

# Working Effectively with China

- Modules & Learning Objectives
- GlobeSmart Overview
- Fees

# Strategies: Working Effectively With Country X

# 1

## Communicating Effectively

Strategies to adjust an approach when communicating with global business colleagues both virtually and in person with people from a specific culture.

Half-day & Virtual

# 2

## Building Professional Relationships

Strategies to leverage country-specific knowledge to build stronger business relationships with people from a specific culture.

One day

# 3

## Successful Collaboration

Strategies to collaborate successfully individually and on teams when working with people from a specific culture

Two day

# Working Effectively with Country X – Half Day

## Modules & Objectives

MODULES	DESCRIPTION	LEARNING OBJECTIVES
<b>Setting the Scene</b>	<ul style="list-style-type: none"> <li>Review of the impact of culture on one's perceptions when working with counterparts from Country X</li> </ul>	<b>Demonstrate how culture impacts business interactions</b>
<b>Window to Country X</b>	<ul style="list-style-type: none"> <li>Review key cultural themes of Country X (e.g. core values, geography, history) and their implications in a business environment</li> </ul>	<b>Gain knowledge of the “why” behind common behaviors influenced by culture</b>
<b>Strategy: Communicating Effectively</b>	<ul style="list-style-type: none"> <li>Review of key concepts and strategies to communicate effectively</li> <li>Covers communication protocol, presenting information, meeting expectations, skill practice</li> </ul>	<b>Develop strategies to bridge cultural gaps and leverage similarities with counterparts from a specific culture</b>
<b>Action Planning</b>	<ul style="list-style-type: none"> <li>Gallery Walk activity to outline Best Practices &amp; Action Planning using the Learning Journal</li> </ul>	<b>Map learning to action items to improve effectiveness on the job</b>

# Working Effectively with Country X – 1 Day

## Modules & Objectives

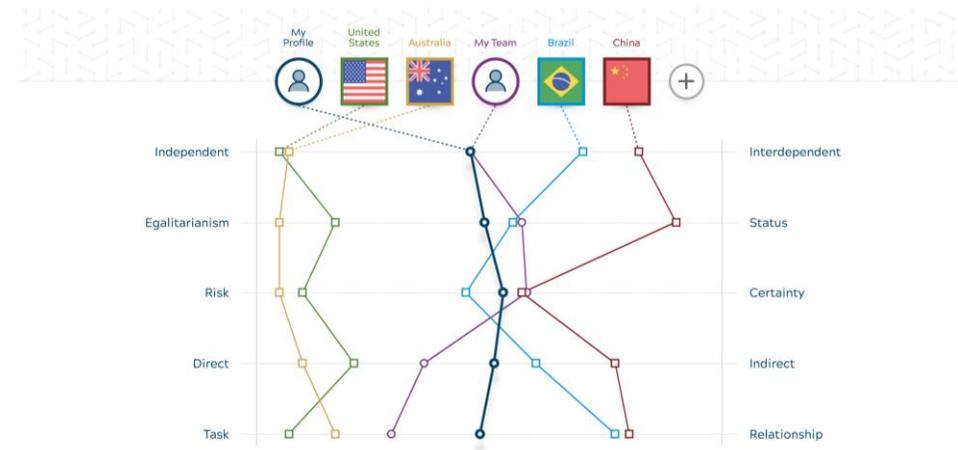
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<b>Window to Country X</b>	<ul style="list-style-type: none"> <li>Review key cultural themes of Country X (e.g. core values, geography, history) and their implications in a business environment</li> </ul>	<b>Gain knowledge of the “why” behind common behaviors influenced by culture</b>
<b>GlobeSmart / Your Cultural Profile</b>	<ul style="list-style-type: none"> <li>Review GlobeSmart Cultural Dimensions and practice mapping strategies using your personal GlobeSmart profile results</li> </ul>	<b>Use a validated tool to understand work styles in a multicultural setting</b>
<b>Strategy: Building Professional Relationships</b>	<ul style="list-style-type: none"> <li>Review of key concepts and strategies to build professional relationships</li> <li>Covers building credibility, establishing trust, greeting protocol, skill practice</li> </ul>	<b>Develop strategies to bridge cultural gaps and leverage similarities with counterparts from a specific culture</b>
<b>Strategy: Communicating Effectively</b>	<ul style="list-style-type: none"> <li>Review of key concepts and strategies to communicate effectively</li> <li>Covers communication protocol, presenting information, meeting expectations, skill practice</li> </ul>	
<b>Action Planning</b>	<ul style="list-style-type: none"> <li>Gallery Walk activity to outline Best Practices &amp; Action Planning using the Learning Journal</li> </ul>	<b>Map learning to action items to improve effectiveness on the job</b>



# GLOBESMART PROFILE<sup>SM</sup>



The GlobeSmart Profile enables individuals to **compare their work-style preferences on key dimensions of culture with the average profiles of other countries, colleagues & teams.**



Developed by Aperian Global, this statistically valid tool provides extensive, dynamically-generated advice on how one can adapt his/her work style to work effectively with other cultures and individuals.

## The GlobeSmart Profile reflects data from 3 data sources:

- 1. Merged data of leading cross-cultural researchers:** The country placements on the dimensions were originally derived from the merged data of leading cross-cultural researchers such as Hofstede, Schwartz, McCrae, and Inglehart. They were empirically derived, statistical averages of available country data on the five cultural dimensions as they existed in the research literature.
- 2. GlobeSmart Profile User Data:** Since some of the original research used in deriving the country placements on the GlobeSmart Profile dimensions is now a few decades old, the data from over 700,000 users of the instrument (as of early 2014) — each of whom filled out demographic items before completing the Profile — was also reviewed and combined with the earlier research data to update a number of the country placements in May of 2014.
- 3. Expert Judgment Data:** Finally, expert opinions from many Aperian Global trainers and associates living and working in countries around the world was incorporated in May 2014 to make final adjustments to the country placements. There were three rounds of expert input in this revision process, with each round receiving higher levels of convergence on the placements of countries on the dimensions by the group of experts.

## Profile Survey

Take the survey and discover your work-style profile



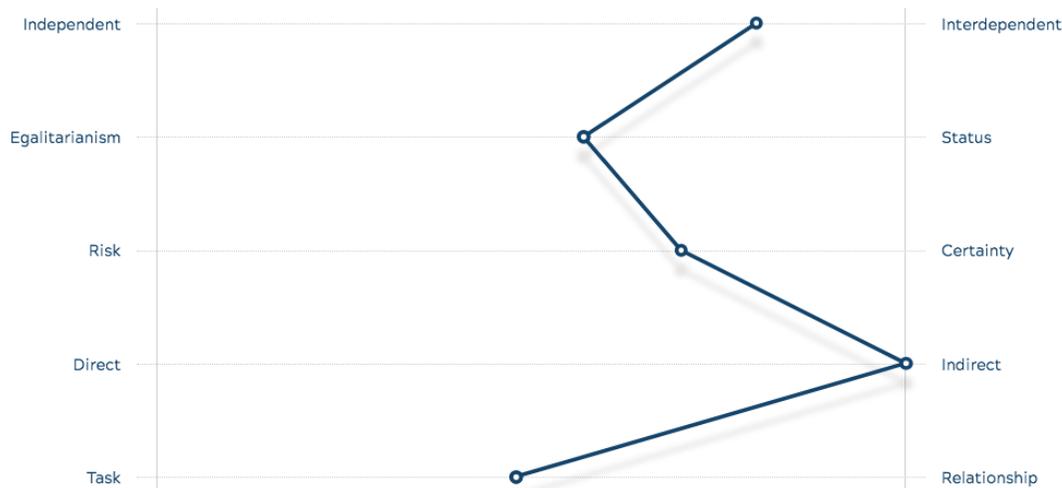
Question 2 of 39

I believe that everyone on a team has equal authority within the group.

Strongly Disagree      Neither Disagree Nor Agree      Strongly Agree

Not Applicable

BACK      NEXT QUESTION



Your profile will be displayed on five key dimensions that significantly impact business behavior



Invite colleagues or select countries to compare. →

New Comparison CANCEL CREATE

\_\_\_\_\_

Individuals & Teams (A-Z)

- Amanda Paulson
- Arjun Goyal
- Caroline Henry

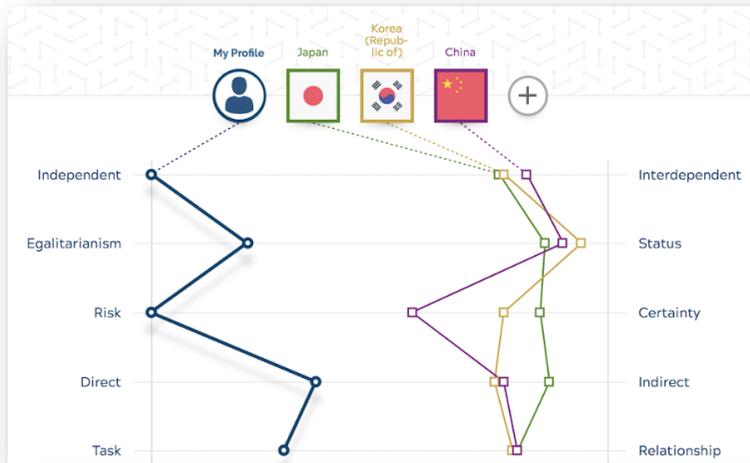
New Comparison CANCEL CREATE

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Cultures (A-Z)

- Chile
- China
- Czech Republic

← Select a combination of profiles to view on the chart.



→ Read advice on how to bridge style gaps between colleagues and/or cultures.

### Working with Chile

**TOP ADVICE FOR BIGGEST DIFFERENCE: DIRECT-INDIRECT**

#### Persuading and Presenting

Watch for signs of disagreement or uncertainty.

People who are **indirect** may not express their objections or raise questions directly. It is a good practice to follow up individually or in small groups (or even via email) to find out whether there were, in fact, questions or objections to what you presented. (If the people you are speaking to are indirect but also egalitarian, they may be more likely to speak up and raise questions.)

[Read all advice about Persuading and Presenting >](#)

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#### Negotiating

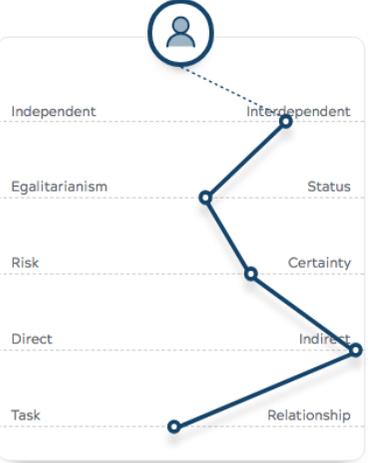
Avoid sounding negative.

When negotiating with people who are **indirect**, try to avoid saying "no" immediately. Even if it is impossible to fulfill the other person's request, acknowledge the importance of the request and demonstrate a desire to help. Frame a negative response in a positive way to demonstrate the desire to cooperate even if you are unable to do so. Conversely, recognize that people who are **indirect** may avoid giving a clear negative response. Be careful how you interpret responses that seem affirmative in nature – they may not signal agreement or commitment, merely acknowledgment. (Note that this is less likely to be the case if your counterparts happen to be both indirect and risk oriented.)

[Read all advice about Negotiating >](#)

Explore the meaning of your profile and its implications for interactions with others through tailored advice and video vignettes that illustrate the five dimensions of culture.

 ABOUT MY PROFILE



**You are Interdependent.**

Those who are Interdependent tend to:

- Place great importance on group harmony and cooperation
- Derive identity from group affiliation
- Feel a sense of duty, obligation, and loyalty to ascribed groups

[How does this differ from Independent?](#)

**You are moderately Status oriented.**

Those who are Status oriented tend to:

- Prefer not to challenge those above them
- Adapt behavior depending on relative status
- Assume power and authority should be reserved for a few members of a group

[How does this differ from Egalitarianism?](#)

**You are moderately Certainty oriented.**

Those who are Certainty oriented tend to:

- Spend significant time on background research
- Establish proper procedures before starting a project
- Value thoroughness over speed

How does this differ from Independent?

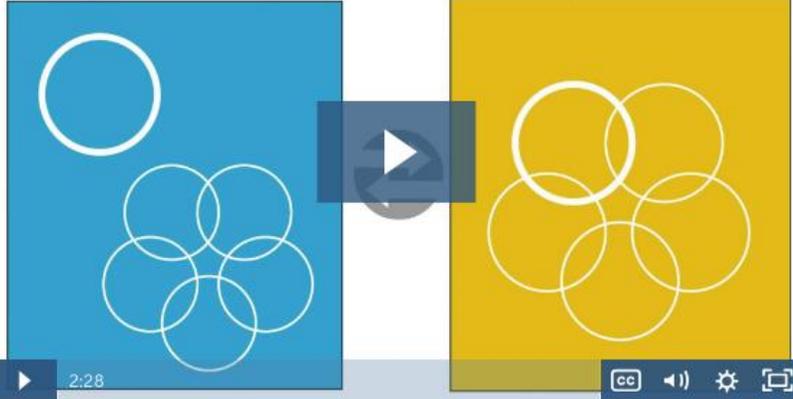
Those who are Independent tend to:

- Place great importance on individual identity
- Derive identity from personal choices and achievements
- Prefer taking action on one's own

**See an example potential conflict between Independent and Interdependent people.**

• Independent

• Interdependent



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