



SIETARINDIA

FROM INTERNATIONALIZATION TO INTERCULTURAL COMPETENCE

Mumbai - 2nd and 3rd Feb 2013

Title of Session: The Art of Co-creation

Presenters: Deepa Natarajan and Mehmouda Mittelstadt

Centuries ago, empathy was extended to blood ties and then to tribal groups. Soon it got extended to religious groups and then to nation states created by the evolution of civilizations. Today there are there are so many theories, concepts and principles that focus on a discourse of difference creating boundaries and nation states that we now struggle to resolve the differences and ignore the fundamental realities. By shifting focus from bi-polar thinking to multiple perspectives we begin to create an array of choices. These choices simple mean "Co-existence" with difference. What if we could create from those differences? It is in embracing difference that we work toward commonalities, it is not by denying them. When emotional recognition is given individuals start stepping into other people's perspectives creating a universe of co-existence and the journey to adaptation begins. Successful mutual adaptation yields virtual third cultures leading to creative workplaces and forming grounds for innovation. As organizations become complex playgrounds of cross functional multi-layered mechanics, co-creation becomes the leveraging factor. In this session, expect to be surprised personally and professionally as we look deeper into the art of co-creation.

Deepa Natarajan is the President of RShore, a company specialized in Organization Consulting and learning and development in intercultural competence. She has a strong intercultural background, of having worked in US, Canada, France and Germany. She has conducted team coaching programs in Europe. Deepa is Indian; she has lived in the north and south of India. Intercultural she is married to a French national and lives in France. She is fluent in English, Tamil and Hindi; she has a working knowledge of French. She is a Certified Co- Active Coach from the Coaches Training Institute, CTI.

Mehmouda Mittelstadt, born in Madagascar, is of Indian origin. She moved to France as a young adult to broaden her experience of cultural diversity. She has a strong international background, having worked for the United Nations, multinational companies as well as small and medium sized enterprises in Switzerland, UK and France. She is currently working in Human Resources of Alstom, a leading French multinational company. She is a Certified Co- Active Coach from the Coaches Training Institute, CTI and combines oriental wisdom and western innovative approach in her coaching practices. She also graduated in Ayurvedic medicine ("science of life" in Sanskrit), and is fluent in French, English, Spanish and Gujarati



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Title of Session: Making the Virtual Switch – Techniques for Engaging and Effective Virtual Training

Presenter: Shelley Morrison

Intercultural consultants and trainers are increasingly being asked to make their programs shorter and virtual because the client wants to save money and because their employees are distributed all over the globe. When the client now wants your program to be delivered virtually, it can be daunting. This highly interactive workshop will make the transition easier and more fun. We will review tools for program delivery such as Webex, Go to Meeting and Skype. A key aspect of the program is a review of 6 online intercultural tools including: GlobeSmart by Aperian Global, Culture Wizard by RW3, Country Navigator/World Prism by TMA, Cultural Orientations Framework (COF) by Rosinski & Company, Cultural Navigator created by TMC, now owned by Berlitz, and Culture in the Workplace (CWQ) by ITAP. We will share techniques for effective virtual programs including games, exercises, storytelling, use of short literature, online assessments, pre-work and follow-up. There will be an emphasis on how to keep programs interactive and participants engaged. We will also explore the growing demand by clients to help improve the virtual cross-cultural communication skills of employees. This workshop will share best practices, so bring stories about your own training experiences in the virtual world. The workshop is designed to help you meet client needs, save time researching virtual tools and techniques, as well as improve your own virtual delivery skills and programs.

Shelley Morrison

Shelley Morrison is an experienced intercultural trainer and facilitator. She has extensive experience providing programs on building relationships and communicating virtually across cultures. This includes a series of workshops for a combined U.S./India team for the multi-national insurance company, MetLife. Shelley is a former broadcaster and technology executive, which makes the virtual world a comfortable place. She is the founder of SMA and is affiliated with TMA World, Imparta, Ltd, Dean Foster and IOR Global Services.

Shelley has a BA in Communications, a Masters in Teaching and is completing a Masters in Intercultural Relations. Shelley is a certified administrator of the MBTI (Myers Briggs), DISC, the IDI (Intercultural Development Inventory) and the Intercultural Conflict Style Inventory.



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Title of Session: Scrum - a miracle cure for cross-cultural distributed teams?

Presenter: Line Mark Rugholt

The Agile project framework, Scrum, has shown in many cases to be a very beneficial framework in cross-cultural distributed teams. Based on her work with and research in Nordic-Indian distributed teams, Line, who is also a certified Scrum Master, has researched how Scrum can help these teams, and how Scrum (initially NOT created for cross-culturally distributed teams) in some cases needs to be adjusted in order to give the greatest benefit for cross-cultural distributed teams. Line's presentation will consist of 1) a short presentation of Scrum and the ideas behind it (Agile), 2) how Scrum can be helpful for Cross-cultural distributed teams, 3) How Scrum might need some adjustment and 4) How the audience can be inspired by Scrum in their work.

Line Mark Rugholt

Line Mark Rugholt, director and consultant at Culturewise, has specialized in working with change management and designing workshops and longer courses for companies and individuals who are located in the Indian- Danish area of cooperation. Line has been working with Indian- Danish business interaction since 2004 and she has her Master's Degree in this field specializing in "Outsourcing Denmark-India". Line is also an educated Process facilitator, Certified Cultural Detective and Certified Scrum Master. Currently, Line is co-authoring a book in Nordic-Indian Virtual team with Nilay Oza who is living in Finland.

Line has traveled Nepal, Sri Lanka and most of India. Since October 2010 Line has been living with her family in New Delhi.



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FROM INTERNATIONALIZATION TO INTERCULTURAL COMPETENCE

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Title of Session: Fast and Deep: Developing Intercultural Competence through the MashUp of Cultural Detective and Personal Leadership

Presenters: Heather Robinson

In the paradigm shift from internationalization to intercultural competence, we find that the need is for intercultural competence that is not only both culture general and culture specific, but unique to an industry, a group of individuals and a particular instance. Plus, we need to deal with a broad variety of cultures – many often in a single team. And, perhaps most importantly, we need to quickly move from intercultural knowledge to intercultural competence – not just knowing what to do, but actually doing it! The collaborative interweaving of two capacity-building and competency-based methodologies: Cultural Detective® (CD) and Personal Leadership™ (PL), into the MashUp, has resulted in a remarkably effective response to this developmental need. The MashUp is successfully being facilitated in corporate, non-profit and academic contexts around the globe and participants are demonstrating uncommon depth and speed in their development of intercultural competence. In this interactive session you will gain an understanding of the methodology and how you can apply it in your practice.

Heather Robinson

Heather, founder and principal of Success Across Borders, has spent over 30 years enhancing organizational effectiveness in multinational corporations. Co-author of two packages in the Cultural Detective series, and a Senior Facilitator of Personal Leadership seminars, Heather is a co-developer of the MashUp. Heather has served on governing council of SIETAR International, as president of SIETAR USA and is a co-founder of SIETAR India.



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Title of Session: Journey of Internationalization from Traditional to Contemporary Formats of Intercultural Work

Presenter: Anindita Banerjee

The presentation is focused on the premise that Internationalization can no longer be broad brushed as assignments involving expatriation or physical relocation to a foreign land. Organizations are exploring options outside traditional expatriation based assignment, tailored to their specific requirements and constraints. Clearly, depending on how well an organization/institution designs and defines the required intercultural work assignment (ICWA), the next step, in terms of identifying and building intercultural competencies can be executed effectively.

This presentation is based on my research study that explores the relationship between preparation and performance across a traditional and contemporary context of ICWA. In the context of this presentation, a traditional assignment involves expatriation, while a contemporary assignment involves primarily remote interaction across cultures. The study introduces a conceptual framework that is useful in classification of ICWA based on parameters that are more aligned with the nature of intercultural interactions in today's world. Two contrasting contexts of ICWA are identified using this framework which is then studied in detail. The study uses a mix of qualitative and quantitative research to:

Identify differences in preparatory practices across traditional and contemporary forms of ICWA.

Relate the nature of preparatory practices used to performance, and demonstrate that the nature of training input which impacts performance varies systematically across contexts.

We then conclude with recommendations for superior design of preparatory performances in each context.

Anindita Bannerjee

Anindita holds a masters degree in Mathematics from Delhi University and an MBA, and is currently pursuing a PHD from BITS, Pilani. She has over ten years of corporate training/consulting experience. Anindita has worked on corporate assignments in the areas of communication, presentation, cross cultural and diversity management, service excellence and managerial effectiveness. She has worked with clients like Vodafone, Legrand, Pfizer, Nokia, Hewlett Packard. She is a licensed administrator of the Intercultural Development Inventory (IDI) and was certified by Dr. Mitchell Hammer, in Minneapolis (USA). She lives in Pune with her husband and two boys and is building her career as a cross cultural trainer/consultant.



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Title of Session: An Interculturalist in a Global Village: Dilemmas and Concerns

Presenter: Anantadeb Bandyopadhyay

The first decade of this century has seen some of the worst times in global economic performance, some major socio-political upheavals and emergence of a strong social networking over the World Wide Web. Issues concerning the world are also changing – sustainability, governance, and trust are the key issues all over. Interestingly we have not seen any new thinking in the world of the interculturalist during this period. This session will raise five key dilemmas of an interculturalist during this phase of globalization:

Revisiting the Construct and role– dilemma of defining culture in a converging world and the role of an interculturalist. Are changing demographics, impact of technology and economic changes creating new convergence models?

Stereotyping vs. generalizing – dilemma of creating models of culture. Can we still work with country comparison models?

What, why, or How – dilemma of competence building. Is the role of an intercultural trainer changing – should the training inform, explain, or build skills?

Anecdotal experience or Researched facts – dilemma of providing explanations. Is personal experience an asset or liability?

Directive or non-Directive – dilemma of coaching.

The session will raise some questions and hypotheses for the community of interculturalists and provide some directions for possible future work in the area.

Anantadeb Bandyopadhyay

Anantadeb Bandyopadhyay is a trainer and facilitator with over 26 years experience in the field of Human Resource Management and Development. In his 19 years of corporate experience he worked for leading Indian and multinational corporations like IndianOil, L&T, Xerox, Exide and Syntel Inc. As a trainer he specializes in the areas of behavioral and leadership development. As an intercultural trainer he has conducted programs in various countries of Asia, Europe and North America. He is a regular trainer for Prudential. Some of his regular clients include Capgemini and Atos. Anantadeb has received trainer certification from Dale Carnegie and DDI and has attended coaching workshop from Adler Institute in Canada. He is an associate of Great Place to Work Institute, India.



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Title of Session: Towards global diversity and inclusion: Designing organizations and business strategy for international effectiveness

Presenter: Brian Schroeder

Companies within India and globally are increasingly focusing on global diversity and inclusion solutions. These aim to achieve varied organizational goals and typically get driven from company values originating within corporate headquarters. However these efforts do not always take into account the unique factors of diversity at a country level, or the aspects of diversity and inclusion that may block or smooth implementation of diversity and inclusion goals within a specific country or cultural context.

This presentation focuses on how companies and other organizations can attenuate and differentiate their diversity and inclusion efforts to more effectively create a diverse, inclusive workplace and organizational culture. Various aspects of global diversity and inclusion will be focused on, including but not limited to gender diversity, people with disabilities, generational diversity, and cultural diversity.

The learning goals of this session are threefold. By the end of the session, participants will be able to 1) Describe key business drivers and trends in the Indian and global context for diversity and inclusion; 2) Describe opportunities and challenges in adapting organization-wide diversity and inclusion strategies within an Indian and international MNC context ; 3) Describe how intercultural competence can more effectively enable people and companies to design organizations and achieve business strategy.

Brian Schroeder

Brian Schroeder heads the Nexus Consulting Group, which advises organizations on human capital strategies and business strategy, focusing on enabling people to work across cultures and languages within a global business environment to drive business success. Before joining Nexus, he designed and headed Microsoft's culture and communication group that developed talent serving Microsoft customers and partners in the high-level technical support space. Brian regularly speaks on globalization, education, business communication, collaboration, diversity and inclusion, language strategy, comparative education, and intercultural effectiveness. Most of Brian's work experience has been in the corporate sector helping companies solve communication-related performance and learning issues. He has served companies in financial services, FMCG, manufacturing, technology, and hotels and tourism. In addition to Microsoft, some of the multinationals he has worked with include BMW, HSBC, the Hong Kong Monetary Authority, Nokia, Samsung and Wal-Mart. He serves on NASSCOM's steering committee for diversity and inclusion.



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Title of Session: The Virtual As Advantage in Global Teams

Presenter: Stefan Meister

Today global leaders face three major challenges: They have to make a multitude of rapid decisions in very unstable environments They have to bring sense to complexity for their employees, their shareholders, and their customers They need to lead virtually and across cultures, including as many stakeholders involved in projects and collaborations on the way as possible They believe, almost like anybody else, that face-to-face is better than virtual

This presentation offers possible solutions for last two challenges and fresh perspectives for the third.

We shall argue that virtual teams can be far more successful than traditional teams if you give them the proper support. And we shall share the key success criteria for leading in complex virtual environments, which for us is to create a sense of virtual closeness between key stakeholders and the project, especially amongst team / group members. Additionally, we will share our research about the potential areas of interventions and the 20 key dimensions for making virtual collaboration a success.

Stefan Meister

Stefan Meister has worked as a trainer, coach and consultant with an international focus since 1986. His area of expertise lies in the field of executive training and coaching, international team building, global business skills and virtual performance improvement.

In the field of virtual performance improvement Stefan Meister developed together with Marcus Hildebrandt and Line Jehle the „Virtual Performance Assessment – VPA®“, a unique assessment tool to support companies in performing successfully in virtual global environments.

In 2001, Stefan Meister founded intercultures, one of Europe’s leading companies for international competence development. This has not curtailed his own training and consulting activities, which still represent a prime professional passion.

As a trainer and consultant Stefan Meister has worked with more than 60 international companies, including Lufthansa, Siemens, Bayer Healthcare, Schott, Bombardier, Osram, Giesecke & Devrient, Johnson Controls, Daimler, SAP, and RWE. He mainly works in Europe, but also regularly in Asia, the Americas, and the Middle East.



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Title of Session: What's Different about Global Leadership?

Presenter: Christie Caldwell

The global economy requires a new set of leadership skills – imbued with a global mindset, multi-functional and effective across cultures and nationalities - that were not as critical even a decade ago. What are these new skills? How they are best obtained?

Drawing from cutting edge research conducted by Aperian Global, including first hand interviews with successful global leaders from around the world, this session will highlight ten specific global leadership behaviors and share specific strategies that global companies are utilizing to build the global leadership abilities within their organizations.

Christie Caldwell

Senior Consultant for Aperian Global joined the firm in 2007. She is responsible for the creation of IP to meet client customization needs and maintain thought leadership within Aperian's Practice Group Areas. As Senior Consultant, Christie delivers Aperian's global talent development solutions to clients within APAC and the EMEA region. Prior to her work with Aperian Global, Christie consulted on projects for Harvard University's Program on Negotiation, Nokia Corporation in Nanjing, China, and for the Grameen Bank and The Save the Children Fund in Bangladesh. Christie has a Master's Degree in Religion and Global Politics from Harvard University and a Bachelor's in Post-colonial Studies from The University of the South. She also completed the Master's program in Chinese Studies at the Johns Hopkins Center for Chinese and American Studies in Nanjing, PRC. She is fluent in Mandarin and is currently based in Bangalore, India, working throughout the APAC region.



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Title of Session: Intercultural Competence: Can You Go “Home” Again?

Presenters: Patricia A. Cassidy, Ed.D & Donna M. Stringer, Ph.D.

Culture shock is not the result of a specific event, but occurs after encounters with differing cultural behaviors, perceptions and values. These differences can pose a “threat” to an individual’s unconscious, assumptive beliefs about what is “right” or appropriate. Some degree of “culture shock” is anticipated when moving to a new country but “reverse” culture shock is often the unanticipated experience of those who have moved back home. This session will outline some of the personal and professional challenges faced by expatriates and their families upon re-entry to their home culture. Participants will engage in an interactive session offering strategies for a smoother transition “home”, including recommendations for organizations hoping to retain interculturally competent employees.

Patricia A. Cassidy

Patricia Cassidy is lead facilitator of Collaborative Connection, a transition consultancy, based in the greater Seattle area. Tricia is the former coordinator of counseling and psychology programs for the Department of Defense Schools, world-wide. For seventeen of the past twenty-five years, Tricia lived “overseas”, in both Europe and Asia. She finds her personal life experience reinforces her high interest in cross cultural transition and intercultural communication. Tricia has presented internationally (Germany, Belgium, Italy, UK, Turkey, Japan, and Taiwan) on topics such as Cross Cultural Communication, Cross-Cultural Values Exploration, “Third Culture Kids” and Student Leadership. She is co-author with Donna Stringer, of 52 Activities for Improving Cross Cultural Communication (2009) and 52 Activities for Exploring Values Differences (2003) published by Intercultural Press.

Donna M. Stringer

Donna Stringer is Founder Emerita and Past President of Executive Diversity Services, an organizational development firm specializing in cross cultural issues, based in Seattle, Washington. Donna is a social psychologist with more than 30 years experience as a researcher, writer, manager, teacher and trainer of multi-cultural issues. She has published in the areas of management, intercultural communication, sexual harassment, diversity, gender roles and self-esteem. She is co-author with Patricia Cassidy, of 52 Activities for Improving Cross Cultural Communication (2009) and 52 Activities for Exploring Values Differences (2003) published by Intercultural Press. Donna was acknowledged as a “Legend of Diversity” by the International Society of Diversity & Inclusion Practitioners in 2012.



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Title of Session: Balancing the Trust Equation – Perspectives on Building Trust in Cross-Cultural Teams

Presenter: David Peace

Most executives will agree that trust is essential for teams to communicate effectively and to perform. What many fail to understand is that while the need for trust is universal, how it is established and maintained is not. When members of intercultural teams attempt to build trust as they would in their culture, the results are often unproductive and even detrimental to team cohesiveness. As a result, mutual trust and respect is never established and teams are forced to work harder and longer while struggling to meet basic business requirements. Using a keystone model as a hypothesis, we will examine factors which contribute to building and maintaining trust in cross-cultural teams. Discussion questions will include...

What has your experience been in establishing trust between cultures?

Are there keys within your culture that enable trust?

What behaviors diminish trust in your culture?

What behaviors build trust in your culture?

Where are the areas of potential conflict in building trust in intercultural teams?

Have you seen examples of ineffective cross-cultural trust building?

Have you seen examples of effective cross-cultural trust building?

David Peace

David guides leaders and teams to improve their global effectiveness. David lived in New York City for 18 years as a cross-cultural professional and then moved with his family to India in 2001, where he conducts cross-cultural training workshops for multinational companies, government and non-government organizations. In addition to a Masters Degree with an Intercultural emphasis, David received training at the Intercultural Communication Institute in Portland, Oregon and bases his training on practical knowledge from personal experience. In 2007 David designed training and led a team to train over 2,500 IT engineers for HCL Technologies, the 4th largest IT Company in India.



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Title of Session: The Magic of Teams: leveraging diverse nationalities into an intercultural team

Presenter: Isabelle Demangeat

Like in every dish, a successful team workshop needs the right dose. It is a mix of conveying cross-cultural knowledge, providing team members with adequate team activities and facilitating the team discussions on business, technical or structural topics. This is often a challenge for the facilitator as the complexity is high and participants' expectations diverge frequently from each other. In this workshop we will experience some exercise which helped diverse teams I had the opportunity to guide through team building workshops to create a common understanding and a "we-feeling". The debrief of this kind of exercise is key for its success. We will explore why and how to do it. Then I shall share with you real examples of team building workshops in a short presentation.

Isabelle Demangeat

Coach and trainer for Global Leadership, cross-cultural communication, trainer and coach for people working internationally and corporates' internationalisation processes. Systemic approach.

In the field for around 2 decades, therefore profound experience in coaching, consultancy, training in international and cross-cultural environment.

Executive and top executive coaching for global leaders and their teams, virtual teams as well as on-site. Facilitating change processes, team building and internationalisation processes.

My passion is to support my clients to be efficient in working and doing business around the world and to ensure a high quality of communication with others: other cultures, other genders, other colleagues, other business partners.



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Title of Session: New Challenges – New Patterns: How do we weave Cross cultural Competence more meaningfully into the Fabric of Organisations?

Presenter: Sujata Banerjee

Cross Cultural Facilitators carry the potential for Change into an Organisation. The Organisation then decides whether “it’s just a culture thing we can fix quickly ”, or whether the root cause could perhaps lie in organisational restructuring, such as offshoring or greenfield solutions, without taking into account the changes happening back at the “Mother” Organisation and its “Lead” Culture? Many HR heads are meanwhile convinced that Change is a holistic process in which cross-cultural elements play an intrinsic part .Investing in these fields has triggered positive responses concerning stakeholder value, brand acceptance, and employee satisfaction.

- How do we respond to these possibilities? How do we weave our concepts into such patterns of Change?
- When do we risk stretching ourselves too thin/too far into unknown fields?
- When do we over/undersell our capabilities in this context?
- How do we create an awareness with the Customer that we are way beyond the one stop delivery of Dos and Donts, but come with a holistic approach and near-infinite curiosity, and a readiness: to learn from, and to share with Organisations?
- How do we elegantly find a way of cutting off the process if we suddenly find ourselves part of a political correctness exercise?

I would like to share some examples from recent client experiences of how this “weaving” was implemented.

Sujata Bannerjee

Sujata Banerjee has been working in the field of cross-cultural management since 1992. She was born in South Germany, has consistently maintained home bases in Germany and India, as well as gained working and lecturing expertise in both countries. Her main areas are: Country Specific cross-cultural Inductions for India, South Asia, Germany, France, Italy, UK , US, Russia and Kazakhstan, Expatriate and Reintegration coachings for India and Germany with performance evaluations, Teambuilding, Motivational Training, Direct and Virtual Communication Skills, Negotiation Skills, country-specific and global Presentation Skills, Inhouse training concepts, Recruiting processes, International Profiling, Virtual Performance Analysis, Project Management, Customer Relations, Corporate Communication and Corporate Strategy in internationalization processes. Ms. Banerjee obtained an MA degree in Rhetorics/Communication Science from Tuebingen University. Key Clients include Bosch, Daimler, Siemens, SAP, Bombardier



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Title of Session: When Training is not Enough: Enhancing Cross-Cultural Interactions with Performance Consulting

Presenter: Benjamin Bowling

When people from different cultures come together to accomplish a task – whether it is for business or for social transformation – the difficulties they encounter often extend beyond training or educational needs. Many times the underlying causes of performance problems on multicultural teams are complex and can't be resolved with cultural awareness alone. Performance consulting takes a unique approach to improving intercultural interactions by focusing on three key areas:

- Performance needs: What do stakeholders need to do in order to achieve organizational goals?
- Learning needs: What do stakeholders need to know in order to achieve organizational goals?
- Environmental needs: What structures and support systems need to be in place for stakeholders to achieve organizational goals?

This session will provide an overview of the performance consultant approach, including practical tools for diagnosing root causes of underperformance and techniques for developing solutions that work. The workshop will center on two interactive case studies, one involving an IT virtual team and one dealing with sourcing customer service from India.

Benjamin Bowling

Benjamin finds creative solutions to global communication challenges and assists business professionals in developing their cultural intelligence. He has a B.A. in Business and Organizational Communication from the University of Akron, a Global M.B.A. from Thunderbird School of Global Management, and a range of internal consulting experience including Fortune 50, NGO, and small enterprise. Benjamin's areas of specialization include performance consulting, cross-cultural communication, change management, team dynamics, and business communication. Benjamin has intercultural experience in over 15 countries and has lived in Delhi since 2008.



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Title of Session: ASEAN, a multicultural kaleidoscope

Presenter: Marie-Therese Claes

ASEAN has become an important player in Asia, and is also an interesting case as far as intercultural management is concerned. Indeed, ASEAN groups ten countries that vary widely in terms of geography, population, languages, political and economic structure, and that want to work together to develop economic growth and promote regional peace and collaboration (see asean.org). Within each country, different ethnic groups, cultures and religions coexist. In 2006, the member states crafted the economic future of the group, and 2015 will see a region that will be economically integrated into the AEC (ASEAN Economic Community), with free movement of goods and services, as well as free movement of capital and talents among the ten member states. In this presentation, I want to look at the cultural differences and their origins in the region, and ask if there is such a thing as an ASEAN culture that bounds these countries and makes them different from other Asian countries such as China or India.

Marie-Therese Claes, Louvain School of Management, holds a PhD in Philosophy and Arts, and an MBA from the Catholic University of Louvain, Belgium. She has over twenty years of teaching experience in Business Communication, Intercultural Communication and Intercultural Management in Belgium, and as a guest professor at many universities around the world. She was dean of the Faculty of Business at Asian University in Thailand. She is the head of the Interfaculty Group Cross-Cultural Management of the CEMS Community, and adjunct professor at Asian Institute of Technology, as well visiting professor at Kasetsart University in Bangkok, and Aalto University in Helsinki. She is past president of SIETAR Europa (Society for Intercultural Education, Training and Research) and of EWMD (European Women Management Development, EFMD). She is also a Fellow of the Royal Society of Arts, a Fulbright and a Japan Foundation alumna.



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Title of session: A new generation of interculturalists? The approach Young SIETAR takes and the support that is needed on the way

Presenter: Tanja Schulze

Young SIETAR is a network of budding professionals in the intercultural field that tries to explore creative ways of working together and towards the same goals. However, as is expected, we are not reinventing the wheel. And yet, we're trying to uphold a certain spirit of collaboration and enthusiasm that has become trademark to those who know us.

This session tries to give a glimpse into a new generation of interculturalists and will explore how those more experienced in the field can teach to and learn from those less experienced but just as committed.

After a short introduction into what Young SIETAR does and is, Tanja will present some hypotheses about the situation of current new professionals in the intercultural field. We'll then use a short version of the world cafe method in order to explore questions pertinent to this group globally such as:

What are current trends in the intercultural field?

How can learn from another?

How do we not just work in the intercultural field but continue to be interculturally competent?

We will harvest all input gathered and share it later in our networks as a session outcome and as a basis for further discussion. With this sessions, we'd also like to bring Young SIETAR closer to members and those interested in the work SIETAR organizations do.

Tanja Schulze

Tanja Schulze serves as the president of Young SIETAR, as sister organization of SIETAR India. She works as Program Officer for German-Indian relations at Robert Bosch Stiftung (Foundation) in Germany. Prior to this position Tanja was the Program Director of The Melton Foundation, a US-based organization that trains Global Citizens.

Tanja also works as an intercultural trainer and teacher for intercultural communication and diversity management at a university. Her intercultural background stems from various stays abroad for professional and personal reasons, intercultural studies as well as general deep interest in the field.



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Title of session: “Training techniques for Working at the Skill Level of Intercultural Competence”

Presenter: Carolyn Ryffel

This workshop focuses on the “skill” part of the “intercultural competency” paradigm (knowledge, skills, and attitude). Increasingly the “knowledge”/data part of intercultural competency is readily available through websites and other sources. The complexity of our work with organizations and their employees going through the internalization process requires developing materials and techniques for skill development and the resulting behavior change--all within a short time frame and increasingly distracted participants. Looking at recent brain research as it relates to learning, this session explores techniques for increasing the “sticky-ness” of learning and behavior change. At the end of this workshop, you will have increased your knowledge and skill as an internationally competent trainer.

Carolyn Ryffel

Carolyn Ryffel is Director, Global Training Consultant Network and Curriculum Design, for CARTUS Intercultural & Language Solutions. She manages the training and development of 300-plus cross-cultural trainers worldwide and the design of training programs that respond to client needs and are appropriate for specific cultures and regions. She enjoys the challenge of finding solutions for the shifting demographics, technologies and time constraints. Carolyn's international experience includes nineteen years working outside of the United States (seven of those in Asia), in China, Nepal, Japan, Germany, Costa Rica, Poland, and Israel in a variety of industries and organizations.

Carolyn has an M.A. in linguistics from The George Washington University (Washington, DC) and a B.S. in chemistry and German from Montana State University. Additionally, she has earned 26 graduate credits in the intercultural management field. Carolyn is certified as a Professional Coach (New Ventures West, San Francisco) and is among the first group to earn the designation of Certified Professional in Learning and Performance (ASTD). She is an active member of Society for Intercultural Education, Training and Research (SIETAR), ASTD, and the Association of Psychological Type (APT). Her publications include a book review in the *International Journal of Intercultural Relations* and a chapter on effective methods for training across cultures in *New Ways of Teaching Culture* and she has been quoted in the *International Herald Tribune* and *The Wall Street Journal*. Carolyn trains in her native English and in Spanish, speaks German fluently and has studied six other languages including Sanskrit, Japanese and Mandarin.



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Title of session: “Mahindra’s PR and Integrated Communication”

Presenter: Roma Balwani, Sr. Vice President, Group Communications, Mahindra & Mahindra Ltd.

In her presentation, Roma discusses the advantages and challenges of using integrated communications as a company management strategy to create a global image. She draws on the example of the Mahindra Group's rebranding effort in 2011, when it adopted the philosophy of 'Rise' which is built on the three pillars of 'Accept No Limits,' Driving Positive Change' and Alternative Thinking.' Rise is the unifying thread which internally leverages and engages with human capital, their motivation and culture which helped to redefine their core purpose. Her presentation goes on to illustrate how the Group pioneered the concept of creating a cultural movement in India to enable people to Rise.

Roma Balwani

Roma Balwani is currently Senior Vice President, Group Communications at Mahindra & Mahindra Ltd., one of India's leading business houses. In 2012, she was included in Global Influence 100, a listing of the 100 Most Important In-House Communicators in the world, brought out by the renowned Holmes Global Report for the second year in a row.

She was also the first Indian PR professional to receive the prestigious SABRE Award for Outstanding Individual Achievement 2012, in the inaugural year of this global award being instituted for individuals who have demonstrated a stellar performance in their role during the year. In a career spanning 30 years, Roma has served in a variety of roles, including as Vice President and Head of Communications at Aptech, a leading Indian IT company.

Roma was also the only Indian in-house corporate communicator to be invited to speak at the prestigious 'Communication on Top' forum which follows the World Economic Forum in Davos. This programme sees dedicated professionals and skilled trend-makers share best practices, new strategies, insights and creative ideas that will help improve the world of communications. The core of the summit is an open dialogue uniting CEOs of leading companies and communication experts from high-rank world organizations, political and state-run institutions, NGOs, research centres, media units, and internet communities. Roma is also a member of the PR Committee of the Bombay Chamber of Commerce and Industry (BCCI) and the Association of Business Communicators of India (ABCI).

She has successfully completed two prestigious global leadership programmes. The first was conducted by the Michigan Ross School of Business, while the second was the Mahindra Universe programme for senior managers at the Harvard Business School, Boston, Massachusetts.
