

## What we do



Management Consulting, Training, Coaching & Expertise in:

- Intercultural Awareness & Skills
- Intercultural Sales
- Intercultural Negotiations
- Intercultural Presentation techniques
- Intercultural Team building
- Intercultural Competence
- Business Translation services
- Open Training Intercultural Management
- Organizational Development



## Introduction

In these current turbulent economic times the focus for international companies must be on Marketing & Innovation – both in order to become and to remain successful. In this regard, the role of culture in international business has a key impact on international sales, marketing, recruiting, retaining, managing work teams as well as on mergers and acquisitions.

### **Culture is behind everything an organization does or wants to do.**

Consequently, in the international and multi-cultural business arena, it is not uncommon for misunderstandings and other communication difficulties to occur. Both have negative effects on people and businesses and therefore an organization's overall effectiveness. Intercultural consulting, training & coaching are critical elements for succeeding on the global stage. We at Culture Matters are dedicated to working with people to help them attain the skills, knowledge and experience in order for them - and their businesses - to succeed on the international stage.

We offer a range of **practical, effective, and value based** intercultural advice, consulting, workshops, seminars, webinars, lectures, and books. Our team of intercultural experts will work with you in analyzing and identifying your core needs in order to define the most appropriate development solutions. What's more, they will also suggest relevant areas that may also be beneficial to you. A next-steps-outline will then be prepared in order to ensure the most meaningful results for you and your organization.

## Our Services

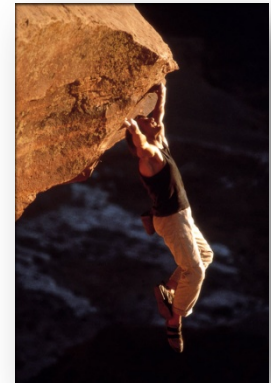
### Intercultural Awareness & Skills

#### 1. For CEO's, Executives and Senior-level Managers

Due to the increasingly international and intercultural nature of businesses, leadership today requires the ability to direct and inspire across cultural boundaries.

##### **Business Leadership**

Although it sounds simple, business leadership is anything but. Leadership is ultimately about behavior, not about skills. Today's global leaders have to guide, motivate and generate a sense of trust in the people, their followers. This means demonstrating qualities such as reliability, honesty, humility, courage, commitment, sincerity, passion, confidence, positivity, wisdom and sensitivity. However, these qualities are not culturally neutral.



##### **Our corporate and business leadership training seminars are designed to help managers to unleash their intercultural potential.**

Our leadership coaching is designed specifically for each individual client to ensure a personalized, and therefore effective, service. Our training approach is centered on the development of unconscious competence through organic training methods.

##### **Tailor-made Senior Leadership Workshop**

Our leadership training courses are tailor made for each individual client.

Examples of areas we examine include:

- The development of international business (from a cultural & business economical point of view)
- Cultural models of leadership
- What people desire in a leader – and how one can adapt behavior
- Culture clashes – and the way towards an effective resolution
- Behavioral Strategies for bridging cultural differences
- Intercultural (management) team building
- Effective communication across cultures
- Performance reviews – to measure is to know

## 2. For Managers, Sales (support), Middle Management, Operational staff

Today's managers increasingly work in international and multi-cultural environments.

In addition to the normal pressures of people-management, managers now must deal with challenges, conflicts and misunderstandings stemming from cross cultural differences. Effective management in the current environment demands cross cultural competency in order to get the best out of a multicultural team.



Our Cross Cultural Management Training courses are designed to create awareness and skills by:

- Offering insight and understanding of each person's own culture and increased awareness of how cross cultural and intercultural issues manifest in the workplace.
- Coaching on skills such as communication, decision making, teamwork and conflict avoidance & resolution.
- Developing skills and approaches to deal with cross cultural and intercultural issues.
- Providing tools on how to leverage cultural differences and synergize the potential of a multicultural team.

Our tailor made workshops will be designed to help you maximize your peoples potential. These courses are best administered over a two day period allowing you to better digest the variety of issues involved in intercultural management. This way it also complements a manager's busy and pressurized environment.

However, we are also able to design and deliver high quality one day workshops that are equally insightful and productive/effective.

All our (senior) management courses are delivered by a cross cultural communications expert with experience in management.

Objectives in dealing with cultural differences effectively, have been defined as:

- **Culture versus Individual:** being able to identify whether perceived differences are actually attributable to the individual or have a cultural merit.
- **Customer Service:** is not culturally neutral. Creating an insight in the cultural aspects of service (internal & external) will assist in a more effective approach towards those customers.
- **Motivational drives:** different cultures have different motivations. Wrongly used they can actually de-motivate a person, rightly used they can lead to higher productivity as desired.
- **Tools:** supply participants with tools to actively and constructively approach the different issues in their respective environments.
- **Relationship building:** within different cultures there is a complete different meaning on the word "relationship". When these relationships take shape in a positive and constructive way they will lead to: (see next item)
- **Mutual Trust:** one of the most fundamental issues when doing cross-cultural business.
- **Enhanced Awareness:** of the "other culture" but even more important awareness of one's own cultural biases (towards the "other culture").
- **Cultural Sensitivity:** the ability to identify the cultural aspects in everyday working situations.
- **Insight** into intercultural communication and management skills
- **Enhancement** on the effectiveness of working in intercultural teams

## Intercultural Sales

### Selling Globally: Transcending the Cross-Cultural Barriers

- Are you prepared to sell across different cultures?
- How does culture determine and impact human interaction?
- Is customer loyalty affected by cultural variables?
- How does culture matching lead to sales effectiveness?

The key to successful selling lies in creating mutually valuable, long-term relationships with clients and customers. Although on a conceptual level this sounds simple, the difficulty lies in the execution.



### Purpose of this program

Compare and contrast different selling styles according to whether the focus is on product, price, quality and service as opposed to the seller-buyer relationship, involvement (short vs. long term) and adaptability or flexibility. In addition, the program will also focus on how to develop one's cultural intelligence when it comes to selling across borders.

### How you will Benefit

The seminar is designed to:

- Raise awareness of the multi-dimensional cultural aspects of global selling;
- Promote a deeper understanding of how cross-cultural differences can impact or affect both interpersonal relationships and sales transactions;
- Provide an opportunity to reflect on one's own culture and behaviors and how to be more effective;
- Allow participants to interact and build network alliances.
- Focus on how to develop one's cultural intelligence

## Intercultural Negotiations

Working across international and cultural boundaries can be difficult and frustrating.

However, we believe passionately that everybody can deepen their understanding and build their skills in order to become more effective when working at an international level.

The costs of business failure can be extremely high as the record of failed cross border alliances, mergers and acquisitions shows. At the same time, the performance of highly competent individuals can be disappointing when making the transition from a domestic to an international environment. These costs and mistakes can be avoided.



The Intercultural Negotiations workshop is designed to provide the necessary solutions that assist individuals, teams and organizations in understanding how they can operate successfully in the international arena as well as to overcome the difficulties that cross border negotiations can bring about.

Cross Cultural Negotiation training is aimed at business personnel who are travelling abroad for negotiations or hosting clients/customers from other countries. The program is designed to provide crucial information on approaches to, tactics in, and the etiquette surrounding the negotiation process.

### Areas covered are:

- Determining one's style of negotiation and the underlying cultural assumptions it reflects.
- The **etiquette** of meeting, greeting, communication (verbal and non-verbal) gift giving, entertaining and business meetings.
- **Preparing** for the negotiation – how to approach the negotiation, building rapport and other preparatory steps.
- Having a deeper understanding of "the other" business culture: what motivates the "other" business person and how he/she prefers to negotiate.
- Necessary **information** – tips on what, when and the way in which facts, statistics and other supporting evidence should be used in negotiations.
- Being able to modify their communicational style appropriately and harmonize more successfully with "the other's" expectations.
- Negotiation **tactics** – examining cross cultural differences in negotiation styles such as haggling, stalling, changing demands, seeking concessions and closing deals.

We take an individual approach to each of our clients and therefore only deliver tailor made courses concentrating on the country/region you want.

## Intercultural Presentation techniques

Making a presentation about your company, your products, your plans or even yourself is one of the most demanding tasks one can undertake in business. The audience might speak your language or be from your home country, or, more likely, as part of an international organisation, speak different languages and represent many different cultures. Whatever the circumstance, you need the knowledge, skills and confidence to create presentations that will inform, persuade and inspire wherever and to whomever they are made.



The way people respond to communication around the world is defined by personal and cultural values. So how can you pass on or discuss information in an effective way with people from different cultural backgrounds? Language in itself is an important factor, but even when the language barrier has been overcome, there are often misunderstandings due to differences in styles of verbal and nonverbal communication, our reasoning and expectations of each other.

### Our workshop will:

- Provide an opportunity to acquire and practise the techniques required to deliver a clear and effective message
- Develop an understanding of the cross-cultural implications of the design and content of the presentation
- Offer advice on the effective use of 'off-shore' English
- Teach the skills required to adapt a presentation to a multicultural audience
- Learn how to manage and respond to a multicultural audience
- Provide expert analysis and advice through video playback and live audience feedback

### The Outcome:

Participants will acquire the skills to create powerful and impactful presentations with effective outcomes, which can be adapted to audiences from a specific or multicultural background

The interactive and participative style of this 2 day workshop makes it particularly suitable for smaller groups (maximum 8 delegates).

### Who should attend?

This highly interactive programme is designed for anyone looking to develop or improve their ability to deliver clear and effective presentations to international audiences. Typically managers, sales executives, etc.

## Intercultural Team building

**In the current International business arena the mono-cultural team is more and more a thing of the past.**

The companies and organizations of today consist of people from the all corners of the globe. Colleagues work in multi-cultural teams either in the same office or across borders. They either work physically together or virtually. Issues can and do arise in areas such as approach of and towards management, expectations of fellow colleagues and the organization, decision making, planning, conflict avoidance & resolution and communication styles.

It is crucial that clear lines of communication are promoted and cross cultural misunderstandings minimized if such multi-cultural teams are to function effectively.

We can assist you to get the best of our your multi-cultural teams through our cross cultural team building courses.



### The Benefits

Our top-notch cross cultural team building course is designed to:

- Facilitate the building of interpersonal relationships skills.
- Foster mutual trust, understanding, and respect.
- Help understand where cross cultural differences lie, and how to overcome these.
- Provide solutions, tools and techniques to facilitate the team building process.

### The workshop course is build around areas and approaches such as:

- Discover the way in which culture impacts businesses, personal relationships and team building.
- Offer self-analysis exercises to help participants identify areas of conflict within a team, and providing tools to effectively overcome these.
- Agreeing on team goals and objectives.
- Addressing the underlying cultural genetics of differences.
- Investigate ways in which differences can be resolved.
- Establishing behavioral strategies for dealing with future issues.



## Intercultural Competence

The Intercultural Readiness Check (IRC) is a valid and reliable questionnaire measuring four vital intercultural competences.

More than 14,500 respondents have filled in the IRC so far, making its database one of the largest information sources on intercultural competence in the world.

The IRC is available in English, German, French, Dutch, and Japanese, with norm scores for a wide range of countries and industries. Respondents can access the IRC online and receive practical and in-depth feedback, providing input for detailed action plans and follow-up learning.

### Intercultural competences assessed by the IRC

#### *Intercultural Sensitivity*

Perception of different communication styles and interest in cultural norms and values.

#### *Managing Uncertainty*

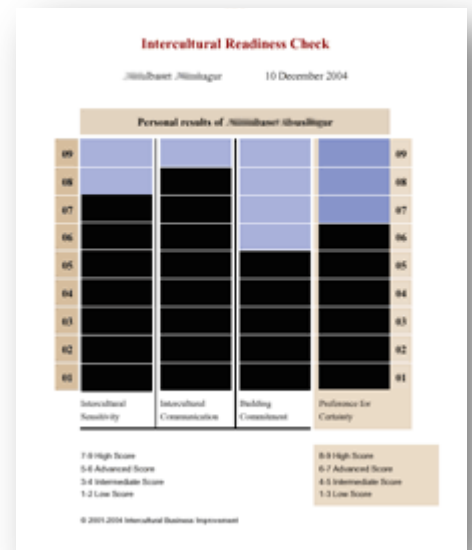
Ability to manage the greater uncertainty of intercultural situations.

#### *Intercultural Communication*

Flexibility in communicating with individuals from another culture.

#### *Building Commitment*

Ability to stimulate cooperation between people, to take the lead while keeping others on board, and to develop an effective network of relationships in a diverse cultural environment.



## **Business Translation services - all Languages**

In addition to offering translation services for documents, we also offer transcription and translation of audio/visual files in foreign languages.

### **We can work with the following source formats**

We can work with any of the following:

- .wav files
- .mp3 transcription
- .wma files
- DVD or .avi computer file extensions
- Audio cassettes
- Paper Interview
- Conference transcription



### **How do we do this:**

We charge on an per hour basis. The amount of time we need will depend on the length of the audio/visual material provided, the quality of the material, and the difficulty level of the topic(s) On average work like this can take from 7 to 10 times as long as the original source material; so it is possible that 1 hour takes up to 10 (or more) to finalize.

Just give us your source material and we're on our way!

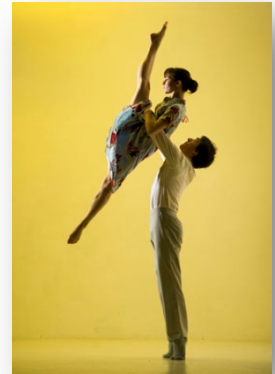
## Open Training Intercultural Management

The open course in intercultural management is more than just a course. By harnessing differences in culture and experience, we support people working in international business, for international institutions or those accompanying their partner on a posting abroad, in order to help them to view their landscape through new eyes.

Facilitated by highly-qualified trainers, the program is based on Academic proven theories. Through a series of exercises and simulations, as well as their own business cases, participants practice and develop the intercultural skills needed when working in or with foreign cultures.

During this two day program, you will be immersed in an intercultural setting as you and your co-participants develop intercultural knowledge and insight into your culture and that of others.

Building on sound academic research, the content of the open program is practical and relevant as it addresses the critical issues and emerging needs of people who work across cultures. We do not just transfer knowledge, we equip people with a sensitivity for change and adaptivity: a head to know, a heart to sense, and hands to act. Having followed the training, participants find it has a lasting impact.



## Organizational Development

Simply put, an Organization Development practitioner is to an organization as a physician is to a human body. The practitioner "diagnoses" (or discovers) the most important priorities to address in the organization, suggests a change-management plan, and then guides the organization through the necessary change.



We can help your organisation to align the human factor with your business requirements by addressing the following:

- How do we relate to each other, e.g. if we make a mistake will our colleagues genuinely help us out or will they secretly think "one up for me!"
- How do we relate to our work, e.g. do we execute our tasks in a meticulous way or do we put the emphasis more on innovation and creativity.
- How do we relate to the outside world, e.g. do we know what is good for the customer or do we do whatever the customer wants even if this may harm the customer's longer term interests.
- The degree to which people are motivated either to work hard or to stay with the company, analysed in terms of both internal and external factors.
- The leadership style and the degree to which the leadership style is accepted.
- The average profile of an employee.

## Our Methodology

We have developed an analytical on-line measurement tool consisting of 7 dimensions. Our model is based on the ideas, which have been developed by Dr. Bram Nuijen and others, as well as on our own research and advisory work.

Our methodology is based on the conviction that culture only becomes meaningful by comparison. Thus the actual culture of the client will be compared with its optimal and desirable culture. The optimal culture is defined by the **strategic requirements** a client has to meet in order to be and/or to remain economically successful.

## The outcome

What can you expect to do with the outcome of our on-line measurement tool?

- Assess whether internal change is unavoidable.
- Define change objectives explicitly.
- Define change strategy explicitly.
- Realise change objectives more effectively.
- Monitor the degree to which change is realised.
- Assess the feasibility of strategies.
- Realise strategic alliances, take-overs and mergers more successfully

## Our approach

Our primary approach is modular. In other words you will not be stuck with us for years to come (although you might value our expertise and way of working that you would not mind!). We assist you with interpreting the outcome of the on-line survey. Then it is up to you whether you think you still need us for further implementation of specific changes in your organization.