

Developing Cultural Confidence

Introduction:

Congratulations on your exciting new appointment you must be excited about the opportunity to work in the Middle East! Perhaps you feel a little apprehensive, maybe you are uncertain about etiquette confused by religious beliefs and baffled by media coverage of the region. These concerns are an indication of your professionalism you have recognised that the ability to work across cultures is not instinctive and your effectiveness will depend upon your ability to manage, interact with and embrace cultural differences to develop your international business relationships.

Duration & Options:

- ✿ Cultural Training & Development Programme - Duration: 3 Day Workshop
- ✿ Optional - Pre-Course Assessment - 2.5 hours per delegate
- ✿ Coaching Support via telephone, or Skype

Aim

Most international managers and professionals are hired for their technical expertise and experience, rather than their ability to relate, communicate, engage, motivate and work effectively with colleagues and customers from other cultures. Yet, without such behavioural competencies, managers and professionals are unlikely to be effective in transferring their technical knowledge and skills in an unfamiliar international or multi-cultural context. This practical programme will address some of the myths and misleading media about working in the Middle East and enable you to assess your readiness for multi-cultural working and develop the key competencies to enable you to approach your assignment with confidence

"We don't see things as they are...we see things as we are" - Anais Nin

Outcomes

Your investment in this programme of development will enable you to:

- ✿ Assess your experience and capabilities for multi-cultural working and develop key competencies to enable acceleration of business-critical relationship development
- ✿ Explore perceived cultural differences and recognise how actual differences impact on the process of building effective international relationships
- ✿ Recognise and appreciate the differences and challenges that working amongst a collectivist culture can present and develop skills to influence individuals and groups successfully to harness their collective talents while maintaining harmony of relationships
- ✿ Identify how appropriate behaviour can be judged as totally inappropriate by others if their systems of beliefs and values are different

- ✿ Identify the strategic divide that organisations face when working across cultures and plan to minimise the gap
- ✿ Demonstrate understanding and respect of social and cultural taboos and select appropriate channels and media to communicate key message
- ✿ Plan to influence specific areas of cultural preference including; communication styles, business values and working practices
- ✿ Avoid being too hurried during negotiations at the expense of building reciprocal relationships
- ✿ Identify and develop the personal qualities required for working effectively across cultures

Having reflected on your expectations, and explored some of the personal competencies that will help you to work with the differences you will be well equipped to approach your assignment with professionalism and confidence.

Delivery

Course content and delivery techniques are structured to provide variety and appeal to a diverse audience.

Delivery methods engage learners; course materials are structured to appeal to a range of learning styles. Group exercises, management activities, and discussions connect learners to content and provide regular opportunity for reflection, review and feedback to facilitate learning transfer.

Opportunity for review and evaluation are a constant feature of training. Various methods are used including opportunities to review expectations and concerns, personal progress and action plans. Evaluation encourages the delegate to elaborate on what they will do as a result of the learning experience

Pre-Course Personal Assessment

The *International Profiler* is a questionnaire and feedback tool that has been developed to help managers and professionals understand where they typically put the emphasis when working internationally. It helps to raise their awareness of potential areas in which they may require future development, and suggests actions they can take to fill the gaps.

The *International Profiler* is an online questionnaire and feedback process. The questionnaire takes about 45 minutes to complete, and automatically generates a scored report for our consultant who is, accredited to administer and interpret your personal profile and deliver feedback. We can also provide coaching support. Answers to the questions indicate the energy, emphasis and attention an individual brings to 22 different attitude, knowledge and skill dimensions, grouped into 10 key competencies for international and multi-cultural leadership, managerial and professional skills transfer.

A standard 4-page report provides the individual's scores against the normed scores of all *International Profile* respondents to date, together with an overview of the dimensions, a summary of the individual's profile, and suggested development themes.

Course Content

- ✦ Exploring values and beliefs - the invisible rules that guide your behaviour
- ✦ Why Islam is much more than a religion, and the influence of Islam on:
 - Family values
 - Personal relationships
 - Respect for seniority
 - Power & hierarchy
 - Avoiding confrontation & saving face
 - Business practice & ethics
- ✦ Females and family obligations
- ✦ Notice the unique individual behind the veil
- ✦ Facilities 'faux pas' – respecting cleanliness and godliness providing essential facilities
- ✦ Attitudes towards time and establishing a balanced approach to managing priorities
- ✦ Flexing your leadership style to encourage empowerment and initiative
- ✦ Getting things done in the Middle East. The power of affiliation tribal influence and connections
- ✦ Subtle Signals – Non verbal signals of significance
- ✦ Different views on corrupt business practices
- ✦ Are we agreed? Best practices in negotiations and meetings
- ✦ Managing multiple stakeholders
- ✦ Team Building and the effect of hierarchical culture on team behaviour
- ✦ Recognising faulty feedback! The impact of social image harmony of relationships over directness & sincerity
- ✦ Respecting taboos, and avoiding pitfalls when doing business in the Middle East .