

Training

Turning cross-cultural complexity into high-performance vitality

TRAINING

In an international context, smart business decisions depend on the ability to bridge cultural differences. This is one of the reasons why individuals at all levels of an organization need to be able to understand differences between diverse cultures and know how to bridge them. In global business, social competence in different cultures has become a determining factor for success.

There are several scenarios where a business can be at risk when poor cultural competency is involved. Organizations expanding overseas or opening new facilities internationally can benefit from increased cross-cultural skills just as much as those sending key employees abroad. The same is true for industries with a workforce that is becoming more diverse, either because they are integrating more employees from different countries, or because they are working with teams spread over different locations around the world.

Sending key employees on overseas assignments comes at a significant cost. If expatriates fail to adapt to the work style of the new location or the norms and behaviours of its culture, their assignments are at risk: organisations will lose business due to cultural misunderstandings and miscommunication and miss out on international growth opportunities.

Questions like "How is trust built differently in this particular culture?", "What is the most constructive way to provide criticism?" or "How can I convince my counterpart of my reliability and trustworthiness?" come up frequently.

THE EURASIA COMPETENCE APPROACH

In our view, successful intercultural training is neither a transmission of facts about a new environment nor etiquette training or a discussion about "do's and don'ts." Training by EurAsia Competence is based on its proprietary comparative theory of culture¹, which develops an awareness of cultural differences and explains their strategic and operational relevance. Practical exercises help to internalize new knowledge and apply it in case studies.

Non-European cultures show a more distinctive closeness between in-group members than American or European social environments. Empathy is more important in these business surroundings than in the US or in Europe. On the other hand, western detachment has the advantage of allowing analysis and abstraction, where closeness-based societies have decisive disadvantages. Training in intercultural skills by EurAsia Competence regional specialist highlights the advantages and disadvantages of different cultural backgrounds and improves intercultural skills by working on combinations of proximity and distance, both in perception and in action.

YOUR BENEFITS

- You recognize and practice the nuances of appropriate behaviour abroad in specific face-to-face relationships
- You develop strategies for performing specific tasks well in a new cultural environment
- You gain insight into effective patterns of communication across different cultures
- You reflect on your own behaviour in order to facilitate acceptance by others
- You learn to avoid jumping to quick conclusions about unfamiliar behaviour, e.g. "ignorant, inflexible, malicious, ..."

EURASIA COMPETENCE SERVICES IN TRAINING

Training programmes

For participants, there are 4 stages to a programme, starting with the *Individual Development Plan (IDP)* and ending with an evaluation of its effectiveness.

Preparation / goal definition

Before participants start the training programme, they need to define specific development goals. This ensures they know what they want to get out of it and are in the right frame of mind to learn, and forms the basis for part of the evaluation at the end of the process. The definition of personal

EurAsia Competence provides hands-on and customized strategic and operational support to the management of private enterprises and governmental and non-governmental institutions, enhancing organizational performance and value creation for clients operating in Europe and Asia. EurAsia Competence coaches, supports, and trains boards of directors, executive teams and project teams to integrate cross-cultural competences and gain competitive advantages for clients' organizations.

Our team of experts for training:



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 Assessor, trainer and coach in various industries (banks, insurances, food, hotel business, transport companies, hospitals, telecom, IT, architecture) and administration (federal departments, cantons, communities) in Europe and China



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 International corporate transactions (M&A, Buy-out, etc.); Business development in Europe, Asia-Pacific, North America; Development of intercultural corporate culture; Technology and innovation management; Intercultural communication

development goals can be based on experience from daily business or specific professional evaluations.

Learning process

Participants work on their objectives, expanding and deepening their knowledge and skills through modules one and two and on-the-job experience. The new knowledge can only be consolidated once they return to their roles and have a chance to use their new skills on a day-to-day basis (learning on the job).

Evaluation

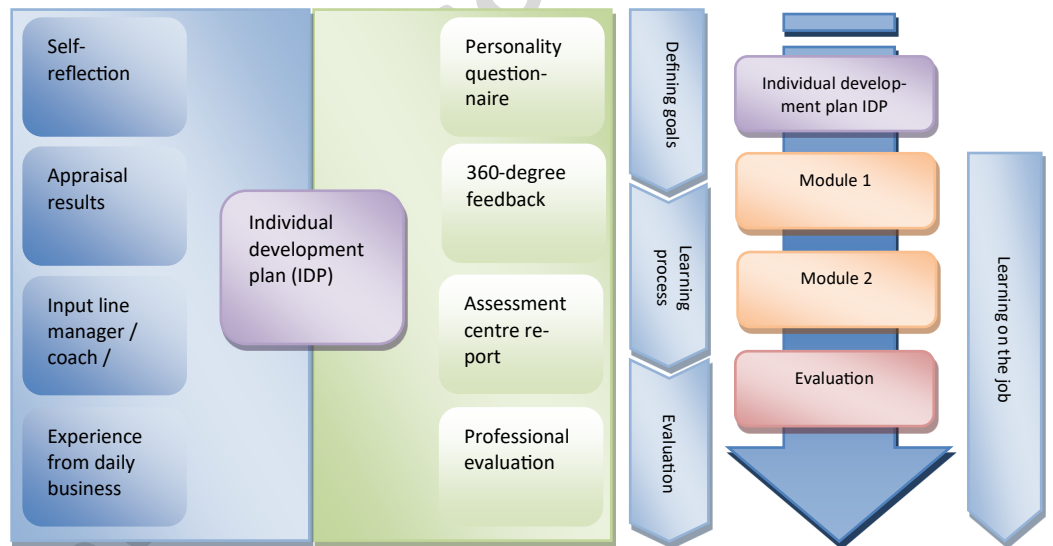
At the end of the agreed time period, the effectiveness of the training in meeting the objectives will be evaluated. There are different ways to evaluate learning progress.

Skill Assessments

An assessment of an employee's skill set is performed after a training period. Learners demonstrate their knowledge e. g. by performing role-plays with challenging scenarios.

Social Ownership

The ability to teach others is one of the highest forms of mastery of a subject. Social ownership puts learners in the position of teaching others by showing how they apply concepts in their real world. This concept not only engages employees to teach and learn from each other, it also gives them the ability to measure how well concepts are being implemented within the organization.



OTHER EURASIA COMPETENCE SERVICES

- Strategy and organizational development
- Leadership and change
- Cultural due diligence
- Issues and reputation management
- Coaching for boards, executive teams and project teams
- Assessment, education and training on individual and teams

EURASIA COMPETENCE TARGET GROUPS

- Public and private companies
- Government institutions
- NGOs
- Professional associations and foundations

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