



## Graduate Development Skills Cultural Awareness \* Team-building \* Conflict resolution \* Communication 3-day Course Outline

Research published recently by the AGR (Association of Graduate Recruiters) indicated that the number of graduate vacancies will increase by 15% this year. However, employers remain concerned about the abilities of university leavers. The survey reports that almost half of CEOs are worried about graduates' **'team-working, cultural awareness, leadership and communication skills**, as well as their academic achievement'.

If your company faces this challenge, you may be interested to learn of our graduate development skills seminar. This programme provides an opportunity for delegates to participate in rich simulations in order to develop their cultural awareness and encourage them to make decisions, solve problems and strive to complete tasks. Our learning style includes pre-course questionnaires, interactive sessions, case-studies, cross-cultural dialogues, role-plays and exercises, video-work and outdoor activities.

As this seminar is tailored to meet the specific needs of our individual clients, all the topics shown in the Course Outline can be presented in the context of your own company. Courses can be conducted when and where you would like them – at your own premises or a venue of your choice.

### Course Objectives

- Provide a framework for understanding own cultural preferences and how these impact on other cultural groups
- Develop professional, cross-cultural team-building and leadership skills
- Incorporate exercises to explore communicating and resolving conflict effectively
- Contain various practical hints and tips to follow when working in multi-cultural teams

### Topics covered - Day 1:

Welcome, introductions and administration

Course objectives and agenda

Introduction to Cultural Awareness

#### Group Exercise: Key Characteristics

- Coffee -

**Culture 'Onion'**: Delegates explore both the explicit (visible) and implicit (beliefs) layers of culture. Topics include: geography, climate, religion, history, architecture, dress, body language, food and drink, work, leisure, greetings, customs and conventions.

#### Introduction to a Model of Culture

- Lunch -



**Group Exercise:** Delegates experience and examine the sharing of information and study leadership, cooperation and conflict issues in team problem solving.

### **Continuing to build up a Model of Culture**

- Coffee -

### **Continuing to build up a Model of Culture**

Close of Day One

### **Topics covered - Day 2:**

Recap of learning from Day One

### **Continuing to build up a Model of Culture**

#### **What are the different attitudes to time?**

- Coffee -

### **Video-work**

**Group Simulation:** A simulation in which a team must make decisions and strive to complete a task in a new fictitious culture. This simulation is particularly useful as participants experience the dynamics, processes, advantages and disadvantages of decision-making across such differences as nationality, culture, gender and organisation.

- Lunch -

**Team Work & Roles:** Delegates are introduced to Belbin's Model which analyses team roles describing a pattern of behaviour that characterises one person's behaviour in relationship to another in facilitating the progress of a team. Delegates complete a *self-perception inventory*, *answer sheet* and *team role profile* to establish their preferred way of working in a team environment.

- Coffee -

### **Continuation of Team Work & Roles**

**Remote Management Exercise:** An exercise that allows the delegates to develop a checklist of the characteristics of a successful remote team-leader.

Summary and conclusion of cross-culture and team-work

Close of Day Two

### **Topics covered - Day 3:**

Objective setting and agenda for the day.

**Group brainstorm:** Obstacles to effective communication: time, language, listening problems, lack of feedback, bogus feedback, resistance to criticism and selective perception. Delegates learn that barriers/obstacles may have a double 'hit' acting as filters on both sender and receiver.

**Group Exercise:** Participants play a simple game in small groups where conflict begins to occur as participants move from group to group. This simulates real communication difficulties where people initially believe they share the same understanding and approaches in the workplace. In discovering that the rules are different, players undergo frustration similar to actual experiences when working with other cultural groups or different team-members. They then must struggle to understand and reconcile these differences to function effectively.

- Coffee -

**Group Exercise:** In two groups, the delegates are instructed to discuss a topic of their choice whilst operating within certain 'rules'.

**Group Brainstorm:** Back into their two groups, one group brainstorms all the things that they can think of that will help their listening skills and the other group brainstorms anything that will help them being listened to. Each group writes their tips on a flip-chart and Course Leader posts these up for review and discussion.

**Exercise:** One nominated delegate describes a series of printed shapes to the group who must replicate the drawings.

- Lunch -

**Conflict Management:** Delegates review their own response tendency to conflict situations. There are three parts to this activity and they will become more aware of their personal style and techniques for becoming more sensitive, flexible and successful when coping with a disagreement.

- Part 1 consists of *three short case studies* which invite the delegates to place themselves in particular conflict situations.
- Part 2 contains a simple model of conflict resolution styles and asks the delegates to classify themselves within the model.
- Part 3 is a *paired comparison questionnaire* which provides another way of examining their preferred approach to resolving conflict.

- Coffee -

**Communication Exercise:** In pairs, delegates are asked to communicate a numbering system which assigns a specific symbol to each of the numerals from 0-9 to each other. Their abilities as effective communicators will be measured on the basis of how well their partner remembers and is able to convert any number into the equivalent system.

### **Learner Review, Action Planning & Course Evaluation**

This final session provides a formal opportunity for delegates to personally summarise and record what they have learned during the Workshop, the different approaches they will consider and test-out back in their workplace and key learning points to apply in the future.