

## 6th International Conference

 February 17-18<sup>th</sup>, 2018

 MCCIA Trade Tower, Pune

 9:00 AM to 6:00 PM



Dr. George Simons

Creator of Diversophy®

France

“Cultural Competence Today: Postcolonial, Postmodern, Performative and Iconic”

90 Minutes

The approach taken toward cultural competence in this design relies on postmodern, linguistic, performative, iconic and constructionist thinking, drawing on recent research in neurologic and cognitive sciences. This means that fully interactive, holistic activities, performed in a safe space, and reflection on them will form the basis of our learning, rather than traditional positivistic and static essentialist thought definition presented in content lecture. In this workshop, we will actively explore a number of the first steps toward contemporary cultural know-how based on whole person engagement and reflection.

We will conduct activities and exercises together in a variety of experiential holistic dimensions:

- 1) Narrative and story-telling explorations of personal and cultural identities that will assist us to become aware of our own perspectives, feelings and inclinations, as well as those of others with whom we engage, as we respectfully elicit their stories and tell our own.
- 2) Learning and practicing specific skills for recognizing and managing the frames in which we conceive of ourselves and others and how we operate out of and learning how we can modify these frames.
- 3) With non-verbal and kinetic exercises, we will explore the physical spaces in which we live, move, encounter others and communicate, along with feeling their shifting contextual dynamics. Debrief will connect the workshop activities with everyday life in multicultural environments and explore ways in which we can continue to apply what is learned here to broaden our capacity for difference we experience with others.

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Amrita Gandikota

Indo-German Chamber of Commerce, India

“Battling Uncertainties in Indian Start-ups – ‘Jugaad’ a Powerful Reflex”

90 Minutes

**Objective:** The paper intends to bring out the influence of a country’s uncertainty avoidance on entrepreneurship or its start-up culture by shedding light on – Jugaad, the Indian traditional form of frugal innovation by establishing it as a response to the uncertainties posed in India. The paper further progresses to prove that countries such as USA or India are more open to Frugal innovations or Jugaad than Germany.

**Research Methodology:** The extent to which the members of a culture feel threatened by ambiguous or unknown situations and have created beliefs and institutions that try to avoid these is reflected in the score on Uncertainty Avoidance.<sup>1</sup> Jugaad: A term originally from Hindi translates to “overcoming harsh constraints by improvising an effective solution using limited resources”.<sup>2</sup> It could also be paraphrased into what is commonly used as Frugal Innovation. The paper aims to achieve the above objectives by taking into reference the start-up examples from USA, India who share almost similar scores of uncertainty avoidance at 40 and 46 in comparison with a relatively higher uncertainty avoidant country such as Germany with a score of 65.<sup>3</sup>

**Relevance:** “Necessity is the mother of invention” Hailing from Bangalore, the Start-up capital of India, the Author organically gravitated to the topic of Start-ups and Innovations. The topic has been chosen because most of these innovations are dealing with solutions that are very precise answers to acute necessities. These demand centric innovations could in some cases be of global relevance. Therefore, this paper is an attempt to understand which cultures favour frugal innovations and is a reflection to many start-ups that may want to be born-global or scale global.

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Steven Crawford

JAMK University of Applied Sciences, Finland

“New Horizons: at home together in your school and community”

90 Minutes

The New Horizons game celebrates the present human diversity across Finland by creating empathetic relationships, forming common grounds to adapt to the new composition of our local populations. In addition to our users in Finland, the game has been downloaded by users in twenty-two nations. The New Horizons session for teachers and administrators develops insights about how to bring the project into their local communities and classrooms.

## Section 1: Introduction to the New Horizons project

- Our response to the challenges of increasing mobility and multiculturalism in Finland, beginning in 2015 with our response to the refugee crisis in Europe.
- Pedagogical considerations:
  - Service learning; sustainable business management education
  - Experiential learning; meaning-centred education; transformative adult learning
- Raising local awareness; developing partners in your community
- Research; academic credit; personal development opportunities for students

## Section 2: Organising and managing the project

- Student and teacher roles: marketing; social networking; brand ambassadors; facilitation; project management; leadership
- Developing a community-wide stakeholder approach
- Developing reciprocal learning service learning relationships in your community

## Section 3: Playing New Horizons and Bringing It Home

- How to play
- Card types: diversiSHARE; diversiRISK; diversiSMARTS; diversiGUIDE; diversiCHOICE
- Attendees will play New Horizons with existing cards created by students in Finland.
- Attendees will each create their own New Horizons card(s) based on cultural aspects present in their home school and community.

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- Learning outcomes and creating interest in the attendees developing their own New Horizons project back home.

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Adrienne Rubatos  
Steinbeis University Germany  
“Feedback 4.0 - forget feedback?”  
20 Minutes

This speech intends to be a humorous and provocative invitation to treat feedback (if we are honest is criticism) differently from what the omnipresent feedback dictate is preaching us. Stay open for an experiment with learning potential for you and your clients. Industry 4.0 and Intercultural Competence 4.0 request new approaches instead of doing more of the same.

In business feedback is sold as essential for leading and developing personnel. But in truth feedback is destructive, is deforming employees’ attitude and installs hierarchical relations – all this is stuff what the 4.0-world wants to get rid of! Feedback is also forced in global cooperation, becoming one of the hottest sources for heavy frustration, both for conflict confronters and avoiders. This alternative approach could bring some consolation also here.

For the already feedback “addicted” listeners, who reject a radical step, some intermediate support should be given in form of helpful hints and differentiated model, a feedback map developed by the speaker. And for those whose curiosity is not enough to dare the experiment, a long row of serious arguments will be offered, why classical feedback cant work. Instead of Q&A or discussions you are invited to reflection and to an activity. “Don’t ‘brain’ too much, just try it out!” would my respected coach teacher B.Vermeulen say, whose remarkable work inspired me to research and encouraged me to take real life experiences serious and to question feedback.

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Jeyanthi Srinivasan & Andreas Mailinger  
 Bosch Institute of Cultures and Languages (BINOCULUS), India  
 “The Experience Map”  
 20 Minutes

An innovative digital learning platform for developing intercultural competence in organizational context.

RBEI (Robert Bosch Engineering and Business Solutions Private Limited) is a 100% subsidiary of Bosch GmbH Germany employing around 18,500 associates and having locations in India, Vietnam and Mexico. Regular interactions with colleagues and customers in Germany, Japan and many other countries are integral part of our daily operations and many associates go on short or long term assignments to customer locations abroad.

During such assignments abroad, our associates gather valuable experiences and would like to share them with others in the organization.

Unfortunately, there are hardly any initiatives or platforms to enable this and leverage these valuable experiences to develop organizational intercultural competence.

The Experience Map – an innovative digital learning platform – addresses this gap with regard to knowledge management. Interested and experienced associates can now share their knowledge by simply uploading their reports thus making them available to all the colleagues who want to prepare themselves for an upcoming international assignment.

The Experience Map is structured in such a way that it covers variety of topics like different work environments and working styles, daily life in a foreign country and also tips for shopping and spending free-time. It also showcases intercultural success stories and highlights opportunities. Moreover it offers tips and guidance when it comes to dealing with intercultural challenges.

Further the links in the experience map provide useful facts about the target country. Associates who prepare themselves for an assignment abroad can gather information through an informal learning process.

Further the experience map can be integrated as part of the training intervention and can serve as the starting point for getting oriented to the target culture setting the stage for defining their expectations for the class room training.

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The content of the experience map is kept up-to-date by the colleagues who are on-site and act as creators. Such a dynamic knowledge management provides not only multiple perspectives and viewpoints but also helps to avoid stereotyping.

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Aparajith Ramnath

Ahmedabad University, India

"Race, Culture and the Ideal Engineer: The Public Works Department in India, 1900-40"

20 Minutes

The Birth of an Indian Profession is the first comprehensive history of engineers in modern India. Charting the development of the engineering profession in the country from 1900 to 1947, it explores how engineers, their roles, and their organization were transformed during the politically tumultuous interwar years. Through detailed case studies of engineers in public works, railways, and private industry, the book argues that the profession, once dominated by expatriate British engineers closely associated with the state, saw an increasing proportion of Indian members, and an emerging emphasis on industrial engineering. In the process, it fashioned for itself an Indian identity.

Turning the spotlight on practitioners of technology and their professional lives, Ramnath explores several themes including the work culture of engineers, their conception of their own identity, their status in society, and their relationship with the evolving colonial state. In so doing, he provides a fresh perspective on the history of science and technology in twentieth-century India.

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Divya Amarnath

Lead Principal L&D Infosys

India

“Intracultural competence for minority groups – A creative expression”

60 Mintues

While corporations world over invest in training and enabling their workforce on intercultural competence, this presentation focuses on intracultural cultural competence in the workspace.

This 60-minute presentation focusses on an audience from minority backgrounds and encourages them to assert themselves in the workforce. Through (approximately 4) musical pieces interwoven with narrative, the presenter calls out to people with diverse backgrounds, including women in the workforce, to look inwards and seek the strength within them.

The medium is based on English film music and the performance is the Indian classical dance, Bharatnatyam. The presenter also uses abhinaya (expression) as well as mudra (symbolic representation using hands) to take the audience through the spoken narrative between each musical piece.

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Ria Mukherjee Basu  
Tata Consultancy Services, India  
“Breaking the Ice: Culture as Experience”  
60 Minutes

All Cross Culture training comprises of various important theoretical frameworks. However, in my experience, culture is understood more through physical experiences and the various senses. Thus I propose some methods that I used (tried and tested) to break the cultural barriers (which I call “ice”) during my cross culture workshops. This paper proposes to run a complete workshop based mainly on ice-breakers. These are activities or games that are usually used only at the start of a session to warm up the participants and put them at ease. The idea is that if these activities can help people build rapport with strangers, then these can also teach them about communicating with other cultures. One of the main barriers of intercultural communication are unknown facets of the ‘other’ culture. Targeting these uncertainties through activities and then allowing them to settle down into the theoretical framework is what I propose - as an intercultural communication trainer. I would like to share my experiences as a facilitator and demonstrate this through a 90 minute workshop. The break up of the workshop would include four activities of approximately 15 minutes each, followed by a 5 minute discussion and debrief of each one by me. Each activity would lead us to important takeaways on intercultural communication training. These four activities thus would take about 80 minutes time. The final 10 minutes will be left for questions and answers.

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Vincent Merk

Senior Lecturer in Intercultural Management at Eindhoven University of Technology, Netherlands

“How to Obtain, Train & Retain International Talent”

60 Minutes

Eindhoven University of Technology (TU/e) in The Netherlands is a leading university of technology in Europe. It is embedded in the local Brainport ecosystem with major industrial companies that are in great need of good engineers. This is why TU/e is engaged in a large internationalisation process to obtain, train and retain international talent on the university campus (the Indians represent the biggest community). Concretely, it is about selecting the best engineering students, teaching and training them in hard and soft skills into the best international professionals and making sure most of them will stay and start their careers locally.

We will first present this integration process that features 3 phases:

- Creating the appropriate physical environment and infrastructures on campus,
- Mastering the internal education and communication processes (including Career Academy support),
- Developing a real sense of community and mutual trust in shared values and responsible behaviours.

We will next focus on the case of some Indian students facing the dilemma of either going back home after their studies or starting an international career locally or beyond.

Finally, we will discuss with the audience how to create a real win-win situation for both the students and the university and industry, in line with truly developing Intercultural competence 4.0.

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Pari Namazie

Chairwoman of The Simorgh

Managing Partner at Atieh International

President of SIETAR Europa

“Middle East, Islam and the Rising Culture of Fear in EU”

60 Minutes

The Middle East and Islam have often been misunderstood, the Middle East is synonymous with a volatile region, high in political and social turmoil, oil rich, oppressive and autocratic governments, a centre of Islamic fundamentalism, beliefs and the practice of Sharia law. It is also home to a young and educated human resources base, rising force of women and growing discontent. Today for Europe, the majority of migrants come from the war affected regions of the Middle East. With them come the confusion of migration, of social, religious and cultural disorientation and identity threat.

This presentation explores socio-cultural developments in the Middle East; the role of women, Islam, the youth bulge and rising discontent. It also examines what this means for Europe, especially in relation to the questions Europe faces with regards to Arab migrants, the rise of the far right, anti-migrant, anti-Islam and populist movements throughout Europe. These anxieties and tensions in society and communities are creating a culture of fear and division, which goes beyond Europe and is also seen in North America. Using the case of the Middle East, the presentation ends by engaging the audience to explore how we can create better awareness about these issues and what we can do (as interculturalists and global citizens) to create trust, inclusion and the sense of community.

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Lalit Jagtiani

Digital Transformation Thought Leader, SAP Singapore

“When Change Happens: Culture and Transformation”

60 Minutes

When Change Happens... A Story of Organisational Transformation is an outside-in perspective on change management and organisational development. The story is a live model of a change management process in an organisation. Without 'prescribing' principles, guidelines and methodology of change management, the author succinctly expresses the subject in a manner that is organic, creative and dynamic. In fact, change management as a subject is just that. Evolving, never predictable and hence complex to execute and achieve a successful outcome. This is what makes When Change Happens... unique. It tells the real story of change management, one that is outside the pages of a management book but inside the walls of an organisation. Based on the fundamentals of change management garnered across professional assignments and built on a fictional platform is the USP of When Change Happens...

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Divya Susan Varkey

Hofstede Insights

India

“Paralinguistics - An Intercultural or Linguistic Competency?”

60 Mintues

Learning the language of the new culture that one is going to live in is often seen as the first step toward integration. However, language teachers and intercultural communications trainers both seem to think that the “paralinguistics” of communication is the other’s area of expertise, often resulting in this aspect being neglected from both sides. The presentation is of a thesis study done for the Università della Svizzera italiana (University of Lugano, Switzerland) as part of the completion of the Masters in Intercultural Communications program done by the presenter. It is a multidisciplinary presentation, involving intercultural communications, linguistics, sociolinguistics and psychology and aimed at closing the gap between foreign language learning and intercultural communications training. During her research, the presenter conducted conversations between polyglots of Indian origin, in each of the languages spoken – English, German and their native Indian language (mainly Hindi, Tamil and Kannada) and native speakers of each of these languages. Each conversation was recorded and studied for paralinguistic code switches. The code switches varied from intonations to facial expressions to hand gestures particular to the language spoken. How possible is it to teach” or “train” these paralinguistic codes particular to a language? The presentation will also include excerpts of interviews conducted with a linguist and a foreign language teacher and their takes on the topic.



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Rajeshwar Upadhyaya  
CEO, Par Excellence Leadership Solutions, India  
“Indian Ethos in Leadership”  
60 Minutes

When a staggering percentage of joint ventures in India fail, management thinkers are forced to reckon with the fact that the issues are other than business strategy, economics or even technology. The issue very clearly lies with people – their competencies and attitudes which indeed borrow from deeply held values which in turn find validation in the culture of the land. Culture or ‘ethos’ lies at the bottom of the motivational pit at the collective level. India has experienced unique historical, mythological and socio-political forces. The Talk will explore agrarian influences and feudal elements impregnating corporate life, how the residues of Mythology and Colonialism, color the operating paradigm, what are the cultural modalities and what the complex transactions imply for Business and Leadership, especially in the decade to come.

### Objectives:

- To understand the contemporary context of leadership through a socio-historical perspective
- To develop a deeper understanding of Indian ethos and how to leverage those in management
- To explore the uniqueness of the collective Indian character and create a take forward approach
- To comparing and contrast cultural dimensions of India with that of other countries

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Line Morkbak  
MD, Global Leap Consulting  
NW USA / Europe  
“All Voices Heard: Ensuring Engaging Virtual Dialog”  
45 Minutes VIRTUAL

How do we combat the “out of sight, out of mind” mentality in virtual teams? How do we cultivate a virtual team dynamic which nourishes engaged collaboration and equal dialog among global voices? As organizations continue to grow flatter and increasingly become more global, remote teams need to acquire new skills to build trust with one another and overcome the perceived distance in the virtual team environment. In this session we will explore various tools and techniques to increase a sense of team and also look at ways to improve team communication. When we participate in and facilitate online meetings it’s important that we fully leverage the technologies at hand to embrace the different communication styles of global team members. We will look at tips and tools to facilitate virtual meetings to get the most engagement and interaction from all members of your team.

This session is taught from a global perspective and is drawing on mindsets and tools from agile methodology and intercultural theory.

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Dr. Phuong Mai Nguyen

Amsterdam School of International Business (AMSIB)

Netherlands

“Evolutionary biology and neuroscience challenge our Intercultural communication theories.”

60 Minutes

### Focus

At the moment, Dr. Nguyen-Phuong-Mai is working on a commissioned book for Routledge with the tentative title: Cross-Cultural Management – With Insight from Cultural Neuroscience and Evolutionary Biology. She will be sharing with SIETAR India the latest findings emerged from this working project. It resonates strongly with the conference’s theme on Intercultural Competence 4.0. It calls for a fresh and daring approach, one that is not prone for sophisticated stereotypes that is so prevalent in our field. This is an action approach that gives us back the authorship of culture, that takes in to account the active role of individuals in shaping culture, that is deeply and scientifically embedded in the understanding of the most fundamental unit of our functional operation as human being: how a neuron communicates.

### Current Work

In the last few years, Dr. Nguyen-Phuong-Mai has taken interest in cultural neurosciences. She published her latest book with Amsterdam University Press in May 2017: Intercultural Communication – An Interdisciplinary Approach: When Neurons, Genes, and Evolution Joined the Discourse. This is the first publication in the field of IC that incorporates insight from newly emerging disciplines. It advocates a fundamental change from seeing culture as static to a more responsive paradigm of seeing culture as dynamic. It challenges the dominant school of Hofstede and the like with scientific foundation in neurobiology. Since the date of release, she has been invited to keynote at multiple conferences including SIETAR EUROPA, SIETAR UK and ELLTA. She has received stellar feedbacks from these addresses for the challenging perspectives and the timely call for shifting paradigm.

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Henning Zorn

Founder, Zorn Consultants

Germany

“Imagine you could see communication”

20 Minutes

For more than a century leaders and consultants have focused on individual behavioural competence, personal attributes and cultural trades to improve performance in their organisation with some success. But the organisational world has changed and so have the demands on people. In today's complex organisations' networks, matrixes, crossfunctional collaborations and virtual teams have replaced traditional structures and hierarchies. Understanding and improving how people are connected is the new frontier in organisational performance. Unfortunately, traditional HR tools evaluate attributes not connections. Even 360 evaluations only report an average score, losing much of the meaning and richness in the process. Connection Scan follows a very different path. It shines light on organisational performance by creating a visual image of how people are connected. By accurately visualising complex networks of relationships it gives leaders and consultants unique insights, reveals new meaning and makes relationships easier to understand and change. Looking like an MRI scan it shows hotspots of active connections and cool zones of inactivity in a network of human relationships. Looking at a Connections Scan is like looking inside the brain of your organisation to see the pathways of connection and activity.

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Sujata Banerjee  
& Deepmala Datta  
Management Across Cultures,  
Germany & India  
“Culture and Personality-Playing the Assessment Game”  
20 Minutes

Intercultural competence; the success criterion for jobs across geographies. While a lot of personality assessments are done in areas of competency assessments against norms, little to no information is available on how companies have identified dimensions of intercultural competence. Even with the changing working conditions “inter” seems to have included a complexity of intra cultural elements, without any deeper re-examination. Domain experts, mostly large companies, increasingly invest in inter-cultural awareness, sensitization or competence trainings. Suppliers respond to requests, or even pressure from key customers by short-term interventions in order to trouble-shoot what is being perceived, often only on one side, as “cross-cultural challenges”. By doing this, they may be reacting to outer constraints, rather than leveraging these trainings to promote change processes that could create a sustainable value-add within these organizations. Moreover, intercultural trainings and coachings are mostly project / assignment based, or for critical/key individuals moving to new roles outside of their home country.

We will discuss the nuances of culture that are much deeper than what meets the eye - language competence based on contextual understanding, assessing behaviours that are based not only on good practice, but even more importantly, on values and beliefs.

How can we evaluate the usefulness and applicability of tools in an intercultural environment; and in the absence of the perfect tool, how to use existing tools? We shall look at these points both from an HR practitioner’s and a trainer/coach’s perspective.

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Prof. Dr Jan Brouwer &  
K. R. Ritesh  
Anthropology Business Consultancy, India  
“Me and My Shadow - Anthropology As A Tool”  
20 Minutes

For long Anthropology has been the study of “primitive peoples” and “tribes”. I am trained as an Anthropologist at Leiden University, The Netherlands. At the same university I taught Anthropology and History of India. At the end of the first year I visited India as a tourist. On return I read Sanskrit and Kannada for one year and produced a BA and an MA Anthropological thesis on Indian subjects. My PhD was published as The Makers of the World on the Visvakarma artisans of Karnataka.

My study of the Craft and Mind of artisans helped my understanding of modern manufacturing. My work as translator at ITC majors provided me insight into the functioning of the service sector. Combining the two interests I designed Culture Training modules.

The Anthropological method may briefly be described as decoding of the mentality component of culture so as to arrive at the concepts on which practices are based. People perceive the world unconsciously through a cultural lens. Awareness of the lens through the decoding process answers the question why we act as we do. This awareness leads to understanding and on this basis we arrive at sustainable new forms of communication.

Thus, I extended the method of Anthropology into modern industry and service sectors, architecture and music. The 21st century is indeed the Age of Anthropology.

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Joanna Sell

Founder, Intercultural Compass, Germany

“The Bigger Picture - Storytelling and Story Sharing”

90 Minutes

When we define culture “as a set of stories that we enter” (Jerome Bruner 1990), we immediately realize the importance of storytelling in the intercultural communication. For centuries, we have exchanged stories to transmit knowledge and experience. These stories never belonged to the tellers but were dependent on shared narrative sources and, therefore, understood in certain cultural circles. When these stories were deciphered by “newcomers”, they worked like a door opener, enabling access to new thinking patterns and value systems. Intercultural communication is a balance act between searching for similarities and realizing differences.

As intercultural trainers, coaches and consultants, we often jump into deep cold water when trying out new methods. We can never have the guarantee that our message comes across the way we have intended. Too many generalizations reinforce stereotypes, too vague comments give the impression of relativity. A possible way to make sure our message comes over clearly is to share a particular culturally related story and describe the cultural context. The secret recipe is to focus on the „happy end“ rather than listing possible challenges and differences. And so in this workshop the participants are going to explore how the narrative perspective can be applied in different contexts: academic teaching, trainings for multicultural teams, leadership programs and relocation coachings. They are learning by doing and are encouraged to try out all the methods and share observations on debriefing. They also learn how they can motivate their clients/ students to enhance the self-reflection, awake more curiosity and learn a lot about different cultural expectations by practicing storytelling.

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Shilpa Subramaniam  
L&D Specialist at C2C Organizational Development  
India  
“The Different Colours of Inclusion in India”  
90 Minutes

Are you a global organization that collaborates with or operates out of countries in Asia? Do you sometimes find that Diversity and Inclusion policies that you thought were global take on a completely different “colour” in Asia? Then, this is the session for you.

Starting off with a shared understanding about Diversity and Inclusions, looking at resources to create an inclusive culture, we will then deep dive into the current situation in Asia and how we can best cope with it.

Based on our experiences in having worked with organizations across Asia in the field of Diversity and Inclusion, we will share with you the key themes that are relevant in the current markets and D&I challenges specific to Asia. You’ll hear real-life examples and stories to bring this concept to life, along with possible solutions to resolve some of these challenges.

Key takeaways:

- Create a shared understanding of Diversity and Inclusion in India.
- Understand the specific nuances that colour D&I related challenges in Asia
- Discover some of the inclusion related challenges that women in Asia face
- Develop strategies to address some of the specific challenges that we discuss

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Heather Robinson  
Founder, Success Across Borders,  
USA  
“Coaching for Intercultural Competence”  
90 Minutes

Whether you are a certified coach working in intercultural contexts or a trainer using a coaching approach occasionally in cross-cultural orientation programs, expanding your portfolio of coaching approaches could help you do what you do better. This session will provide you an introduction to the power of Personal Leadership’s Critical Moment Dialogue questions. The Critical Moment Dialogue questions are a way of engaging with difference and complexity, and as such, are useful in many contexts. However, as this core technology of Personal Leadership is rooted in the intercultural, it is particularly well-suited for developing intercultural competence and is increasingly used in coaching individuals across cultures. In this engaging session, you will have a chance to experience a new method and learn more about coaching and just possibly, yourself.

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Isabelle Demangeat

Coach, Global Insight Consulting, Germany

“Virtual is Real! Programmes for Global Multi-site Teams.”

90 Minutes

For a lot of people day-to-day work is made of meetings with people dispersed in different locations.

My clients spent more and more the majority of their working hours online. Their colleagues are spread around the globe, in different time zones., coming from different cultural backgrounds.

They are members or leaders of so called „virtual teams“. These are international, diverse, multidisciplinary - cross-cultural in all senses of the word. Technique and online connection make it possible, easy - and difficult at the same time.

What kind of interventions can we / should we, interculturalists, offer to our clients working in such environment?

In this workshop, Isabelle will share her experience as team coach for dispersed teams - based on a real business case example of a complex global team. She'll also challenge our attitude towards so called virtuality.

Exchanging our professional experience with online trainings / facilitation for the qualification of our profession, is the overall objective of this interactive workshop. This includes also the skills we as trainers, coaches and facilitators need to develop and to integrate in our services.

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Natalie Lutz  
Luna Conseils Consulting, France  
"Intercultural E-Learning 4.0"  
90 Minutes

There is a growing demand for e-learning tools that can be used alone or in combination with face-to-face trainings (blended learning). Tools that answer these client demands are still relatively few and often too similar. As an intercultural trainer, consultant and speaker, in the past year I have been asked to help develop two e-learning projects: one for Akteos, a leading Intercultural consulting company in France and the other for one of their clients.

These projects have brought up questions as to the validity of such a means to promote intercultural understanding and how to do so in a way that satisfies both corporate clients and pedagogic demands. In this workshop we will look at exercises and videos from these two projects and consider the strengths and improvement points of such tools.

The age of e-learning is about to take off in Europe. In other countries it has been developing for some time. Hopefully this session will allow different perspectives, both experienced and novice ones to share in a discussion about intercultural pedagogy and e-learning tools. In the past 15 years that I have been researching and delivering intercultural trainings, we have been seeking new theoretical frameworks and methods to develop awareness and skill building. Perhaps computer technology in the form of e-learning platforms will help us look at these questions from a new angle!

## 6th International Conference

 February 17-18<sup>th</sup>, 2018

 MCCIA Trade Tower, Pune

 9:00 AM to 6:00 PM



Marie – Therese Claes  
Louvain School of Management, UCL, Belgium  
“Discussing Cognitive Bias and Culture”  
90 Minutes

Today managers are confronted with highly complex situations where the time-constraint and availability of information makes their decision-making process essential. Studies show that a great amount of our decisions are not taken after a rational decision-making process but rather rely on instinct, emotion or quickly processed information. The objective of this article is placed in this context.

The article will describe the journey of thoughts from our Rational Choice Theory to the emergence of Behavioral Economics, after which it will elaborate on the mechanisms are at play when we make decisions in an attempt to understand the root causes of cognitive biases, using the theory of Kahneman’s (2011) System 1 and System 2. A questionnaire was used with management students in Belgium and in India to examine the possible connection between decision-making, cognitive biases and culture. The results show a difference in the use of System 1 and System 2 between the two groups. However, both groups fall into the representativeness biases with practically the same frequency, be it sample size, probability or conjunction fallacy.