Nine Strategies for Leading and Motivating across Cultures

Coral reefs are rich & diverse marine ecosystems where each species plays its vital role to conserve the delicate balance of bio-synergies needed for all organisms to thrive and prosper - a fitting metaphor for highlighting the challenges of diverse teambuilding?

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“Diversity management is becoming increasingly important but it is still not adequately perceived as a leadership task.”
Dr. Gudrun Sander, Vice Director Executive School of Management, Technology and Law at the University of St Gallen.

“In addition to extraordinary business leadership skills, a leader now needs cultural intelligence. Cultural intelligence requires transcending one’s own cultural background to interact with diverse and unknown intelligences.”

“The problem we have is that we have very competent individuals, but incompetent teams.” Anonymous.

“Talent is everywhere, ....... We have excellent collaboration technologies but it will be the mindsets and skills for working across distances that truly make the difference.” B. Callaghan, VP, ArcelorMittal

“..... The key is not more new technology but new ways to stay grounded, focused and engaged with our virtual team members.”
J. Brown, Deloitte Center for Edge Innovation
Welcome

Hello, I’m Christina Kwok, welcome to Nine Strategies for Leading and Motivating across Cultures.

International projects constitute a major trend in the globalized environment of business, government and voluntary sector organizations today. The most common examples are business international joint ventures, the foreign subsidiaries of multinational corporations, developmental projects of international organizations and intergovernmental cooperative programmes including antiterrorism task forces and even ongoing peacekeeping operations.

These international projects can also be thought of as “intercultural projects” which share no small number of difficulties precisely because they are workplaces where local people and expatriates from different cultures must interact, produce together and innovate together.

One estimate of the success of these projects put it at about 50% (Harrigan 1988) while another estimate of joint ventures in China placed success rates at only 6% (Hu & Chen 1996). In a similar vein, studies have reported that as many as 50% of the foreign assignments of international business personnel are considered failures (Naumann 1993).

The most frequent causes of failure in international projects have been attributed to intercultural conflicts amongst others stemming from differing management practices and organizational cultures which have their roots in national cultures. One of the best known case studies is that of the merger of Daimler & Chrysler, attributed to discordant German-American corporate cultures which placed different emphasis on level of formality and operating styles. Another example occurred with NASA when multinational crews working in space became common in the 1990s. In one incident, a fistfight transpired in space between astronauts of different cultures. An aggressive risk-taking North American organization may develop compatibility problems with
a conservative, cautious Asian company. In China, western firms discovered the importance of *guanxi* relationships to doing business – these are slowly developing, enduring and powerful relationships of loyalty which contrast with the more impersonal and expedient business relationships that are typical in the West.

This short report will take you step by step through what seems at times a complete maze of obstacles and hurdles that stand in the way of your building successful relationships with your international business partners. These may be your colleagues in overseas branch offices working on a global project team with you, your key customers, important suppliers or other crucial stakeholders at government and regulatory levels in overseas organizations.

The roadmap I have outlined will greatly simplify the daily working life of any senior manager, project team leader or experienced team member. They will quickly develop an international style of communication that fits various contexts and be equipped with the mindfulness to exercise appropriate leadership so as to skillfully motivate the people they work with to achieve lasting results.

Rather than expect one to master all the norms, values and practices of the various cultures (a mindboggling 200+) across the globe, we distill out key cultural dimensions such as *power distance, risk avoidance, individual versus group focus, monochronic versus polychronic time orientation* etc to highlight the cultural distance that stands between the project manager and project team member, customer and/or other major stakeholders. This helps to become sensitized toward potential differences in behavior and to plan for them, avoiding the temptation of imposing single- culture-based approaches on multi-cultural situations.
9 Strategies for Leading and Motivating Across Cultures

Introduction

Today’s organizations require people at all levels who can comfortably interact with cultures other than their own. As people from various backgrounds and cultures increasingly work together, the need to communicate through a global lens becomes vital. What support will your organization need to maintain your competitive advantage while molding successful practices that work well across many cultures?

In no area is the need for cross-cultural communication (CCC) more critical than with international project teams which are largely virtual teams. Team members bring invisible cultural roots that influence behavior around beliefs, values, perceptions, expectations, attitudes and assumptions. As a manager, you may find that these cultural differences pose special problems that you did not anticipate. Even if your virtual team is not a global one, chances are that it is a cross-cultural one, and you have to figure out how to communicate in a world of diminished physical cues.

At Cross-Cultural Synergies, I work with international project teams whether in the same office or distributed virtually, to help them overcome the key challenges of working in an international environment. Using a teambuilding model, Developing People Internationally (DPI), (developed by York Associates for Nestle’s project management teams), the whole programme consists of simple
actionable steps that are easy to implement immediately in daily work thus ensuring that learning sticks and leaves lasting impact.

**Generalizations, not stereotypes**

Making use of thoughtful generalizations about various cultural attributes can help to understand another culture, creating a foundation for a relationship. The materials and action steps presented in my workshops use cultural generalizations as starting points to help team leaders better understand other cultures and their stories but are not intended to imply that everyone from a specific culture shares certain characteristics or acts the same way (stereotyping).

**When cultures collide**

Miscommunications can occur even when core values are shared within homogenous teams. Imagine, then, how many more obstacles we face when communicating with parties from different cultural backgrounds. Consider the scenario below where misunderstanding cultural cues can lead to unwarranted conclusions.
Case Study 1: Will you hire him?

A tool and dye company in California is hiring 3 production workers. The recruiter is waiting for his next applicant to enter. Suddenly the door opens and a dark-skinned young man walks in. Without so much as a greeting or a glance at the recruiter, he plops himself into the nearest chair without being invited to sit down and stares at the floor. The U.S.-born recruiter is appalled at this inappropriate behavior. The young man is immediately struck from the applicant list before he can step inside the factory door.

Refrain from hasty judgement

You can see how an individual’s cultural background affects behavior and perceptions. The American recruiter like most Americans would, found this young man’s behavior strange or rude. However, he is Samoan and in his culture, it is not appropriate to speak to or even make eye contact with authority figures until invited to do so. Power distance in his society prevents him from standing when someone of a higher rank is sitting as he would be on a physically higher level than they are, implying serious disrespect. Viewed through his cultural lens, the young man was behaving in a deferring manner.

Beware of your own cultural bias

The above example illustrates how a person’s cultural background or “cultural lens” affects behavior and perceptions. Intercultural situations present many opportunities for us to misconstrue other’s intentions and in turn embarrass ourselves or our coworkers. This happens because we are often unaware of our own cultural biases. We can also feel threatened or uneasy when interacting with people from different
cultures, especially if we are unfamiliar with behaviors that seem inappropriate in a given situation.

Team members are often selected for their technical skills without considering how cultural backgrounds may affect team interactions. However technical skill alone will not get deliverables out the door if miscommunications and perceived slights occur that can derail your efforts.

**DPI raises self-awareness**

I use a variety of exercises and activities during my training to help deepen awareness of one’s own cultural filters and develop sensitivity to different styles of behavior and communication styles so as to avoid critical *faux pas* in team situations or other important business settings.
Bridging differences

When a team leader from a low-power distance culture, for example, works with members from high-power distance cultures, he needs to know how to adapt the way he gives directions and assign responsibilities. He may well have to be more authoritarian than he is used to being which means directions should be clear and explicit and deadlines should be stressed. He should not expect subordinates to take personal initiative unless they have been coached to do so and relationships may well be more distant than they are in his own culture.

Conversely, a manager from a high-power distance society leading team members from low-power distance societies, should expect that staff may want to get to know her informally. She shouldn’t expect to be treated with the usual respect that she may be used to. Her style of leadership and decision-making will need to be more participatory and inclusive.

Let us now look at the 4 challenges presented by cross-cultural communication and the potential for misunderstandings in an international project team with members located in diverse parts of the globe.

Four Communication Challenges

1. Lack of Informal Communication – on-site workers can communicate informally through the grapevine if not face-to-face. As a virtual team that communicates primarily by e-mail, you have fewer options for informal communication, which means fewer opportunities to correct wrong impressions.
2. Differences in Perception – faulty communication can result when different individuals perceive the same sensory information received but ascribe different meanings from what the sender intended. In a virtual environment, you need to constantly double-check how well your message was understood.

3. Differences in Status – people occupying different levels on the organizational hierarchy may have difficulty communicating with each other for various reasons. Managers may not adequately value the knowledge of lower-status employees and these employees may resist sharing negative information with managers, especially if the manager is from another culture.

4. Differences in Interpreting Context (the information that surrounds an event, inextricably bound up with the meaning of that event) – in some cultures, words alone convey an individual’s intention while in other cultures the context of the message provides cues that are just as important as the expressed words.

Figure showing contrast of high-context cultures (red) versus low-context cultures (blue). Source: YangLiu
In *high-context cultures* (where relationships are more important than task, trust is emphasised and non-verbal communication or reading between the lines is commonplace), context plays a large part in how to interpret a message. In *low-context cultures* (where emphasis is on being direct, task is more important than relationships, language is clear) on the other hand, the words themselves are most important in interpreting a message.

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**Generate powerful team synergies**

Experience shows that managers produce high-performing teams when they consider the unique cultural perspectives of team members. You should use this awareness of how culture impacts behavior to encourage appropriate interactions within your team. Ask yourself how you can build on differences (decision-making, teamwork or independence) to pull individuals together into a successful team. Or how you can make a great *Pepper Pot Soup*, one that is flavorful, consisting of wonderfully diverse ingredients contributed by each culture group on your team, if the combination yields more than
the sum of their individual characteristics \(\Rightarrow\) clear message – members do not have to shed their differences to be able to contribute.

**Case Study 2:**

**Change management and Marc, the transplanted manager**

Marc, a French national, had managed teams in six countries for large companies and had worked in a multicultural environment during his entire 20-year career. He looked forward to moving to the US and working with Americans, after all, he'd had six years of working in the UK and had fluent English. Six months after arriving in the US however, and having concluded several management meetings, he received feedback from his HR Director, Aaron, that several of his colleagues and subordinates had bitterly complained about his management approach and leadership style. They accused him of being too blunt, cold and distant, even arrogant and that he did not make an effort to get to know people at work.

**Clash of expectations**

He was shocked by the complaints. Was his leadership style really demoralizing? Did he lack people skills? Was he arrogant? Marc was dumbfounded. Throughout his career, he had been known for his ability to motivate teams to accomplish great things and attain outstanding results. He had restructured a billion-dollar business whilst successfully motivating a workforce of over 1000 European employees, and generated a profit increase of over 40%. This was in no small measure due to his finely-honed interpersonal skills.
The task at hand

Fluent in 4 languages, Marc considered himself to be very multicultural, having worked with colleagues from different countries over a span of a 20-year career. The North American business unit to which he was assigned, was part of a global powerhouse supplying components to the auto industry with sales in 170 countries. It was facing challenges from sliding sales and poor financial results over several quarters. With several plants and about 5000 employees under his management, Marc’s job was to turn around this division by reinvigorating its sales & marketing teams to embrace a new sales strategy.

Culture is often compared to an iceberg which has both visible (on the surface) and invisible (below the surface) parts. Elements of culture which we can plainly see, such as food, clothes or music are represented by the upper portion of the iceberg (behaviors and practices). Those elements which are not as obvious such as why someone dresses the way they do, view social problems or react in various contexts are represented by the much larger portion of the iceberg underwater (attitudes and core values).
Failure to account for, understand and recognise those parts of culture below the waterline as well as how they influence what is observable is the main reason misunderstandings occur when doing business internationally. Things begin to go wrong when we assume that people who manifest what appears at the surface to be behaviors and practices similar (or even identical) to our own, must therefore be guided by the same core values and attitudes in life and various situations.

**Unique corporate culture?**

Marc knew he had to better understand this situation and to make some changes. "I need to address this before things get out of hand and does serious damage to the business," he thought. Was there something special about this new corporate culture, which was different from the direct and more confrontational culture at his previous company in Paris, also a globally-positioned business unit where he had helped set up a number of global subsidiaries?

He had been hired to change the way business was done in this division and he expected some initial resistance from his team and subordinates. In his experience, being demanding and setting very high standards was the best way to mobilize a team to attain the desired results.

**French style or American style?**

Marc felt that there was something deeper here than resistance to changing the way business was conducted in his division. Did it have to do with his management style: results-driven and disciplined, he demanded completely accountability from his team. He was very direct with his criticism of the sales team if they underperformed and he was
scanty with words of praise even when they did well. These staff members were smart and hardworking, had he pushed too hard? Had he been too demanding?

He had been taken aback by the intrusiveness of his American colleagues who inquired about his wife and their newborn son. It seemed that Americans were used to sharing personal information at work about each other, something he was unfamiliar with back in France.

**One size doesn’t fit all**

Perhaps he had been fooled into thinking that his fluent English and 20 years experience leading teams across Europe in a global work environment, made him an easy fit for managing an American operation, even if it was a division of a French company. He could see that he would have to find a new way of motivating his colleagues and subordinates for the long haul ahead of them. Aaron recommended that Marc meet with a cross-cultural consultant to help him understand the American mentality, values and mindset.

**Wakeup call**

The meeting with the consultant raised issues that Marc had not been aware of. The consultant explained that American managers are trained to manage in a very different way from French managers and are expected to use a considerable amount of positive feedback to build self-esteem, encourage initiative-taking and motivate employees. Americans believe in constructive feedback that both encourages their employees to feel valued and appreciated for what they have done well while
recognizing changes that could be made to bring about improvement. While the French or northern Europeans might interpret this type of praise as effusive or superficial, for any global leader managing in an American context, it is important to be aware that if you want your team to give their 110%, it is imperative to understand their expectation for explicit appreciation.

Blunt feedback or constructive feedback?
Marc’s meeting with the consultant gave him plenty of food for thought. He began to see that Europeans and Americans have very different approaches towards rewarding and motivating employees. Americans expect more praise than Europeans and they really respond to it. French people expect to receive criticism and can read between the lines when it comes to positive feedback. They are suspicious of effusive or excessive praise. The consultant suggested that he give 3 positives for every negative whilst he had been giving 3 negatives for every positive. It dawned on him that neither approach was better than the other – “you need to be aware that this difference exists and learn how to work effectively in different environments.”

The personal touch
Marc also noticed how different small talk at the office was compared to that back in France. Americans liked to chat about their family life and what they did on weekends with their colleagues. If someone’s wife dropped by the office, the colleague would introduce her to everyone else on the team. In France, you can work with someone for years and still not know very much about their family, let alone meet them. There is a strong separation between professional and personal life which doesn’t seem to exist among Americans.
Discussion:

What specific strategies should Marc employ when he returns to his office? Would it be best for him to adapt his style in order to be more American in the way he manages? Would he even be able to do this without losing his strength as a leader? Or would it be better for him to remain consistent and authentic in the way that he manages and hope that his staff can learn to adapt to his style?

Four years later

Four years later on a bright Spring morning, in his annual address to 500 managers of his business unit, Marc announced to his staff that the North American division had broken a new record in profitability with increase in sales and market share over a four-year period. His voice choked with emotion as he spoke but this time there was no holding back the praise his colleagues expected and deserved.

He had had a rough start with this team but he had learnt his lessons well. He had completely misread the cues his colleagues were sending just as they were misreading his. He had had no idea of the cultural gulf between him and his team. “We really had different ways to relate to one another and to motivate people. Looking back, I realize that developing an awareness of cultural differences was over half the battle. Quand on connait sa maladie, on est à moitié guéri – when you know what afflicts you, you are halfway cured. Raising my own awareness was the most important step towards improving my ability to manage successfully in an American environment.
One thing I have always believed about leading multicultural teams is that humility is one of the primary keys to success. The successful global manager is one who is humble enough to recognize that he does not and cannot be a master in each environment in which he leads. A global manager needs to be curious enough to learn from and adapt to his or her environment. I was the outsider and I felt the onus was on me to explain why I had behaved like this.

Action Plan

How had he turned things around? After the first meeting with the consultant, he tried a number of things.

♦ Once he was aware of the differences in management style, he got the 15 directors reporting to him together. He explained to them in groups as well as individually about why he managed the way he did and helped them decode his messages. ‘Good, thank you for the presentation’ should be heard as ‘Great job!’ and ‘Okay, fine’ should be heard as ‘That is very good!’ I got them to understand that giving explicit positive feedback does not come naturally to me.

♦ He invited the consultant to run a short session on differences in cultural style for his team. This gave them a common language and helped diffuse the frustration and confusion that had built up over several months. It was as important for them as for Marc to understand from a third party how cultural differences could influence their day-to-day behavior.

♦ Last but not least, he made a concerted effort to give more praise – genuine praise and where it was deserved, but also to express his appreciation when people were giving their all. He realized that for the staff at large, 4000 individuals under his direct supervision, he needed a more dramatic change in his leadership style. He initiated
360 degree feedback for all senior managers, and was happy to note that the evaluations of his performance by his colleagues came in strong for teamwork, teambuilding, vision and leadership.

**Dramatic increase in staff motivation**

Marc noticed how much more motivated his managers were once he changed the way he gave feedback whilst continuing to push for complete accountability. He also began to ask people at work about their family and introduced his wife to his colleagues. It helped him to be seen as one of them. Some of his managers thought the cross-cultural training was so useful that they asked for a similar training course to help them better address the issues they were facing in Mexico (miscommunication about planning, delays etc) between the local business unit and their American counterparts.

**Results, Relationships and Communication**

To get effective *results* from diverse team work, *relationships* and *communication* must be at the core of all international project work and equally, major change management initiatives as Marc, the French manager quickly discovered. These 3 elements are highly interdependent and the strength of one nourishes the other, forming a virtuous circle when all 3 elements are optimized. Think of these combined elements as the *wheel* that drives the success and momentum of *global team work* and the centre of the wheel as the *axle* representing the task or set of *objectives*, and hence also the *key challenges* for the global team. *Culture* is the key factor that must be carefully managed as it can either be “grit” or “grease” that gets between the wheel and axle, that is, between the team and its performance of the task.
Superimposed upon this wheel of global team work is the *Developing People Internationally (DPI)* model which maps out in detail the nine key challenges all international business and team leaders face when leading and influencing across cultures: how to build rapport, lead and organize work, assign roles, provide support, handle feedback, promote the team, manage conflict, build trust and last but not least, leverage synergies from divergent thinking for ultimate competitive advantage.

![Diagram of Developing People Internationally (DPI) model](image)

*How Developing People Internationally (York Associates) supports Global Team Work*
**DPI cracks the code**

The *Developing People Internationally* programme supports successful global team work by providing leaders and managers with an overall understanding of the various cultures that their team members come from, effectively overcoming each of the above mentioned challenges by offering nine practical and time-tested strategies to drive outstanding team performance. Participants will gain a sound understanding of the cultural clash that can occur not only in project teams but also in international business transactions as the visible and invisible elements of two or more cultures (ref. Cultural Iceberg) come together. Without this critical understanding, diverse teams will suffer frustration and conflict, and fail to accomplish their objectives. Business dealings could result in misunderstandings or lost contracts as well as lost time and money.

**DPI Feedback Module**

Module 7 of the DPI programme explores the types of feedback approaches available to managers and team leaders like Marc, the French manager, to support new and old team members alike and offer counsel. We look at affirmative feedback which is praise you give for good performance or effort. We then discuss developmental feedback where you as the leader identifies areas in need of improvement and offer support to rectify weaknesses. The key is balancing both types of feedback as Marc eventually concluded while keeping in mind whether you are dealing with high-context or low-context individuals on your team.
Popular ideas about leadership

Great leaders of history like Gandhi or John F. Kennedy were seen as icons of leadership, being endowed naturally with an excellent gift of leadership, who can lead effectively regardless of situation, task or culture. However 2 questions beg to be answered: Would these people have been great leaders at another time, in another place, or indeed in another culture? Would they have been great leaders with different followers, particularly followers who were culturally different from them?

Then there are those who believe in the “one best way” theory. These people believe that there is a set of definable practices, almost a magic formula, that will bring inevitable success in leadership regardless of situation.

If anything, the truth lies somewhere in the middle. Both men and women may exercise effective leadership in different situations and cultures, and those effective in one situation will not necessarily be so in another. Which means that successful leaders influence their followers in different ways. A style that works perfectly well with construction workers in Dubai may fall flat in another, say, with software engineers in Silicon Valley.

Even if we didn’t take the cultural dimension into account, leaders need to display the mindfulness and adaptability to understand special features of each situation and vary their leadership to fit the amount of power at their disposal, the characteristics of their followers and the tasks to be accomplished. Including cultural intelligence into the equation is a major challenge.
The Developing People Internationally roadmap

In working with my international teambuilding model, I provide teams with a roadmap, a step-by-step process for uncovering obstacles that get in the way of their delivering effective and appropriate leadership within their diverse team and motivating them to get things done.

Consisting of nine modules covering ‘real life’ critical incidents (with video clips and audio interviews) in the life of an international project team, this programme spells out the 9 key strategies of developing high-performing teams:

1. Building team understanding – surface differences (personality and culture) to make team members aware of the diversity in the team
2. Giving effective direction – make sure all the team know what their objectives are and aligning everyone to common goals
3. Organising – agree on common processes for structuring team work
4. Assigning roles – clarify the roles and expectations of the team leader and all team members
5. Supporting - develop team members through coaching and mentoring
6. Giving feedback – use positive and developmental feedback to improve performance
7. Representing – promote the work of the team and individuals externally
8. Resolving conflict – deal with conflict constructively to effect change and innovation
9. Ensuring cooperation – maintain high performance through trust and synergy
Throughout the programme, the seeds of effective team leadership under varying situations and contexts are clearly interwoven into the learning and facilitation process whilst developing crucial insights into the impact of culture and personality. We explore and discuss prevailing leadership styles specific to various cultural groups under various problem situations and identify best practices for the content of each module before transferring the approach to a team’s current situation. Through role plays and group discussion, participants will have the opportunity to practise new learnings and create a personal development plan for implementation within their team.

Some aspects of the content we cover:

What’s your Leadership style?

a) Task or relationship first?

A leader must understand the basic motivation of someone being led – their willingness to exert effort towards a goal. In my own experience of training diverse teams, I have observed patterns of motivation vary
between individuals and across cultures. Some strive for individual success and are very task-oriented whilst others are more concerned about collective goals and keeping good interpersonal relationships.

*Task-oriented leaders* (eg. western Europe, USA) focus on getting things done and achieving organization goals. They will actively define the work and roles required, put structures in place, and plan, organize and monitor progress within the team. They may be less concerned with employee engagement and how they feel.

*Relationship-oriented leaders* (eg. Japan, China, Middle East) are more concerned with the welfare of the team and will focus on supporting, motivating and developing team members and their relationships as well as involving them in decision-making.

**b) High- versus Low- Power distance**

Communicating goals and direction can vary a lot from culture to culture. *High power distance cultures* (eg. China, India, Mexico) will encourage leaders to communicate **top-down**, team members will expect a very clear line from the top, not just in terms of where they are going but also how they are going to get there.
Low-power distance cultures (eg. UK, Australia, US) encourage more bottom-up communication, relying on the ability of workers to listen to each other and reach conclusions together – maybe not about the overall mission but certainly about more specific objectives and how they will achieve them.

c) Individualist versus collectivist cultures

Another contrast is the difference between individualist and collectivist cultures. In individualist cultures (eg. western Europe, US), people focus on encouraging and rewarding the individual. Life is about the pursuit of individual achievement and happiness.

In collectivist cultures (eg. China, India) on the other hand, people look to the group to fulfill their needs and achievements. Life is about supporting each other and being supported by the group.
The *savvy* team leader or manager will need to skillfully balance all these differences of task- versus relationships-focus, hierarchical versus informal approach whilst at the same time motivating team performance with rewards that encourage individual contributions versus that which motivate the team as a whole.

It should be clear from the above, there is *no single best style* of leadership so team leaders and managers will need to learn to apply a healthy dose of varied styles, befitting the situation and the people being led. The type of approach will vary according to the particular profile of the team leader or manager and the backgrounds of team members. In some cases, managers may choose to adapt to the preferred styles of employees (just as the French manager, Marc, did at the North American business unit), whereas in others they may ask employees to adapt to them, or find a way to blend different styles.

**Summary**

As richly varied as the mix of possible leadership styles may be, the cultural questions outlined above are likely to be crucial ones for you as managers to focus on in order to build engagement within a multicultural team. Research clearly supports the premise that actively engaged employees work with passion and feel a profound connection to their company and project team. They drive innovation harnessed from cross-cultural synergies and move the organization forward. Disengaged employees on the other hand, may be putting time but not passion into their work and often actively undermine what their engaged coworkers accomplish.
Rather than expect a senior manager or a team leader to master all the norms, values and practices of the various cultures encountered, the DPI training approach will help you to quickly develop an overall perspective and repertoire of approaches that results in more effective leadership. And a team with fully engaged members at its core - with positive, flexible, and mutually respectful relationships between manager and employees - will be in a position to fully tap its creative potential and adapt effectively to a changing business environment.

If addressing cross-cultural differences in the workplace is important to you and you need real results quickly, please feel free to contact me by email or phone for a free initial consultation where we’ll explore:

- The current issues you face with cross-cultural differences
- Identify the root causes that stand in the way of effective team work
- Draw up a roadmap for addressing the issues that cause team underperformance and get your team back on track

You will definitely get a lot of value out of this session. At the end of the session, if we both feel there is a match between what you need and what I can do to help, we can then talk about appropriate next steps. Sound good?

I look forward to hearing from you.

Christina
Biodata:

Master of Science, Geological Sciences
Master of Business Administration, International Management
Certified Developing People Internationally (DPI) trainer
Certified Team Management Profile (TMP) trainer, TMSDI
Owner & Managing Director, Cross-Cultural Synergies

Trainer profile:

Christina was born and raised in a culturally diverse environment (Malaysia) and completed university studies in the US amidst a large campus population of foreign students from around the world. This lifelong intercultural immersion has helped her to consolidate and contextualize essential learning points about communicating effectively with people from diverse cultures.

Corporate and organizational experience at three multinationals (Esso, Zurich Insurance, Holcim) has further helped to hone the skills and knowledge necessary for helping professionals working on global teams to exercise appropriate leadership strategies and employ suitable conflict resolution mechanisms to turn differences into assets rather than hurdles.

Designing and delivering training programmes in areas of global teamwork & leadership, international project management, cultural intelligence and global diversity, Christina helps clients better leverage diversity to accelerate performance, gender innovation and increase employee engagement.