



CREATIVE
CULTURE

ENGAGE

CULTURAL AWARENESS WORKSHOP OFFERING

November 2020

INTRODUCTION



In the current climate, ensuring sensitivity, appropriateness and inclusivity is more important than ever. Companies are more and more at risk of being called out and criticised for posting problematic content, delivering the wrong messages or making empty claims.

At a time when diversity and inclusion are on the agenda of most global companies' boards, ensuring teams are knowledgeable and respectful of other cultures, nationally or internationally, is critical to the functioning of the organisation.

Whether your employees are preparing for expatriation, managing global and local teams (internally and/or externally) or evolving within a multi-cultural environment, arming them with the right cross-cultural knowledge is key to increasing team-wide performance.

Embarrassing cultural mistakes are often detrimental to long-term business relationships or a manager's credibility with their newly acquired teams.

Too often, people who have been working at a global level without any in-market experience feel immune to cultural faux pas. The reality is that every market, region and community is driven by different sets of values and rules (both informal and formal) and top-line or in-depth training can help support a more informed management style.

No matter their previous exposure to other cultures, employees can address key organisational dilemmas by better understanding others as well as the dimensions from their own culture, which influence their decision-making process.

In order to support your current cross-cultural challenges, Creative Culture offers a range of workshops, training and coaching solutions: from cross-cultural management and leadership to language coaching, D&I training and expatriation support. These can be led in groups or in more intimate, 1-to-1 formats.

Educate, engage and empower.

WORKSHOP OPTIONS



In order to help clients fulfil their objectives, we ensure our programmes are tailor-made.

We can cater for a range of formats, topics and approaches to increase their teams' results and overall performance.

Below is a selection of the most frequently ordered options. Note, however, that the offering is constantly evolving and not limited to these options.

As a complement to the training and workshop options, we can also produce local market intelligence reports on specific trends and topics, designed as cultural compasses or leaflets, which the teams can take away and use as an ongoing reference point.

For more information on our Cultural Sensitivity offering, please review our deck [here](#) or contact your Account Manager.

GROUP WORKSHOPS

FORMAT

- Face-to-face or webinars
- Interactive activities
- Group breakouts
- Dilemma reconciliation frameworks
- Up to 20 participants

LENGTH

- 2 hours
- ½ day
- Full day

TOPICS

- Country-specific
- Soft skills
- Cross-cultural communication
- Intercultural leadership
- Expatriation support
- D&I

1-TO-1 COACHING

FORMAT

- Linguistic
- Cultural
- Leadership

LENGTH

- 1.5-hour to 2-hour sessions
- 15+ hour programmes over 6+ weeks

TOPICS

- Country-specific
- Soft skills
- Cross-cultural communication
- Intercultural leadership
- Expatriation support
- D&I

CONFERENCES

FORMAT

- Cross-cultural expert
- Country-expert
- Industry expert
- From 15 participants

LENGTH

- 1.5 hour to 3 hours

TOPICS

- Centralisation and local buy-in
- Global-local marketing best practice and brand voice
- Intercultural dilemma resolution
- Cross-market negotiation
- D&I

Some of the brands that have trusted us with their cross-cultural training:



OUR COACHES



MEET SOME OF OUR COACHES

Coaches and workshop moderators are cherry-picked in order to match our clients' challenges, industry-knowledge requirements and locations. A thorough recruitment process is undertaken and where required, a selection of profiles are submitted to our clients who can interact with the coaches over a conference call before choosing the right partner for the project. Below is a selection of profiles:

Oris

Oris is a UK-based D&I consultant and coach with a wealth of over 10 years of experience providing solutions to meet complex business needs for organisations within the private, public and third sectors. These include leading talent engagement projects for global brands and academic institutions to engage and develop talents from BAME groups. He is also an Advisory Board Member for the University of East London Centre for Student success.

Clients include: Civil Service, De Montfort University, KPMG, Middlesex University

Nancy

Nancy is a Singapore-based cross-cultural trainer with over 20 years of experience performing international assignments in New York, the Philippines, Germany and of course Singapore. She owns a company specialised in relocating expatriate families to Singapore, which offers a wide range of services to ensure their clients have everything they need during the expatriation process. She has provided coaching to a number of Fortune 500 companies' executives throughout her career.

Clients cannot be shared for confidentiality reasons.

Gael

Gael is a French cross-cultural trainer and ethnologist who is specialised in leading workshops about India and Southeast Asia. He has over 15 years of training experience both in France and overseas, and he is fluent in Hindi. Throughout the years, he has helped many employees understand Indian culture, either to improve work relations or to help them during the expatriation process. He has worked for a range of global clients across various industries.

Clients include: Atos, Decathlon, Safran, Thales.

Gennie

Gennie is a Chinese intercultural management consultant and executive coach with a strong international background. She develops customised programmes for a range of clients, from one-on-one executive relocation coaching to large in-house group training programmes. She possesses in-depth knowledge of Chinese institutions, corporations, and industries, and has professional knowledge of Chinese business culture and social protocol.

Clients include: Dior, Nestlé, Tesco, Unilever.

WORKSHOP EXAMPLE



CULTURAL AWARENESS WORKSHOP TEMPLATE

Format	Content
Before the workshop:	
<ul style="list-style-type: none"> E-prompts (x2) 	<ul style="list-style-type: none"> E-prompt 1: Sent 2 weeks before, asking participants to think and share past experiences of cultural mishaps at work and to answer both the IAP and Dilemma Reconciliation Webcue E-prompt 2: Sent 1-2 days before, reminding them of the time and location of the workshop
During the workshop:	
<ul style="list-style-type: none"> 9am – 9.30am: Your intercultural context 	<ul style="list-style-type: none"> Introductions Personal objectives for the training Presentation of current or future context and previous experiences
<ul style="list-style-type: none"> 9.30am – 10.30am: Intercultural awareness game 	<ul style="list-style-type: none"> Experience cross-cultural misunderstanding and miscommunication through a game in which a team has to sell an artefact to another team Notice what differentiates yourself to be successful in an intercultural context
<ul style="list-style-type: none"> 10.30am – 12.30pm: The Seven Dimensions of Culture 	<ul style="list-style-type: none"> Understand the origins of the 7 Dimensions and the causes of intercultural tensions Know how to resolve intercultural dilemmas through the 7 Dimensions Debrief on the individual Intercultural Awareness Profile (IAP)
12.30pm – 13.30pm: Lunch break (informal discussions regarding intercultural awareness and dilemma resolution)	
<ul style="list-style-type: none"> 1.30pm – 3.30pm: Intercultural Dilemma Resolution Workshop 	<ul style="list-style-type: none"> Use the THT 4R Dilemma Resolution Process to solve real intercultural dilemmas (or case studies) Create workable and positive solutions to real and potential intercultural and cross-cultural misunderstandings
<ul style="list-style-type: none"> 3.30pm – 5pm: Sharing Success 	<ul style="list-style-type: none"> Present key learning outcomes from the day, and plan for the next steps in the participants' international careers
After the workshop:	
<ul style="list-style-type: none"> 1 online feedback form 	<ul style="list-style-type: none"> Participants will receive an email asking them to fill in an online feedback form after the session. It will include ratings, key takeaways, areas for improvement as well as recommendations for additional workshop topics and activities of interest
<ul style="list-style-type: none"> Client and CC debrief 	<ul style="list-style-type: none"> Client and CC meet to share feedback and plan the next steps

Dilemma Reconciliation Webcue: Online questionnaire focusing on dilemmas that participants have encountered to be taken prior to the workshop and discussed during the afternoon

Intercultural Awareness Profile (IAP): Online questionnaire to be taken by each participant prior to the training to determine their cross-cultural profile

THT CONSULTING TOOLS



Fons Trompenaars

Creative Culture is very proud to count Fons Trompenaars as one of its Advisory Board members. He is an international leading academic and business figure when it comes to cross-cultural management. He has spent over 30 years helping Fortune 500 leaders manage and solve their business and cultural dilemmas to increase global effectiveness and performance.

THT Consulting

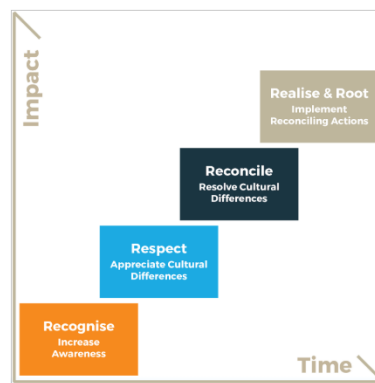
Trompenaars Hampden-Turner (THT Consulting) is a world-class, research-driven consulting firm co-founded by Fons Trompenaars that operates as a centre of excellence from various locations around the world. The firm's goal is to help people in multinational and multicultural organisations develop a shared understanding of business issues, irrespective of the diverse value orientations from which they come from, and to help organisations realise the business potential of value differences by integrating them into a common purpose. To do so, they have developed several **online tools** that we recommend using ahead of workshop sessions.

Intercultural Awareness Profiler (IAP)

The IAP is a **cross-cultural questionnaire** which has been completed by over 80,000 respondents in nearly 100 countries to date. It enables respondents to determine their **own fully comprehensive cross-cultural profile** with personalised feedback and is essential for understanding the fundamentals of cultural differences.

Webcue for Dilemma Reconciliation Process

A Webcue is an **online interview questionnaire**, used as a tool to draw out some of the basic issues or perceptions that exist within an organisation, usually before a workshop. Through the Webcue, respondents' answers are collected and analysed to uncover common thoughts, perceptions or concerns. A summary report is then created to better tailor interventions to the specific needs and circumstances of an organisation and quickly engage respondents into meaningful discussions.



4R Dilemma Reconciliation Model

Trompenaars Hampden-Turner Reconciliation Worksheet

Reconciliation Sheet

Click to expand

Further digital tools are available from THT Consulting. These can be used as self-learning tools or to maintain the level of cultural awareness and intelligence acquired during the workshop. For further information, please ask your Account Manager.



Cultural awareness as leverage to improve communications' effectiveness

International bank uses interactive cultural workshops to train marketing teams

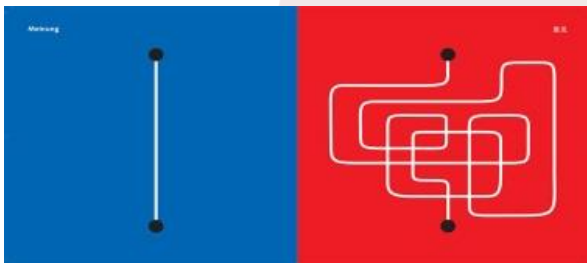
UK

Context

A major global financial institution needed to increase local buy-in and improve the relevance of its B2B campaigns at a global level. At the time, the global marcomms team was 90% British and not always equipped with the cultural knowledge and insight to design relevant communications for local markets.

Challenge

As communication campaigns were created centrally, global teams were not always taking into account the influence of culture in local markets. A crucial step was missing in the conceptualisation stage: culturally proofing the campaigns. As a result, local markets were creating their own more relevant comms. In this case, the challenge was to increase cultural awareness amongst global teams and trigger critical thinking regarding multicultural communication strategies. By developing these transferable skills, they could be integrated into daily processes, resulting in increased content relevance and impact across borders.



Solution

Creative Culture was asked to address these challenges. The solution was to design and manage bespoke cultural awareness workshops for the global marcomms team.

We created 3 kinds of workshops:

- *General workshops*: to raise the cultural awareness of employees and their need to adapt strategies and communications to each culture
- *Country-specific workshops*: to gain a better understanding of a specific culture and define the best communication strategies to use when addressing this target audience
- *Topic-specific workshops*: to analyse the cultural implications of a specific topic (for example work ethics, perceptions of the banking system and role of the bank) and agree on best practices to implement in the professional environment

Utilising tried and tested methodologies, the team of moderators and cultural experts created an immersive atmosphere for the participants.

Results

Each employee developed a greater awareness of culture and its influences in their daily roles, as well as a better understanding of the need to incorporate cultural awareness into working processes, communications and strategies. This experience and the development of transferable skills eventually led to the increased relevance of the content generated and its impact internationally.

Using bespoke cultural awareness workshops improved communications' effectiveness and efficiency on a global scale.

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Decathlon seeks to improve engagement with Indian suppliers and stakeholders

India

Context

Decathlon is a French international sporting goods retailer with outlets in 54 countries. Headquartered in Lille, France, the company does a lot of business with their Indian teams, including employees and external suppliers. However, the HQ teams often struggle to communicate effectively with their local Indian counterparts due to cultural differences, causing confusion, mistakes and inefficiencies. Decathlon decided that something needed to be done to improve communication in a practical and effective way.

Challenge

In June 2018, Decathlon asked Creative Culture to design and manage a workshop to address the lack of communication and understanding between French and Indian teams.

The task was to design a workshop that could work for a range of employee profiles, ranging from engineers to sales managers and designers.

Solution

Creative Culture designed and delivered a day-long cultural awareness workshop on India for 12 key employees at the French HQ. Attendees completed a survey prior to the workshop so that the training could specifically target their needs in understanding their Indian colleagues and suppliers.

With an expert French anthropologist acting as a moderator for the day, the workshop successfully provided interactive activities, group discussions, role-play scenarios, key learnings on online tools and further research direction.

A debriefing session was later organised between Decathlon and Creative Culture to provide feedback from the workshop participants along with learnings to be implemented in the next workshops.

Results

Through the comprehensive and practical workshop, each attendee gained a deeper understanding of Indian culture and of the best communication strategies to use when addressing their Indian counterparts. The client was so happy with the workshop that they later asked Creative Culture to organise other employee workshops, including new target cultures of Bangladesh and Pakistan.

Bespoke, carefully crafted cultural awareness workshops can truly enhance cross-cultural communications between internal teams.





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How cross-cultural workshops can increase team collaboration and performance

Ubisoft sets the tone for their diversity and inclusion week

France and international

Context

French video game company Ubisoft is a global leader in its field. Headquartered in Paris, France, it comprises over 18,000 employees across 28 countries, with a very multicultural and international outlook. As part of their Diversity and Inclusion initiatives, Ubisoft organised the *Diversity and Inclusion Week* in November 2019 and wanted to focus two of their conference sessions on cross-cultural inclusion.

Challenge

As part of the D&I week, Ubisoft called upon Creative Culture to help raise awareness of the benefits of working with culturally-diverse teams, how to better attract new international talent moving forward and how to tackle possible challenges that come with multicultural teams.

Solution

The conference was a great opportunity to get involved with the teams, and the client wanted us to offer a format that could work within this framework. For this event, we invited Dutch cross-cultural management expert, Fons Trompenaars, known all over the world for the development of the Trompenaars's model of national culture differences.

Results

Fons' vast experience in intercultural management and effortless storytelling skills allowed his audience to embark on the path of cross-cultural understanding in two sessions of less than two hours each.

The feedback received was extremely positive and provided immediate actionable insights and tips.

"Diversity and inclusion was at the forefront of our corporate strategy in 2019. For the cross-cultural chapter of this initiative, it was only natural that we would turn to the best experts on the market to help us support it internally: Creative Culture and Mr Fons Trompenaars. Advised by Creative Culture throughout the process, we opted for a customised conference format where Fons shared his experience and expertise with a lot of finesse and humour. The output was excellent, memorable and impacting. Participants felt the takeaways were very clear and easy to adopt on a daily basis. Following the event, the satisfaction survey showed a 9.9/10 rating!"

Anaïs Lopez Real, Learning and Development Manager, Ubisoft

Cultural awareness workshops are effective ammunition to help support a more inclusive corporate culture.



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Malta Tourism Authority relocates manager to Paris

France

Context

The Malta Tourism Authority (MTO) was looking to develop tourism in a key European market, France. In order to do so, they appointed a new manager, Claude Zammit Trevisan, to the Paris office. In such a leadership position, he needed to be well-equipped to undertake his responsibilities most effectively.

Challenge

To ensure that Claude could fulfil all his duties in France, it was essential for him to both understand and communicate in French (his knowledge of French was very basic), appreciate the cultural nuances of the country, and gain insight into the French tourism industry (in terms of terminology, but also in terms of economics, societal data, etc.). Furthermore, he needed to become familiar with French cultural habits and business etiquette in order to facilitate expatriation, both in personal and professional environments. Core to this was helping him speak French at a professional level in less than 6 months.

Solution

MTO asked Creative Culture to create a bespoke coaching programme, led by an expert Creative Culture coach, who combined linguistic skills, cultural knowledge and a deep understanding of the French tourism industry to ensure his success in his professional and personal life in France. This was a 6-month programme designed to equip Claude with the tools necessary to represent his country and MTO to best effect with his French stakeholders, clients and media.

Results

Claude's integration into French culture was a success, both on a personal and professional level. He gained knowledge in the French tourism industry, enabling him to better understand the market and grow the MTO business locally. He acquired extensive vocabulary that helped him face various situations in his daily life, in his job and with key players in the tourism industry.

'The quality of the language and cultural coaching delivered was second-to-none and particularly customised to my needs and pace of learning. The flexibility of the coach and their understanding of the business environment as well as marketing and advertising have made my integration in France a real success.' **Claude Zammit Trevisan**





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Creative Culture is a cross-cultural consultancy. We draw upon the expertise of over 2,900 in-market specialists in over 120 countries to unearth cultural differences and insights, and turn them into opportunity. We understand and apply cultural differences, drive relevance, optimise delivery and enhance local engagement with your customers and within your organisation.

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