

Sample Course Outline

Developing Intercultural Competence

Cultural Awareness * Team-Working Skills * Communication Skills *



Introduction

Working internationally is challenging. Even though it is stimulating and rewarding, there are potential difficulties when people from different cultures misunderstand each other. This practical course introduces culture and why we behave in the way we do. Together, we explore what you have observed in others and review the underlying values, attitudes and expectations driving their behaviours. We use tools and a Model of Culture to highlight the changes you need to make to harmonise and work better together.

We can fully customise our content for the cultural groups that you are working with.

Learning Objectives

To:

- Identify the keys to understanding the different cultural approaches
- Understand how your preferences impact on one another in project work
- Learn how to conduct business in specific countries
- Engender collaborative working and build trust
- Communicate more effectively within your multi-cultural team

Pre-Course Task: Before you try to understand the attitudes and values of other cultures, you need to have a good look at your own. Participants are therefore asked to think about the deeper, hidden elements (values, attitudes, behaviours) of their culture and come prepared to share their examples with their colleagues.

Module 1: *Developing Cultural Awareness, Understanding Differences*

- Overview of the programme, learning objectives, timeframe, expectations
- What is intercultural competence? Developing self-awareness; stereotypes and generalisations
- Introducing core concepts: values; attitudes; and behaviours
- Human Universals: similarities/universals common to all
- Participants share their pre-course task with feedback from trainer
- Core Values (for the countries under discussion)
- Model of Culture: exploration of cultural dimensions for understanding the individual cultures and the challenges of working in a multi-cultural team. The dimensions in this session will include:
 - Relationships: Task-based or Relationship-based?
 - Relationships: Individualist or Group?
 - Time: Scheduling and Deadlines

Sample Post-Module Task: In preparation for the next session, participants will be asked to complete a remote communication exercise relating to an international team member.

Module 2: *Intercultural Communication*

- Recap on Module 1: *Developing Cultural Awareness, Understanding Differences*
- Continuing to explore cultural dimensions relating to team exchanges and interactions:
 - Communication: High or Low Context?
 - Communication: Indirect or Direct?
 - What does this mean for your emails/IM/videoconferencing?
- Poll: International Meetings
- Using 'Global' English
- Breakout Room: Remote communication exercise with peer and trainer feedback
- Signposting your language, asking fruitful questions
- Top Tips for communicating with (countries under discussion)

Sample Post-Module Task: Participants to prepare for the next session by considering the following: How does my approach to time (e.g. project teamwork; contributing to team meetings ...) help or hinder my colleagues? What small steps could I take to 'improve efficiency'? What (more) could I do to build remote relationships?

Module 3: *Working Effectively With... (for the countries under discussion)*

- Recap on Module 2: *Intercultural Communication*
- Continuing to explore cultural dimensions relating to team-working:
 - Attitudes to hierarchy, authority and decision-making
 - Team Processes: What does team collaboration look like in your country? How to...
 - request help or information
 - give and receiving praise
 - give and receiving critical feedback
 - cooperate with team members
 - initiate and resolve conflict.
- Group discussion: Sharing of participants' previous task with feedback from trainer

Sample Post-module activity: Participants are divided into "topic" groups to meet before the final session to discuss concrete and easy-to-implement steps they can take to and to come prepared with a 2-minute presentation.

(Optional) Module 4: *Sustaining Your Global Team (examples shown for illustration)*

- Recap of previous modules
- A more in-depth look at some of your possible challenges
- Managing Team Performance: problem-solving, decision-making, time management
- Managing Team Process: meetings, communication, delivering a clear message
- Developing Team Members: delegation/empowerment, performance management, resolving conflict
- Global Management: leadership, remote management, language issues.

Summing Up, Close

Course Duration

As a guide for discussion, each online module outlined above generally takes 90-120 minutes for our trainers to deliver (total 6-8 hours). The self-directed tasks are in addition and are designed to take the participants 20-30 minutes each task (total 1-1½ hours). Further reading and videos will also be offered as recommended self-learning resources. We recommend the sessions are taken at least once per week (ideally twice per week or as a half-day session).

Course Fees

Programme	Group Size	Duration	Fee
Design and delivery of an online programme including delegate pack and resources	Up to 12 participants	90 minutes per module	4 x £550 = £2,200 plus VAT
	12 to 20 participants	90 minutes per module	4 x £600 = £2,400 plus VAT

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