substitute if you register but cannot come (see registration page).

Individual coaching is another possibility -- or organizing an in-company workshop with 6-15 colleagues.

Finally, if you are interested in this workshop, but the date does not fit, please let me know and perhaps I can do something about it.

SUGGESTED TOPICS TO BE CHOSEN BY PARTICIPANTS

Acceptance of HQ policies	Selection of Off-shore Countries
Attitude towards Innovation	Attitudes towards Rules, Procedures
Implementing Change	Communications
Conflict Management	Decision-making
Delegation	Leadership Styles
Negotiating, Selling, Motivating	Giving and getting Feedback
Performance Evaluations	Virtual Teamwork
Importance of Relationships	

HAVE YOU THOUGHT

Q: How is it possible to deal with so many countries and topics in only 2 days – even if not all of them are selected?

Will it be too general?

A: Absolutely not! (see below)

1) Begin with the tools:

The *itim* approach uses 5 dimensions/area of cultural difference (Hofstede) between all countries in the world. They reflect answers to questions faced by all societies, e.g. how do we allocate power, how important is the individual compared with the group, how important is security as opposed to entrepreneurship, do we live to work or work to live.

Knowing the linkages between cultures allows you to *leverage knowledge* from the countries you know -- to the cultures/countries you are learning. It is a *powerful system* which you will probably use daily for the rest of your career – and possibly beyond.

Without it you are condemned to a lifetime of learning cultures by trial-and-error, dangerous for you and costly for your company.

2) Then practice using these tools to solve your business problems:

We guide you in using the tools in concrete *business situations which you have prioritized*. After more than 20 years operating with licensees around the world, *itim* has a rich collection of up-to-date training materials. Following 2 days of practice, and with our useful support materials (*2 Pocket Guides* for quick reference, as well as a *matrix of detailed solutions* to business problems in different countries), you will leave with fresh and effective ideas to tackle problems which once seemed inexplicable and impossible.

Facilitator

Barbara Sumner has worked (for multinational companies in the IT industry) and lived in 7 different countries, including the Middle East region. As an itim licensee she has given training to mixed cultural groups in the following companies: ExxonMobil, Pfizer, Pioneer Electronics, Toyota, GSK, BMS, Citrique, Umicore, Barco, Picanol, EDS, ACNielsen, FT/Orange, Fed Ex, International Paper
focused on e.g. managing, negotiating, working in virtual teams in the following countries:

India, Russia & E. Europe, Middle East, Korea, Japan, China, Latin America, Indonesia, Malaysia

Participants!

Not to forget that the mix of experienced managers from many countries and companies will enrich our discussions and allow us to share best practices. Group size will be limited to 15 to ensure that everyone's objectives are met. Learning activities in small groups, sometimes with a different country focus per group, will ensure maximum interchange of experience and ideas. AND, we believe the workshops should be enjoyable – even fun!

Extras

1. If registration is received before the end of April 2009, you will get a personal *follow-up coaching* session after the workshop
2. A Personality Option (p. 5) allows participants to *measure" themselves* and their way of working against different countries/cultures

Tuition

The tuition fee of 1,690.00 euros includes:

- 2-day workshop tuition
- Personal Coaching Session*
- reference matrix
- Two Pocket Guides for quick reference

It does not include: Hotel conference fees (circa 55.e/day) and overnights, (circa 120.e/night)

*Coaching: either face-to-face or phone anytime during the year following the workshop

Registration

If you or your colleagues would like to register, please fill out the registration form (last 2 pages). Check to see if you are interested in the Personality Option on the next page. Registrations after the deadline (communicated via email) will still be accepted if there are free places.

Workshop Option: Combine Culture with *Personality*

How does your personality – that is the way you usually

make decisions

gather information

manage and relate to others

deal with change

handle stress and conflict

plan your work

motivate, persuade, sell,

communicate

come across to people in other countries – those you work in/with?

We can get a “reading” of the above, then see how your personality meshes with cultural patterns in different countries. Perhaps your personal style would work well in Scandinavia. However, if you were to work with Chinese, you might need to adjust the way you manage in areas x and y in order to get the best out of them.

The result of a *culture-personality* comparison yields much useful information about how you need to adjust to be successful in a wide range of countries/environments.

The *personality* element can be built into in-company programs. It is also available to participants of this open workshop (350.euros extra), and works in the following way:

Before the BRIC workshop:

We will send you the Myers-Briggs to fill out and compute your score (about 30 minutes). The score can be e-mailed to me and the printed materials returned at the workshop.

Next we arrange a phone conversation of about 1/2 hour. This is to verify your personality type and explain what it means. It will also set you up with a certain approach to the workshop, i.e. given my personality, what kinds of challenges might I have working with the Indians, Chinese, Russians, etc.

After the workshop:

We will arrange another 1/2 hour phone conversation – to give you more information on how you might work with other personality types in certain countries, i.e. to weave the intercultural information from the workshop together with your personality.

Next?

To practice working with different personality types and also different cultures:

A new open workshop (“The Individual in the Team”) focuses on these individual differences and their dynamic in teams. This would allow you to extend the knowledge gained in this debriefings.

Managing in the BRIC Countries – Registration Form

Thank you for answering the following questions and e-mailing the form back to barbara@itim.org. Please note that receipt of the registration is a commitment to attend, prepayment is required, and no refunds can be made. *However, you are welcome to send a substitute from your company in case you are unable to attend.* (A late registration fee of 80.00 euros will be applied if less than 4 weeks remain to the workshop).

Date of the seminar I am registering for: October 15-16 2009

Yes, I want to sign up for the Personality option (see previous page)

No, I don't want the Personality option

Name (first, last) _____

Name of Substitute _____
(See above)

Company _____ Title/Function _____

Address _____

Phone _____ Cell phone _____

E-Mail _____

Your native culture, e.g. French

Cultures/Countries you know well

My objectives and priorities for this workshop:

BELOW, PLEASE INDICATE THE COUNTRIES and TOPICS of importance to you – which we should deal with in this session.

COUNTRIES of interest, in order of importance, starting with the most important:

1. _____ 2. _____ 3. _____

4. _____ 5. _____ 6. _____

Please go to the next page to complete the information-gathering.....

TOPICS of interest.

Please place a number behind the topics of most interest to you, trying to prioritize them as much as possible (see example). Also, for each topic chosen (you don't have to choose all), indicate which country/countries it applies to.

EXAMPLE:

- 3 Acceptance of HQ policies in *China*
- Considerations in selection of Off-shore Countries
- 1 Attitude towards Innovation in *Russia, India*
- Attitudes towards Rules, Procedures in

YOUR TURN:

- Acceptance of *HQ policies* in
- Considerations in selection of *Off-shore Countries*
- Attitude towards *Innovation* in
- Attitudes towards *Rules, Procedures* in
- Virtual Teamwork* in
- Importance of *Relationships* in

- Communications: e-mail, conference calls, video* in
- Face-to-face meetings in
- Conflict Management* in
- Decision-making* in

- Delegation* in
- Leadership Styles* in
- Negotiating, Selling, Motivating* in
- Giving and getting *Feedback* in

- Performance Evaluations* in

Please list below any topics-countries of interest to you which were not on the list above – or any clarification of your choices above.