



Cultural Detective® Business Case Employee Intercultural Competence Large Corporate Client

Client Overview: One of the world's largest companies in their industry with continuing global growth.

"The more global our work, the more our interactions will involve people from other cultures. As we continue to operate more as a global company, developing our intercultural effectiveness is more important than ever."

-CEO

Opportunity/Needs: *Global Employee Effectiveness, Company-Wide Intercultural Competence*

Client has employees worldwide who must collaborate virtually. They need to be able to manage businesses, make decisions, coordinate activities, and implement strategy with local appropriateness and global consistency. Some of the questions to which they wanted answers included:

- How can I build productive working relationships with others in a multicultural team?
- How can I lead and motivate a team with members from different cultures?
- How can I build a team with members located around the world?
- How can I get the best out of people from different backgrounds and experiences?
- How can I establish engaging relationships with clients from all over the world?

Solution: Design and delivery of one- and two-day face-to-face workshops at worldwide locations, delivered by certified local in-house facilitators. The method at the heart of the workshop is Cultural Detective®. Design is based on an extensive needs assessment. This organization decided that the program would use Accelerated Learning design methodology and techniques. The design is highly experiential and focuses on skill development. Materials are 90+% standard worldwide and across businesses; facilitation is customized depending on the location and the business situation.

Cultural Detective: Increase Productivity, Strengthen Relationships www.culturaldetective.com

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- The organization and an Accelerated Learning Consultant conducted a comprehensive, up-front, needs assessment, including one-on-one interviews both face-to-face and via telephone, focus groups, analysis of correspondence, and review of international projects. Includes focus on business objectives, strategy, outcomes, processes, employee competencies, cross-cultural interaction.
- Extensive review of intercultural vendors and tools, including demonstration workshops.
- Formation of design team comprised of internal OD/Diversity professional and accelerated learning specialist, and Nipporica Associates LLC/Cultural Detective. Team designs and develops a pilot, which is tested in several international locations. Course and materials are finalized.
- Training of facilitators is conducted. As more facilitators are needed, the new facilitator participates in a course, then participates in a train-the-facilitator, next co-facilitates, and finally is able to facilitate as a co-leader ongoing. All facilitators must meet minimum standards on the IDI (Intercultural Development Inventory), have demonstrated facilitation expertise, and extensive international business experience.
- Cultural Detective® is leveraged in several ways during the workshop, in pre-work and follow-up. It is used to debrief a virtual team scenario on DVD, it is used with company-specific critical incidents, it is used as a basis for dialogue among team members, and as a method for conflict transformation in work groups.
- Final two-day course is rolled out in three international locations. One year later, a one-day version of the course is added. Workshops began in 2002 and are conducted regularly throughout global locations such as England, Nigeria, Switzerland, Australia, Malaysia, The Netherlands & USA.

Cultural Detective Benefits and Results: *Enhanced Managerial and Employee Intercultural Competence*

- Overwhelmingly positive response from participants and Business Directors (92% recommended the workshop to others).
- Decrease in negative stereotyping and judgments across locations and functions; enhanced desire and effort to collaborate.
- Promotes improved intercultural decision-making by practicing multicultural team solving of real world business scenarios.
- Develops a shared mental model for building intercultural competence, and shared tools for cross-cultural collaboration.
- Surprisingly little tweaking of the course required in new locations, due to its interactive, practical nature.

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Workshop Participant Feedback:

"Course could actually be longer—and I don't say that very often. Very rich in practicality and application in the workplace."

"Cultural Detective should be mandatory for project staff including supervisors."

"I hope others recognize how effective this can be in their everyday business."

"This should be a must for all employees in our organization, from the bottom to the top."

*"The workshop confirmed the merit of investing time and effort to better understand each other from a professional, social and cultural viewpoint. It showed our business that by utilising the strengths of all our individuals we can enjoy working together towards a common goal, within one global team.
This way we maximise our added value to the organization."*

"Cultural Detective forced me to face the fact that all too often I make the wrong assumptions and jump to conclusions too fast. It has given me the tools to overcome such misconceptions."

"Cultural Detective taught me that diversity and inclusiveness not only involves recognising intercultural differences. I learnt that it's just as much about self-reflection and self-awareness. It's about my own behaviours vis-à-vis other people."

"It taught me that when you are communicating across cultures, you need to give time for people to grasp what is being talked about, and time for everyone to establish a common structure of understanding about cultural backgrounds and assumptions."

"One of the most valuable learnings has to be the ease with which miscommunication happens. To stand back and assess a situation and the ability to consider other needs/wants will help me in the future."