

Concurrent sessions

1A: Evolving cultures – understanding the cultural conflict for the professional in China and India

Vinay Kumar
International Center for Management and India Studies (ICMIS),
Bangalore

19 Jan Sat 11:00 – 12:30

Working professionals in two of the fastest growing economies in the world, walk a balance between traditional culture and a rapidly evolving modern world. This creates critical challenges for these professionals. We will explore the challenges of handling the various cultural conflicts and disconnects for these professionals. The workshop will focus on understanding the impact of the rapid growth of the Chinese and Indian economies and its resultant impact on social and professional culture.

We will explore questions and answers for issues such as: Will the western global business influence eventually overpower local cultural influences? How are people working with local businesses and institutions cope with the competitive pressures and the need to adapt to MNC cultures and standards? To what extent is the debate of cultures in conflict taking place within India and China? We will discuss the changing dynamics of the emerging economy and how this is percolating into the day to day lives of the professional.

Vinay Kumar A cross cultural trainer and consultant, Vinay has run training, coaching and facilitation programs, for organizations, across Asia, Europe, ME and North America for over 12 years. His areas of specialization: managing remote teams, multicultural team building, and cross cultural communication. He is the CEO of ICMIS, Bangalore, India, and is the Executive Director of SIETAR India.

1B: Snapshots of Indian culture through Indian advertising: a unique training approach to viewing culture

Joy Chakrabarti
FutureNow Consulting, Bangalore

19 Jan Sat 11:00 – 12:30

The understanding of another culture from a distance is simultaneously amazing and perplexing. Its appreciation is greatly enriched when the culture is viewed through a variety of formats that have traditionally documented culture pictorially, as stories, art, and as rituals and traditions. These graphically reveal the underpinning values that are held sacred by a people. Cinema, fiction, mythology, religion, art and advertising can work as windows through which to view culture as these are rooted in the wide spectrum of the cultural sweep. Behaving as cultural mediums, they carry the seeds of the past to contrast with, and understand the present and project the evolving future culture of a society.

This talk will use Indian advertising as a kaleidoscope through which to demonstrate Indian culture. Why advertising? Marketers have always sought the acceptance of their products and services by their target markets, by presenting their offering in the consumer's cultural context. In the process, the advertising of a country becomes one of the many snap shots of its evolving culture.

The gradual shifts in cultural values are reflected in the changing needs and wants across social strata, which results in different products being purchased. Consequently, advertising which addresses these changing wants reveals the nuances of an evolving culture in its plurality. This is of particular significance in studying the culture of a young country like India given the youth's proclivity for change.

In this session Indian advertising will be used to visually demonstrate how the approach can reveal the rich cultural complexity of a country that is simultaneously tradition-bound and adapting to globalization, boasts of the globe's richest and the poorest, has an army of talent and illiterates, and the values of the past jostle and combine with western concepts of democracy and modernity.

The session will conclude with discussions on the validity and value of the approach, and discuss the various ways of using it in intercultural training.

Joy Chakrabarti brings over 20 years of experience in the field of strategic planning and management of marketing communications and has worked with leading advertising agencies like Contract Advertising India Ltd., and TBWA. Over the years she has handled a number of leading Indian brands such as ITC, Philips, BPL, La Opala, RCI. Over the past seven years Joy has combined soft skills and intercultural training with marketing consultancy. She has developed proprietary training modules and conducted pre-structured and customized modules for IT and other industry sectors. Some of the organizations she has trained include Infosys, Robert Bosch, Kshema Technologies

and Fosroc. She has also conducted workshops for NGOs. For over a decade she has taught Brand Management, Consumer Behavior, Integrated Marketing Communication and Advertising Strategy and Business Communications, at premier management institutes in Pune and Bangalore.

1C: Intercultural competency tools for India and the global workforce: an introduction to their uses in corporate consulting, coaching, and training

Dr. Padma Rangaswamy
Language & Culture Worldwide (LCW) LLC, Chicago, IL

19 Jan Sat 11:00 – 12:30

Discover how leading organizations use intercultural competency tools and assessments for measuring and developing their Indian teams and managers, as well as their global workforce. Such tools can add rigor to the toolbox and skill set of SIETAR India professionals ranging from corporate internals to freelance externals. Padma Rangaswamy will discuss several tools available to the intercultural professional including details of how to obtain them for use. Their applications and usefulness in cross-cultural training and global diversity interventions will also be discussed. Among the tools explored will be some for selecting and preparing international assignees, increasing the effectiveness of global virtual teams, and assessing and developing intercultural competency. Padma will also answer questions about LCW's experience using such tools in consulting, coaching, and training services for global corporations seeking to develop intercultural competence and global business acumen. Copies of many of the tools will also be available for participants to peruse.

During the workshop, you will explore:

- The benefits and limits of different tools
- How the different tools can be used to enhance your training or coaching project
- The intended use and history of the tools
- How to choose among different tools to support your specific requirements and context
- How the tools can be used to provide measurement and metrics to support intercultural and global diversity efforts

Dr. Padma Rangaswamy is a lead facilitator, lecturer, and presenter on U.S.-India related cultural and immigrant issues. In her work with LCW, she facilitates others' understanding of the research done by leading cross-cultural and management experts to ensure business-relevant approaches to developing cultural competence. She has worked with multinational corporations and leading HR consultancy firms to help them develop global mindsets and attain the skills required to succeed in a multicultural environment. She is a master-trainer for both India and US-related cross-cultural programs, and designs and delivers localized training for India for IT and manufacturing sectors. She coaches businesspeople using the Intercultural Development Inventory (IDI), a leading psychometric assessment in the field for which she is a certified administrator. She has developed and delivered Train the Trainer programs for India-based trainers and resources. Her major client engagements for LCW include Hewitt Associates, NVIDIA, GrowTalent -- on the ground, in both the U.S. and in India.

2A: Making sense of our cultural dimensions at the global workplace

Dr Asma Abdullah
Independent consultant, Kuala Lumpur, Malaysia

Lily Lau
Culture Dynamics, Kuala Lumpur, Malaysia

19 Jan Sat 1:30 – 3:00

In this session the presenters will focus on their combined work, experience and on-going research of conducting workshops for managers in government and private sector organizations as well as foreign multinationals in several countries in South East Asia, Japan, Europe and Sweden.

Participants will examine case studies of common work-related encounters and critical incidents due to cross cultural differences at the global workplace. This session will draw on the participants' experience to identify puzzles and irritations of working in multicultural teams either virtually or face-to-face, explore the differences in how they perceive, think, feel and relate with the world and people around them, and describe the values and assumptions underlying these differences. The workshop will conclude with a sharing of both work and non-work related practices that are only contextually appropriate and their implications for enhancing cultural literacy among members of diverse origins.

Dr. Asma Abdullah is a consultant and intercultural specialist with more than 22 years of work experience in an American multinational based in Kuala Lumpur. She conducts regular seminars and workshop on topics including human resource development, intercultural and cross cultural management, corporate culture, teambuilding and cross cultural negotiation for both local and government sector personnel and teaches at both graduate and doctoral levels on Organizational Behavior, Cross-cultural Management, Organization Development and Change, and International Human Resource Management at various local and foreign-based universities in Malaysia.

Asma has presented papers at both local and international conferences on the subject of culture and diversity and has written and published more than 40 articles on culture, women, training and development. She has also authored three books, *Understanding the Malaysian Workforce*, *Going Glocal*, and *Understanding Multicultural Malaysia*.

Lily C. L. Lau, Director of Culture Dynamics, is an accredited trainer of Directive Communication™. Born and bred in Kuala Lumpur, Lily Lau is multi-lingual, fluent in English, Japanese, Chinese and Malay languages. With 18 years of consulting experience in PricewaterhouseCoopers in charge of Japanese organizations, her clientele of Japanese companies cover industries from manufacturing (electrical, electronics, chemicals, metal stamping, etc), to trading, engineering, services and others. Lily has conducted workshops for Japanese companies in communication, management skills, HO-REN-

SO (Management through Information), KAIZEN (Continuous Improvement) and other core disciplines. Lily Lau's Directive Communication™ based training methods combined with established Japanese practices break barriers, cultivate trust and create synergies across culture and environment to sustain the dynamics of teamwork and collaboration.

2B: Human Resource trends in a globalized world

Nannette Ripmeester

Expertise in Labour Mobility (ELM), Rotterdam, the Netherlands

19 Jan Sat

1:30 – 3:00

This session will present the results of current research into recruitment practices, labour migration, globalisation, cultural management differences, and living and working conditions abroad and explore implications for improved efficiency of international organisations and international mobility.

Nannette Ripmeester is managing director of Expertise in Labour Mobility (ELM). ELM was established in 1992 and specialises in custom solutions for strategic and in-depth knowledge when doing business in new markets.

Nannette is a regularly invited to speak at a number of international conferences. She has written extensively on international job-hunting practices and living and working conditions abroad. ELM has published a series of 32 guides on “Looking for work in ...” focusing on cultural management issues and job hunting differences in over 40 countries. Nannette has developed training courses to enhance global corporate success. ELM assists companies and individuals working across borders and between cultures.

ELM's clients include multinational companies such as Philips, TNT, Royal Bank of Scotland, non-profit organisations including CSU, VSNU, universities such as Bocconi, Trinity College, Oxford Business School, TU Delft) and the governmental organisations CWI, European Patent Office, Family Office-Ministry of Foreign Affairs, European Commission.

2C Sharpening the point of the iceberg: capturing and classifying cases that communicate culture

Heather Robinson
Success Across Borders, Seattle, WA

19 Jan Sat 1:30 – 3:00

Great intercultural trainers bring depth of cultural understanding and cogent intercultural examples to the training room. This highly interactive session leverages Kohl's classical iceberg model and the wisdom of the group, collectively and individually, to generate and classify examples of cultural difference. You will take away deeper understanding of the iceberg model, a methodology for reflecting on live cases and good examples to use in your training sessions.

Heather Robinson heads Success Across Borders, a self-organising network of consultants who, since 1988, come together to increase organisational effectiveness across the globe. Clients include Boeing, Nokia, Pepsico, Porsche, DaimlerChrysler, Bristol-Meyer-Squibb, Cisco Systems, SIEMENS, Hewlett-Packard, Novartis, Adobe, Texas Instruments and Robert Bosch. Her primary geographical areas of focus are the US, Western Europe and India.

Heather has several titles in McGraw Hill's *Training Resource Guides* and *The Consultant's Big Book of Organization Development Tools*, the Human Resource Press' *Intercultural Training Guide* and is co-author of the *Cultural Detective: Switzerland*. Heather's master's from Antioch University is in Whole Systems Design with a focus on Organization Systems Renewal with an area of concentration on Strategic Planning and Systems Design. She holds several certificates from the Summer Institute on Intercultural Communication in Portland, OR, is qualified to facilitate Personal Leadership seminars, and is a certified Intercultural Development Inventory (IDI) administrator.

In 1995 Heather was elected to the governing council of SIETAR International, served as president of SIETAR USA from 2003 through 2005, advises the SIETAR USA board and is now SIETAR Global Council Liaison to SIETAR India. In 2007 Heather received the SIETAR Europa "Dedication to and Embodiment of Intercultural Principles Award".

3A: Driving a hybrid car: Using dual approaches for training in multicultural settings

Freya Barua
Tata Consultancy Services Limited (TCS), Pune

Gabriella Zaharia
Tata Consultancy Services Limited (TCS), Mumbai

19 Jan Sat 3:30 – 5:00

This session's argument is the value afforded by a dual and hybrid educational heritage combining western analytical and indigenous intellectual traditions — as experienced by many people from postcolonial societies — to developing an ethnorelativistic, rather than absolutist approach to learning and working. The advantages of ethnorelativism are seen in the context of 21st century post-industrialised work scenarios involving outsourcing, multicultural teams, virtual team-building and the resultant changing patterns between clients and vendors. The first part of the session displays closely argued discussion and exegesis through examples of inculcating ethnorelativism in practice. The second part of the session particularizes this argument through a structured question-and-answer session on ethnorelativism, followed by facilitator-driven discussion of various scenarios impacting training for situations prevalent in globalised business. The theoretical portion of the second part culminates in an activity based on building appropriate training needs analysis (TNA) for an intercultural business situation with practice of the methodology. The concluding debrief asks participants to reflect upon the impact of ethnorelativism in building a strategic rather than absolutist approaches towards the hegemonies involved while making training-related choices for multicultural/intercultural teams. This approach is not only poststructuralist and postcolonialist but practical in that it moves towards a usable learning and development-related outcome.

Freya Barua an Indian national, has worked in three sectors: academics, NGOs and the globalised corporate sector. With an M.Phil in English Studies (Oxon, 1988), Freya taught M.A. and M.Phil courses at the Department of English, University of Pune, until 1997. She also handled the documentation for the Foundation for Research in Community Health (FRCH), a reputed Indian NGO working in community health and rural development. Since 1997, she has been working at Tata Consultancy Services Limited (TCS). She managed the Technical Communication team at Pune, while also editing the TCS Annual Research Report, and developing and executing a TCS Corporate Social Responsibility programme — conducting FDP classes in Spoken English for teachers in rural schools. Since July 2006, she has worked as faculty and research writer, while discharging her duties as branch coordinator for the Foreign Language Initiatives group at TCS. Intercultural work and Business English are her current focus areas.

Gabriella Zaharia is a Hungarian national born in Romania, currently living in India. She has worked both in the governmental and the NGO sectors. Gabriella has worked in a variety of fields in her academic

and professional careers: as an economist, in diplomacy, as a sales and marketing professional, caterer, and hotel management professional. She is now working in the area of HR and Learning, where she has a passion for cultural topics both in an intercultural as well as organizational culture context. She joined TCS in May 2006 in India, as a part of the ACE Career Development program — the Talent Management Program of TCS that aims to recruit and retain talent from abroad. She is currently working with the Foreign Language Initiatives group as corporate coordinator, where her focus areas include intercultural work.

3B: Meeting challenges faced by families moving between France and India

Barbara Prod'homme
In'pat, Paris, France

19 Jan Sat 3:30 – 5:00

One of the major difficulties for an expatriate family is to envision themselves interacting in an environment that is often rather unknown. The issues relating to such a move, such as status change, integrating into an expatriate community, living in a different culture, etc., need to be addressed beforehand to minimize the shock experienced in the first months after their arrival. This session explores expatriation challenges for Indian families moving to France and French families relocating to India, with particular attention to the impact on the non-working spouse. The difficulties and similarities of these two groups will be considered.

The session will also outline how it is possible to anticipate changes using Maslow's theory and the Strategy of the Dolphin® to prepare expatriates, reduce cultural shock, and give spouses the real possibility to take advantage of this special life transition.

Barbara Prod'homme is the founder of In'pat a consulting firm which specialises in supporting families in transition.

She has lived as an expatriate for 17 years in Egypt, Iran, Malaysia, Turkey and the West Indies. She went to business school and has a Diploma of ERC, as Global Mobility Specialist in London, 2007. In'pat has settled more than two hundred families in France. In addition to her managing role, she is the commercial and marketing director. She develops partnerships with the whole world, and especially with "complex countries" such as India, China, and recently, Iran. She has also written a series of 25 guides published in both French and English to support families moving to France and Paris, including an exhaustive survey of schooling in Paris for non-French speakers.

3C: Don't step on my stereotypes!

Lee Milstein
Global Diversity Management, Bangkok, Thailand

19 Jan Sat 3:30 – 5:00

Let's face it! We all have stereotypes...just say the words mother, religious fanatic, Bollywood, person in a wheelchair, George Bush, etc., and immediately the tapes in our minds create a "picture"... some positive, some negative. Is globalization helping to dispel our stereotypes, create new ones, or calcify old ones? This highly interactive workshop will explore the dynamics of stereotypes, how we get them, and how we can get rid of them. We will, working in small groups, share instances of when we felt we were stereotyped and how that made us feel; similarly we will acknowledge when we stereotyped others and how that felt. Finally, our objective will be to look at strategies to begin to use our stereotypes, if we can, in more productive, meaningful ways.

Lee Milstein brings a unique set of skills and experience to the multicultural facilitating, training, consulting, and coaching environments. He has traveled, resided, worked and trained professionally in more than 35 countries where he has dedicated his energies to cross-cultural change management for global businesses, international organizations, NGO's and educational institutions in Asia. He currently lives in Bangkok, Thailand.

Lee has extensive international business and marketing experience and has designed intercultural strategy training programs for organizations in global business, hospitality, tourism, education and social services for more than thirty years. He has collaborated on global consulting and training projects in Tokyo, Bangkok, Manila, Kuala Lumpur, Jakarta, Bangalore, Pune, Mumbai, Honolulu, Portland, Los Angeles, Detroit, New York, Mexico City, Kiev, the Maldives and the Peruvian Amazon for numerous clients.

Committed to creating multicultural strategies and building global teams for culturally diverse organizations, Lee enjoys facilitating change and growth through highly interactive workshops on a variety of intercultural topics.

Lee received his master's degree in counseling psychology from the University of Hawaii and his bachelor's degree in psychology from Hofstra University in New York.

He is qualified as a Certified Professional Facilitator by the International Association of Facilitators (IAF) and is the IAF Thailand representative.

4A: Managing work-life balance successfully: A survey of Indian managers

Anna-Maria Heintze
Johannes Gutenberg-University of Mainz, Germany

19 Jan Sat 5:00 – 6:00

The Indian workforce, especially the young IT professional, faces challenging job requirements and extensive workloads. Due to global collaboration and virtual teamwork, early morning teleconferences and video calls are part of the usual job demands. To work through the night or over the weekend to meet deadlines is common practice for most employees. Family, personal life and health care are often neglected in order to fulfill the requirements or to gain performance incentives. Often burnout, depression and isolation are the consequences - a risk that can be avoided by effective resource management.

This session presents the results of a survey conducted by Dormann and Heintze (2007) which analyzes the state of the contemporary Work-Life Balance of Indian managers using the Work-Life-Balance Monitor. The session answers the questions: What can organisations do to enhance the Work-Life-Balance of their associates? What is particular to Indians in the way they manage Work-Life Balance? What is the effect of the interplay of organisational culture and societal culture? What are effective strategies to cope with stress? What are the main stressors for Indian associates? Where are the main sources of support? What impact does the personality of associates play? How stressful is intercultural interaction for Indian associates?

A comprehensive presentation of the survey's findings shall lead to a plenary discussion about the outcomes and implications of global cooperation and outsourcing from a human perspective.

Anna-Maria Heintze is a graduate in Psychology at the Johannes Gutenberg-University of Mainz, Germany. She is specialized in the area of Occupational Psychology and Intercultural Social Psychology. Anna-Maria has lived and worked in Bangalore, during which time she conducted studies on "Performance Management in India" and "Integration of Indian Expatriates" for Robert Bosch and provided training on "Decision and Problem Solving Techniques" for MICO. The survey presented in the session was supervised by Professor Christian Dormann, PhD, Chair of Work, Organizational and Economic Psychology in Johannes Gutenberg University of Mainz, Germany.

4B: Are future managers ready for global communication?

Anubha Singh
Alliance Business Academy, Bangalore

19 Jan Sat 5:00 – 6:00

The twin trends of globalization and advancement in communication technology have resulted in the proliferation of intercultural global communication. The essential skill leading to success in the global economy is the ability to communicate across cultures. But are future managers ready for intercultural global communication? Management education has been developing students with mindsets and competence needed to be effective in a global environment. Managing in a global environment means managing people who are separated not only by time and distance but also by cultural, social and linguistic differences. Business success may depend on working harmoniously with people from different cultures. People from different cultures tend to misunderstand or stereotype each other's behaviors.

The study presented attempts, on the one hand, to measure and analyze the extent to which postgraduate management students in India perceive their preparedness to face intercultural global business communication challenges and contexts, and, on the other hand, to assess their ability to communicate in intercultural business contexts. The approach used in this study is two-fold: a perceptual survey, along with a scenario simulation in intercultural communication, and assessing the results. This analysis would provide significant insights into the underlying dimensions of intercultural communication skills in business contexts.

Anubha Singh is Professor of English Language and Communication at Alliance Business Academy, Bangalore. She received her PhD in Linguistics from Banaras Hindu University, Varanasi. She held a fellowship during her research. She earned the prestigious Jawarharlal Nehru Memorial award for academic excellence during her post graduation in Linguistics. She also has certification in Computational Linguistics from the Indian Institute of Technology, Delhi and certification in Natural Language Processing (NLP) from the University of Hyderabad. Professor Singh is a certified trainer by the British Council for Business English Certificates. Her main research interests include communication, human resource and linguistics. She is co-author of *Management Communication – A Case Analysis Approach* with James S. O' Rourke IV. She is also the author of numerous scholarly articles, reviews and research papers which have been published internationally. She is also on the editorial board of an international journal of business management. She has global exposure in her field and has conducted Communication Training Programs for Indian IT professionals in the USA. She has designed and conducted several corporate development programs for leading corporate houses in India to enable their executives to enhance their competence, capability, performance and productivity. A teacher, trainer and a leader in the field, Professor Singh guides professionals as well as novices with her communication workshops, teaching materials, seminars, book, research papers and articles.

4C: Traditional Indian philosophy: A new model of cross-cultural competency

Kendra Carpenter
Tradewinds Consulting, Bangalore

Vivek Saxena
Tradewinds Consulting, Bangalore

19 Jan Sat 5:00 – 6:00

Although the intercultural training field and the concept of cross-cultural competency has originated in and been developed mostly in North America and Europe, we recognize that there are cultures that have historically held values, thought processes, and practical beliefs that in fact match those that are considered essential to cross-cultural qualities and skills.

In realizing this, we assert that traditional philosophy and beliefs from India align to, and support cross-cultural competence; and, conversely, intercultural competence is aligned with key Indian philosophical concepts. In this presentation, we will discuss how Indian concepts, such as nataraj, hatha, maya, ahimsa, pranayam, and others lend themselves to what is generally regarded as a high level of cross-cultural competency, and discuss how this connection can inform intercultural training and education as well as trainer facilitation skills and trainer credibility with Indian audiences.

Kendra Carpenter is a cross-cultural trainer and coach with a background in management and training. She has conducted trainings with Fortune 500 clients from a broad range of fields including pharmaceuticals, banking, telecommunications, technology and management consulting.

Prior to her work as a consultant, Kendra worked for BBN Technologies, a firm that pioneered the first person-to-person network email. As a project manager for U.S. government and business contracts, she led a multinational team of U.S., Indian, and Chinese engineers on timely delivery of end software and web-based products.

Kendra holds a Master's Degree in Intercultural Relations with a specialization in Cross-Cultural Training from Lesley University in Cambridge, Massachusetts, where she currently serves as an adjunct faculty member. Kendra earned her Bachelor of Arts degree in Philosophy from Occidental College in Los Angeles, California.

A native of the U.S., Kendra currently resides in Bangalore and is Principal Consultant with Tradewinds Consulting.

Vivek Saxena has worked for several U.S., Indian and multinational firms across industries such as IT, manufacturing and financial services. Vivek has consulted on implementing collaboration solutions for companies including Apple Computers and Sun Microsystems. He has had extensive business development experience in the U.S., selling and implementing IT solutions to Fortune 1000 accounts like McKesson, Sony Pictures, Visa and Wells Fargo. Through these

assignments, Vivek has gained significant insight into the corporate and social cultures in the U.S.

Vivek has also had first-hand experience of the outsourcing industry as a program manager. He was responsible for co-coordinating a cross-cultural team focused on deploying IT solutions for U.S. clients with the delivery operations based in Bangalore and sales/marketing organization in the U.S.

Vivek has lived in cities as diverse as New York, San Francisco and Varanasi. He has traveled extensively across the U.S. He is a visiting faculty member at a UK-based college in India, teaching marketing management. Vivek has been an activist for anti-discriminatory groups in San Francisco. He grew up and went to school in India and got his MBA from the Indian Institute of Management, Lucknow. Vivek is certified in the Intercultural Development Inventory (IDI). Currently, he resides in Bangalore and is Principal Consultant with Tradewinds Consulting.

5A: Revealing and mitigating the hidden cost of culture in offshore projects: Supporting cross-cultural effectiveness to serve the bottom line

Melanie Martinelli
Let's bridge IT, Bangalore

20 Jan Sun 9:00-10:30

Many German and Swiss companies have been attracted to India as a source of IT solution development. Research reports and articles regurgitate claims from offshore vendors that IT work can be done for a significantly lower cost in Bangalore than in Germany or Switzerland. It is no surprise then that Indian IT-firms increasingly provide services on the German and Swiss markets. However, German and Swiss firms describe their experience with Indian providers as mixed. They praise the high level of Indian expert knowledge and the quality certification level. But communication problems due to cultural differences can lead to efficiency losses and poor processes that eat away at potential savings.

This session presents the results of qualitative research initially conducted by the presenter in 2005 and updated in 2007. Interviews in Germany, Switzerland and India, as well as press analysis aimed at identifying the sources of cultural costs in offshore projects and further develop best practices on how to overcome these costs. This session will provide findings on the following:

- the hidden cost of culture in offshore projects (intercultural team performance and behavioural and emotional dynamics in intercultural teams)
- the main criteria for successful offshore project execution
- perceived impact of cultural differences in offshore collaborations
- perceived relevant cultural differences
- best practices for bridging the geographical and cultural gap
- perceived value of cross-cultural training for offshore project teams

A comprehensive presentation of the survey's findings shall be followed by a small group exercise and plenary discussion about possible training approaches to help offshore teams bridge the cultural gap.

Melanie Martinelli grew up in the tri-national area of the Upper Rhine and received her masters degree in International Business Management through a four-year course conducted in German, French and English in the three neighboring countries, Germany, France and Switzerland. Throughout her studies and various internships, Melanie developed a strong interest in intercultural team work. Her thesis "Managing Cultural Differences – A Key To Successful Offshore Collaboration" was awarded the Prix Bartholdi and won her a position at Aztecsoft Limited, a Bangalore-based offshore product engineering company where for three years she served as the Business Development and Account Manager for Continental Europe.

Melanie is currently Partner and Consultant at Let's bridge IT Germany as well as the Co-Founder and Director of Let's bridge IT India, the focus of which is managing and supporting offshore development projects in the field of software and IT services, including providing es intercultural training and communication workshops. Melanie is also a guest lecture at the University of Applied Sciences Northwestern Switzerland, the University of Applied Sciences Neu-Ulm and the Indian Institute of Planning and Management in Bangalore teaching cross-cultural management and communication.

5B: Competencies in intercultural training: Global Excellence's design and delivery of the 'One Team Working' programme" for the UK and India.

Nita Sharma
Global Excellence, London, UK

Zarine Jacob
PassionFruit Coaching, London, UK

20 Jan Sun 9:00-10:30

Global Excellence have been delivering on the 'One Team Working' for the UK and India programme for over two years with a leading global retailer headquartered in the UK. When the company approached Global Excellence, it was in the process of transitioning its IT and Finance operations to India. It was, and continues to be, a period of intense change for the company and it was essential that this transition add value to clients and shareholders without any negative impact on the daily business operations or client perceptions.

The company wanted to offer a one-day workshop - "One Team Working" - to its 600 UK-based IT and Finance staff. The same programme was to be delivered in India, with a reverse focus, i.e. how to work effectively with the UK. The overall aim was to upskill UK and Indian staff in cross-cultural competencies in order to enable the knowledge transfer to flow smoothly and deliver the business needs.

Our aims for this workshop are to share the learning in two areas: 1) The generic competencies required in intercultural training and consulting, and 2) The application of these competencies in the design, delivery and evaluation/follow up of the 'One Team Working' programme.

We intend to use a highly interactive format. We will present our 'lessons learned' and unpack the process we used in developing, designing and delivering this programme. We will also share our methods of evaluation, relationship management and follow up as we continue to enjoy 'preferred supplier' status with this client.

Nita Sharma has been working as a management consultant, individual coach and trainer for over 17 years. She has extensive experience of working globally within the corporate sector including India, the Netherlands and USA.

Prior to joining Global Excellence as a Director, Nita worked as Equal Opportunities Manager and Personnel Manager for the BBC. She was instrumental in developing equal opportunities strategies, policies and training initiatives.

Nita's expertise is in cross-cultural and diversity management, organisation analysis and development. She has developed programmes on cross cultural management and has carried out several consultancy projects.

Nita has a BSc (Hons) and MA in Sociology and Social Policy. She is a Master Practitioner in Neuro-linguistic Programming (NLP). Her licensed certifications include: MBTI®, Intercultural Development Inventory (IDI), and the International Profiler.

Global Excellence client list includes Shell, BP, ABN AMRO, Tesco, Whitbread, Brown and Forman (Jack Daniel), and Diageo, GlaxoSmithKline, Bunzl, Citigroup and Satyam.

Zarine Jacob has worked in training and development for 18 years in India, Canada and the UK. Whether coaching, consulting or facilitating, Zarine enjoys enabling productive relationships and powerful personal change. In 2001 she set up PassionFruit Coaching, focusing on personal and organisational development and specializing in global leadership and team building, executive coaching for individuals, as well as, diversity and cross-cultural competence.

Zarine holds a BA Psychology/Sociology, an MA Women's Studies, and a post-graduate diploma in Integrative Therapy. She is a licensed MBTI® practitioner and works with Emotional Intelligence frameworks. Her intercultural assessment certifications include: International Profiler, COI/COM™ (Cultural Orientations Inventory/Model) and EAGLE (Executive Assessment & Global Leadership Programme).

Her clients include Lloyds TSB, Nationwide Building Society, Swiss Re, UK government departments, and Boehringer Ingelheim.

5C: Enhancing trust, mutual knowledge and motivated teamwork in virtual international cooperation: Insight into the project 'Excellence in Indo-Japanese Virtual Teams'

Dr. Petra Vogler
Robert Bosch, Bangalore

Satish Seetharam
Robert Bosch, Bangalore

20 Jan Sun 9:00-10:30

"The first step in building trust is communicating one's intentions effectively to the receiving party. The second step is to follow through on those intentions. The more that two parties understand about one another, the more likely their communication will be understood. Thus are personal intimacy and trust closely related" to quote Jarvenpaa and Leidner.

This session entertains the current influences on international virtual cooperation in the corporate IT sectors in India and Japan and explores the relevant factors regarding the enhancement of trust-building and interpersonal communication in virtual teams. The approach of a successful virtual international cooperation mainly is based on a strengthened sphere of trust, mutual knowledge and motivated teamwork.

By examining the recently conducted project, "Excellence in Indo-Japanese Virtual Teams" we would like to highlight certain specific fields of interest in Indo-Japanese teamwork constellations. This specific virtual team training lasted over a period of six weeks in which the twenty team members, ten members on each side, had the opportunities to get to know each other in a more informal way, to elaborate certain areas of current collaboration to improve, to exchange ideas and to finalize guidelines and strategies of better and more satisfactory team cooperation. Throughout the project it became evident that trust allows people to take part in risky activities that they cannot control or monitor and that the importance of shared social norms, repeated interaction and shared experiences help facilitate trust. Trust originates in small groups - families, friendships, and myriad formal and informal associations based on shared interests and common concerns. We cannot avoid teaming. We can only team well or badly, thus, to grow trust, small is beautiful!

Satish Seetharam, born and brought up in Bangalore, is an engineer by profession. Interested in working with different cultures and people involving technology. Currently, he is leading a team of about 90 Engineers at Robert Bosch India.

Dr. Petra Vogler, originally from Germany, is an artist and intercultural trainer. She is currently heading Intercultural Management Support at RBIN, Bosch India Limited, Bangalore. Prior to that she studied Social and Behavioural Sciences, Romanistics, and Ethnology at the Universities of Tübingen, Rome and Barcelona and she completed her PhD in Intercultural Philosophy of Education at Humboldt University, Berlin, Germany.

6A: Potential terrorists, oil suppliers, harems, and worshippers of another god: Media coverage of muslims, perceived threats from muslims, intercultural contact and ethnocentrism

Zeeba Khan
California State University Fullerton, USA

20 Jan Sun 11:00-12:00

This session examines the relationship between reported media exposure, fears of perceived threats from American Muslims and Muslim immigrants, intercultural contact, and ethnocentrism. The study relies on Cultivation Theory and Integrated Threat Theory.

Results show that there is a statistically significant relationship between perceived threat and ethnocentrism. This suggests that greater degrees of perceived threat from a particular out-group are associated with greater degrees of ethnocentrism. Findings also demonstrate a statistically significant relationship between perceived threat, intercultural contact, and ethnocentrism. Intercultural contact is negatively correlated to both perceived threat and ethnocentrism.

Findings also demonstrate that there is not a statistically significant relationship between media exposure and perceived threat. Media exposure appears to have a relationship to perceived threat that is manifested only in high contact conditions. This finding supports the view that attitudes about Muslims are so homogeneous that most respondents perceived threat from Muslims regardless of media exposure. If indeed media saturation is the cause, then this research is strongly suggestive of an Expectancy Violations effect, identifies limits to Cultivation Theory, and links the two theories in a new and unique way.

Zeeba Khan holds her M.A. in Speech Communication (with a concentration in Intercultural Communication) from California State University Fullerton, where she also taught. She was involved extensively in media work in Singapore in the 1990s. Zeeba has worked with families being transferred to Southeast Asia on expatriation issues. She has taught ESOL in Singapore and in the inner city of San Antonio, Texas. Most recently she taught speech communication at CSU Fullerton. She holds a B.A. in Communications from Trinity University and the Certificate in Intercultural Studies from the University of British Columbia in Vancouver. Zeeba most recently presented her paper, "What are you going to take from us now?: Perceived threats from immigrants, ethnocentrism, and intercultural communication apprehension" at the annual International Association for Intercultural Communication Studies Conference. Raised mainly in Malaysia, Singapore, and the U.S., she has traveled to over 20 countries. Her latest occupation is motherhood.

6B: Challenges of a lifestyle: A competence model for new nomads

Claudia Zysk
Spectrum, Bangalore

Ulrike Glatz
Hewlett Packard, Bangalore

20 Jan Sun 11:00-12:00

Nomads have always existed. They change locations often, switch from one language and cultural pattern to another and keep their material possessions light to facilitate moving around. In the past, nomads mainly moved to assure their survival. On the contrary, nomads of today choose such a mobile life as a lifestyle.

Third Culture Kids live this kind of nomadic life due to their parents. In addition, there are more and more people today who have not been exposed to different cultures and a nomadic lifestyle in their childhood, and yet they choose the lifestyle of a New Nomad when they are young adults. They face all kinds of challenges, such as dealing with a changing concept of 'home', having to say goodbye frequently, managing relationships over distances, and they have no one to ask for advice. There is little guidance from their parents as they do not know that kind of lifestyle and sometimes even question the life their children choose to live. There is no comprehensive preparation from any kind of educational institution assisting New Nomads to develop a competence to deal with this lifestyle effectively and at the same time maintaining good health and balance.

In this facilitated discussion we will explore the following questions:
What are the characteristics and challenges of the New Nomad's lifestyle?

What are the components of a New Nomad's competence necessary to overcome the many challenges of this lifestyle?

Can this New Nomad's competence be trained and if so, how?

Claudia Zysk worked in the US as a cross-cultural trainer and consultant before moving to India in September 2007 to take on her role as Training Lead at a large multinational IT company in Bangalore. Claudia has provided training and coaching for managers and executives from multinational companies across industries such as IT, energy, aerospace and pharmaceuticals. Born in Germany, Claudia holds a B.A. in Translation and a M.A. in Intercultural Relations from Lesley University. In Italy, she ran her own consulting business providing global business support to local companies. In the US, she started out teaching languages and managing cross-cultural training programs at a consulting firm. During her internship in Tokyo, she analyzed assessment tools and designed training programs at the AMA. In the past, Claudia was involved with Young SIETAR serving as a board member for three years and when she moved to California in 2004, she founded the Southern California Intercultural Circle. Claudia has lived outside her native Germany for 16 years and is now at home in Bangalore.

Ulrike Glatz holds a Master in International Business and Cultural Studies from Passau University and has been working and living in Finland, Spain, France and India since she left her native country of Germany. Before coming to India, Ulrike had been working in the field of international teambuilding and cross-cultural training in Marbella, was hired by a Spanish moving company as a relocation consultant in France and has freelanced as a research specialist for Canada and South Africa. Prior to having taken up a position as intercultural trainer and language specialist with Hewlett Packard Bangalore, she has served as a communication consultant for Air France in Paris. She has been actively involved with Young SIETAR since 2001 and organized various workshops to facilitate the learning of newcomers to the field.

6C: The power of the human network: Business impact of employee resource groups and how to get started

Tracy Ann Curtis
Cisco, Bangalore

20 Jan Sun 11:00-12:00

This presentation is about how Cisco got started on our diversity and inclusion journey in Asia Pacific. The presentation emphasizes how critical it is to adopt a strategic approach and one that takes into account unique needs of your business across India or Asia. The presentation will engage the audience in how to build an effective framework and environment to implement your diversity and inclusion strategy by capturing the hearts and minds of change agents across your organization through employee affinity groups. The presentation will highlight the business impact of Cisco's India Women's Action Network – and how this community drives change by tapping into the human heart. Best practices, lessons learned and creative Q & A will ensure an audience call to action.

Tracy Ann Curtis has always been a student of culture and human spirit and a champion of diversity and inclusion and has recently acquired a job aligned with some of her highest values. Tracy Ann, who currently lives in Bangalore, is responsible for developing and executing strategy for Cisco's Diversity & Inclusion programs across the Asia Pacific region. Tracy Ann has held a variety of positions throughout Cisco for the past six years, and worked as both an employee and a consultant with a number of other multi-national companies before joining Cisco. Her expertise is in leading large-scale global organizational change initiatives, creating talent development architectures and strategies, and cross-cultural integration programs. She holds a Masters Degree in Organizational Development (USA), and Bachelor Degrees in Psychology & Philosophy (USA & United Kingdom), as well as a number of certifications for programs related to talent assessment and people development. When not traveling across Asia for Cisco, she can be found on the yoga mat, surfing or running marathons.