



Building Dialogues on Diversity

SIETAR Europa Congress 2019

in partnership with:



in cooperation with:

IACCM
INTERNATIONAL ASSOCIATION OF
CROSS-CULTURAL COMPETENCE
AND MANAGEMENT



TRACK 1

in Leuven, Belgium

from the 27th of May to the 2nd of June 2019

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TRACK 1 | Business & Organizational Challenges – Leadership practices in turbulent times

Thursday, 30th of May 2019

The Brain, Bias and Behavior: Managing Unconscious Bias

Murphy Robinson, Shannon

Workshop - Room 1 | 10.00-11.30

Abstract: How can we mitigate bias to improve the performance of individuals and organizations? Recent neuroscience research is shedding tremendous light on the brain, bias and behavior and how the brain can trip us up, despite our good intentions to be inclusive. Understanding the interplay of the brain, bias and behavior are critical in performance improvement, advancing inclusion skills and creating sustained behavior change. This interactive session will highlight the ways the brain is naturally wired that impact the ability to work effectively across differences, and how learning and applying brain-based strategies, skills and tools can increase the brain's capacity for inclusion.

In this session you will learn the latest neuroscience on how the brain works both for us and against us when working across differences, and why brain skills are essential for developing effective decision making to override unconscious biases and demonstrate inclusion behaviors more consistently. Biases, both conscious and unconscious, are built-in to the brain's operating system, and unmanaged biases can undermine efforts to create a work environment where everyone feels valued, safe and welcome, and able to work to their highest potential. Understanding and overriding unconscious biases is a core competency of inclusion skills. You will learn brain-based tools to target and develop specific brain habits that lead to higher-level inclusion behaviors. This includes both increasing the capacity to access and maintain high levels of self-awareness which is necessary to recognize, manage and re-pattern unconscious biases, and strengthen the brain's ability to collaborate, build trust and authentic connections across differences to propel business success.

About Shannon Murphy Robinson, M.A.: Shannon is a highly sought after consultant and speaker. She is Principal & Co-Founder of BrainSkills@Work, a consultancy that applies neuroscience to help individuals be more inclusive, culturally competent and more effective leaders. With over 15 years of experience and expertise in global diversity and inclusion, intercultural management and leadership development, Shannon has successfully created and implemented large scale diversity and inclusion training initiatives (20,000+ employees) with companies like Deloitte, Medtronic, CHRISTUS Health, Mayo Clinic, Barr En-

gineering, Boston Scientific, and others. In May 2012 she achieved advanced certification as a NeuroBusiness coach at Harvard with Dr. Srin Pillay.

She is on the faculty of the Intercultural Communication Institute where she teaches neuroscience of inclusion. She and BrainSkills@Work Co-Founder Mary Casey have co-authored the book Neuroscience of Inclusion: New Skills for New Times, a white paper on the neuroscience of unconscious bias, and the BrainStates Self-Awareness™ Profile.

--- Animated Conversation Clips

Murphy, Valli & Parry, Brett

Workshop - Room 1 | 12.00-13.30

Abstract: How can coaches, facilitators, and educators ensure impactful learning experiences? Case studies and critical incidents enable our participants to practice skill development, but short, written narratives can only go so far in revealing the complexity of personal interactions and misunderstandings. Reading dialogues and incidents can be static and lack dimension, so we explored a new way to bring stories to life – literally. We created a short digital narratives called “conversation clips” to visually illustrate cross-cultural and interpersonal interactions.

Animation engages our visual senses because the story pops out at us and comes alive. We see characters moving, thinking, talking and interacting with other characters. As practitioners, we note that the more depth there is in a dialogue, the more our learners can experience the characters and explore different perspectives. Movies illustrate subtle details and nuances that can be buried within a one-dimensional written dialogue. This is especially relevant in situations intended to highlight communication differences which include non-verbal communication, indirect cues and context that can make the difference between effective interactions or lost opportunities. In this workshop, we will show participants how to take their training design and program facilitation to the next level by using engaging and interactive conversation clips based on real-life scenarios and interactions, that go beyond the traditional binary options of the standard cultural dimensions. Conversation clips are tools that allow facilitators to help learners move beyond basic assumptions, guide deeper reflections, and consider multiple perspectives in cross-cultural discourse.

About Valli Murphy: Valli Murphy is an executive coach who supports individuals and organizations in becoming more effective at the international level. Valli grew up in Greece and Italy and brings the experience of a transplanted youth to her practice. She leverages the business knowledge she gained from years of working in international banking into her consultancy practice.

Valli founded Cultural Intersections to help her clients develop cultural agility in global mobility, and talent development. Her core areas of expertise include strategic leadership development, diverse team building, change management, and international transitions and global skill building for executives. She also writes curriculum for universities and cultural exchange programs. Her passion is to facilitate successful interpersonal engagement across cultures.

About Brett Parry: Brett D. Parry is an Australian born intercultural practitioner. He applies his 20 years of conducting business across four continents as well as utilizing various individual and team assessment tools to support the cross-cultural success of the clients whom he serves. His philosophy is one of open source learning in the field of intercultural communication, sharing knowledge and resources to encourage the achievements of his colleagues. Brett is a producer of media through pod casting and creation of video content. He currently applies these skills in serving as Director of Communications for SIETAR USA. Brett is dad to two daughters, and is based in Chicago where he resides with his Polish born wife, Marta.

Prosci's ADKAR Change Management Model: Adding a New Disciplinary Tool to Further Diversify our Practitioner Tool Boxes

Harvey, Tammie

Workshop - Room 1 | 14.30-16.00

Abstract: Rapid and pervasive changes can be debilitating at the personal level as well as organizationally, and even culturally. When forging ahead to keep with up technological and other changes, company and organizational leaders often forget that all change is made at the individual level. Individuals often resist change if they can't see what's in it for them; the old way is easier and less stressful than change. Failed organizational change has lead many companies to fail, cultures to disappear, and individuals to have failed assignments – all of which are very costly! Yet managers still often assume that if they

tell their employees to make changes, the employees will just successfully change.

So how can we better lead individuals to make the changes necessary to help companies thrive, not just survive, in these turbulent times? This workshop will introduce tools from the relatively new discipline of Change Management that we can add to our leadership “toolboxes” to more effectively help individuals and organizations to succeed in making necessary changes to thrive.

Prosci's ADKAR (Awareness, Desire, Knowledge, Ability, and Reinforcement) Model helps us remember the five stages that all changes move through in the process of successful implementation, whether “in our personal lives or professional careers”(Hiatt, 2006: Cover). Prosci research makes it clear that investing resources in a well-crafted and integrated change management plan has a tremendous return on investment (ROI). The smoother the change transitions, the more effectively and efficiently an organization will reach the point of receiving the benefits of the new state achieved by the change, increasing ROI. That's a reason for hope in these turbulent times!

About Tammie Harvey: Ms. Harvey has lived and worked in sub-Saharan Africa for 20+ years, including 7 years as East Africa Director of a development organization and has managed projects requiring strategic partnerships with private multi-national entities and governmental organizations. More recently she has worked as a consultant in cross-cultural leadership training and coaching with relocation companies and NGO teams. She is also a Charter Partner with the Ken Blanchard Companies as a Trainer for the Situational Leadership II Model and has completed the Change Management Certification with Prosci.

Ms. Harvey holds an MA in Anthropology (University of Texas-Arlington) and has completed the course work for an MA in Organizational Leadership (Africa International University). She is a founding member of Families in Global Transition (FIGT), a member of SIETAR-Europa at large and is certified as an associate trainer by the International Board of Certified Trainers (IBCT).

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Digital Leadership Development – how does it make sense?

Wirths, Christine Maria & Wouters, Lies

Workshop - Room 1 | 16.30-18.00

Abstract: In times of digital transformation and VUCA leaders are facing many demanding tasks and challenges. A key aspect of their daily reality in international organizations is working in virtual teams. Often they lead teams with a high degree of diversity that needs to collaborate effectively and perform under high speed and pressure. Courage, health, and intercultural communication/ leadership skills are crucial to survive and succeed. We see that professionals responsible for global Human Resources and Organizational Development are willing to introduce Digital Leadership Development Programs which allow leaders to join from different parts of the world. At the same time, we experience that other clients are still quite skeptical, have made negative experiences or just doubt that fully digital training programs work. So how do these digital programs need to be designed and delivered for multicultural learning groups that it's worth joining and promoting them?

In our highly interactive workshop, we will give participants insights into digital training programs CultureWaves designed and delivered for leaders based in various European and Asian countries focusing on intercultural competence, courage and leading teams with more health awareness.

We will discuss ways to approach, design and/ or facilitate virtual international leadership development programs. What is necessary to make them work and successful? What are limits, risks, and opportunities?

We will ask participants to share experiences. We will go into questions and allow time for people to bring in their business-case should they want too.

Finally, we would like to discuss with you lessons learned from Digital Leadership Development programs and ways how we can provide high value, encourage more virtual learning and collaboration in global organizations.

About Christine Wirths: Christine Wirths has been working for more than 25 years as a consultant, coach, facilitator and trainer. In 1999 she founded "CultureWaves – Developing global collaboration", a consultancy company comprising a multicultural team of 120+ consultants, trainers and coaches that offers a wide range of services to corporate

enterprises. As the managing director, Christine is responsible for customized learning and development initiatives for clients in different industries.

She consults on change processes and designs leadership development programmes and facilitates workshops for leaders and project teams. Christine delivers online trainings on leading virtually as well as face-to-face trainings on developing intercultural management and leadership competencies.

About Lies Wouters: Lies is an organizational psychologist with a focus on positive psychology. She has worked as a commercial manager for many years in an international environment before she came in touch with psychology. Now she combines her experience having worked as a manager herself and her knowledge of positive psychology research to help organizations grow and flourish.

Lies has over 15 years of experience in training and coaching. She delivers and designs both online and face-to-face training in emotional intelligence, positive leadership and (intercultural) communication. She has developed several online games and simulations to help teams and individuals develop in a safe and fun environment. When designing and facilitating online leadership programs, her focus is on action learning so leaders feel both inspired as ready to apply the learning into their everyday practice. Having designed and delivered many online training sessions to clients from all over the world for the past five years, she knows very well what people encounter, which difficulties they have to face and what can help them overcome them. Lies has lived and worked in Belgium, Spain, United Kingdom and the Netherlands and has worked in an international environment for the past 20 years.

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Mindful Communication for Full Inclusion and All - Out Collaboration – Getting the Whole job done by the WHOLE Team. - A Train the Trainer Workshop on Collaboration with Matthew Hill

Hill, Matthew

Workshop - Room 1 | 10.00 - 11.30

Abstract:

Setting the Scene - In international organization's differences in culture, distance and methodologies can easily damage communication. Having the necessary tools and skills to collaborate can be a game changer that allows teams to work more effectively - in a social, cultural or political context.

Team failure rates. The cost of collaborative burnout is high - Large companies with a culture focused on individual talent and solo success are most at risk, and, research tells us, that only highly collaborative teams can be sustainably super-performing over time.

Why you should attend? –

The benefits of this collaboration workshop:

- An opportunity to change your team's outcomes and effectiveness levels.
- Move from groupthink to inclusion
- Cut down the 45% of management time spent dealing with miscommunication, drama, and escalation by leading your team to interdependence and inclusion.
- Release creativity, collective problem solving and profitable initiative taking that includes ALL of your diverse team. Hear them, help them and have them help you.
- Train the Trainer Transfer – Take Matthew's ideas and apply them in your training sessions!

Agenda:

Context

- What is collaboration? And what is it NOT?
- Exploring current thought
- Developing relationships and dialogue, AND, getting the job done

Development

- Learning new team and virtual team collaboration techniques to apply immediately
- What to do and what to never do again

Practice

- The workshop will run with simple yet profound commercial case examples, discussion and plenty of pair work, teamwork, role-play and feedback.

About Matthew Hill: Matthew began his Intercultural journey 25 years ago with a regional management role in Central and Eastern Europe. Since then, he has worked with 3 Governments and some of the largest and most influential corporations in the world (Facebook, SAP and Jaguar Land Rover etc.) A past President of SIETAR UK (2008 to 2014), he has recorded his work in 5 published books, 150+ podcasts, 20+ films and he still edits and contributes to the Intercultural Training Channel newsletter (now read in more than 110 countries worldwide.)

He has won 2 Intercultural prizes and presented at 17 Universities in 6 countries.

He lives in London and currently trains and speaks in 30 countries mostly in greater Europe.

Using creativity training to help youth from differing backgrounds develop entrepreneurial and collaborative leadership skills.

Yngve, Katherine N. & Rathod, Sandra R.

Workshop - Room 1 | 12.00 - 13.30

Abstract: This engaging and hands-on 90-minute workshop is for interculturalists who work with refugee youth as well as those who work with university students, to help them develop effective leadership skills.

Research has shown that leaders who have worked in multiple cultures are more productive, innovative and creative. In this workshop, we will live the principle that "Creativity is intelligence having fun!" Creativity is also a key component of collaborative leadership; a more equitable form of management than traditional hierarchical governance structures. In 90 minutes we will:

- a) Discuss the creation of a curriculum to intentionally strengthen someone's creative skills: such as non-fear of failure, ability to observe the extraordinary in the ordinary, ability to generate novel items or problem solutions, & ability to mindfully engage with regenerative aesthetic input.
- b) Engage in a few creativity-enhancing activities with one another.
- c) Find out how to measure creativity!
- d) Review intercultural competence outcomes of practicing creativity enhancement techniques in a mixed group of

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college-age youth from disparate backgrounds.

Keywords: Please indicate up to 5 keywords: Creativity; Leadership; Fun; Intercultural Competence; Assessment

About Katherine N. Yngve: Katherine co-directs Purdue's Center for Intercultural Learning, Mentoring, Assessment and Research (CILMAR). Since 2016, she has led study abroad programs which teach creativity, intercultural competence and teamwork to students in engineering and the sciences; as well as a regular workshop series which teaches faculty how to effectively teach these things. In addition, she serves the Office of Institutional Research as Purdue's only specialist in measuring intercultural learning outcomes – which means she has the data to prove that her faculty and students are, in fact, learning!

Prior to Purdue, she served as founding Director of International Programs at the American University of Beirut, where she concentrated on building structures to better support international partnerships. She was a doctoral student under the late, great interculturalist Dr. R. Michael Paige at the University of Minnesota from 2006-2010; her MA is from the University of Chicago and her BA from Indiana University.

About Dr. Sandra Rathod: Sandra is a Visiting Professor of Marketing and Cross-Cultural Studies at the Amsterdam School Of International Business (Hogeschool van Amsterdam), where she teaches intercultural competence to both Dutch and non-Dutch students. One of her passions is exploring other cultures and helping her students better understand the world around them by understanding the importance of culture in everything we do.

She has also been a study abroad program leader for Purdue University; running a successful summer internship program, with an entrepreneurship focus, for US undergraduates, in Amsterdam since 2008. In addition to a PhD from Purdue University in Consumer Behavior, Sandy has more than 20 years' industry experience in Europe and the United States; she is a published scholar on consumer identity & consumer behavior.

What can I achieve in 30 minutes?

Pilbeam, Adrian

Ted Style Talk - Room 1 | 14.30-15.00

Abstract: When I started giving training in the intercultural field, it was quite common to be asked to run 2 or 3-day courses. More recently that has come down to one day or even half a day. But a recent challenge was to give a 30-minute workshop on the subject of 'Changing Communication Needs' to groups of 24 employees of a Europe-

an market research company as part of their annual away day. The brief was to give the same 30-minute workshop five times to a total of 120 people, from a range of European countries. Another decision by the client was to have no sit-down presentations and no use of technology, but lots of interactivity and 'fun' as a key theme of the day.

The client's content brief was as follows: Given the importance of non-verbal communication, how can we adjust our communication style to meet the changing needs of our business as the world becomes ever more global and ever more remote? How do we encourage participation and interactivity on calls? How do we maximize the face-to-face time that we do have? What cultural nuances should we be aware of?

In this interactive presentation, I will describe and demonstrate the activities I did in each 30-minute session, how I set them up and ran them, how they worked and what the outcomes were.

About Adrian Pilbeam: Adrian is founder and director of LTS Training and Consulting in Bath, UK, which specialises in giving training in international communication skills and intercultural awareness. Adrian has over 25 years' experience of intercultural training for corporate and institutional clients, covering many different areas – relocation, working internationally, working with specific cultures, working in international teams and effective international communication.

Adrian started his training career as a business English trainer and he uses this linguistic knowledge and awareness to enrich much of his intercultural training. Adrian is also an experienced trainer of trainers in the intercultural field, and has run two 5-day courses more than 60 times in the last ten years – 'Developing intercultural training skills' and 'Designing and delivering intercultural training'. He is also the author of many published training books for international communication, including 'Working across cultures' (Pearson 2010). He is currently president of SIETAR UK.

Is viable a meritocracy free of biases and privileges?

Baudino, Marcelo

Ted Style Talk - Room 1 | 15.00-15.30

Abstract: We all like to be recruited, compensated, and promoted based on our knowledge, skills and efforts. Merit has become synonymous with fairness, justice, and objectivity in the world we live on. In fact, there are many organizations that aspire to become a true meritocracy. In the papers, a system based on merit sounds like the perfect

model. But as human beings are not perfect, unconscious biases, privileges, and discrimination are responsible for showing their weaknesses.

Several studies have shown that in situations where merit was emphasized as the basis for selection and performance evaluation decisions, men are more likely to be selected and receive higher salary increases, compared to women with the same level of qualification. This paradoxical effect only occurred when merit was adopted as an organizational value and was observed in relation to gender and race. The most likely explanation for this paradoxical effect is directly related to gender stereotypes, prejudices, and unconscious bias.

Organizations can, and should, be aware that a merit-based approach does not isolate decision makers from their biases, and may even make them more susceptible to them. The good news is that organizations can develop greater awareness in their leaders about the biases and the contexts that activate them, and start taking the necessary steps to create a real meritocracy free of privileges.

About Marcelo Baudino: Marcelo is an intercultural consultant and trainer, actively involved in the development of Latin American professionals who value diversity and achieve a global mindset. Since the foundation of Iceberg Cultural Intelligence in 2009, Marcelo has trained global leaders and executives, expats and multicultural teams in several global organizations in more than 10 countries in Latin America. His international experience and his ongoing professional development as an interculturalist through different international certifications, make him a leader in the field in Latin America. He is currently part of the board of SIETAR Argentina.

Oneness in a Complex, Diverse and Polarized World

Shinomiya, Sue

Ted Style Talk - Room 1 | 15.30-16.00

Abstract: Oneness: The fact or state of being unified or whole, though comprised of two or more parts. Can we experience the Oneness of all things, while at the same time honor all the ways we are all different? The belief in the oneness of all things, or that everything in the universe is part of the same fundamental whole, exists throughout many cultures and philosophical, religious, spiritual and scientific traditions. Recent research has brought us a "Belief in Oneness Scale" - in other words, a way to secularize Oneness. If we can measure Oneness as a mindset or framework, can we learn it, and from there, can we culti-

vate it in others? It would certainly have implications especially for leaders in our divisive world in terms of creating common ground. Those who hold a belief in Oneness are said to have a more inclusive identity that reflects their sense of connection with other people, animals, and the environment. On the other hand, an over-focus on Oneness has an ugly side. It can bring us to group-think, authoritarianism and, ironically, detachment from all things. Some separation from the world and others is necessary to have an appreciation of it. Join this 20 minute Ted Style talk to find out if Oneness is something that we can achieve and impart towards positivity and hope, without losing our perspective or ourselves.

About Sue Shinomiya: Ms. Sue Shinomiya (USA), MBA, of Global Business Passport / Connectedness of Portland, USA, empowers professionals to connect, lead and succeed across cultures and differences, in an increasingly global, diverse and complex world of work. She is an internationally recognized expert and published author on Japanese culture and business.

With nearly 30 years of international business experience, she has spent ten years in Asia and counting, six of them as an embedded consultant on-site at Intel Japan, managing a business and intercultural competency program. In addition to Intel, her clients have included Disney, KPMG, Toyota, Daimler, Mitsubishi, Nike, Fujitsu, HP, Epson, Micron, Starbucks and Siemens.

Sue is an Adjunct Faculty Member of Portland State University's Master of International Management program. She is also a corporate member of the Japan America Society of Oregon, and has served on the Board of Directors of the Society for Intercultural Education, Training and Research.

Who Are Our Future Global Leaders When the Only Constant is Change?

Dodwell-Groves, Emma Alexandra

Workshop - Room 1 | 16.30-18.00

Abstract: Considering the pace of change in the current world of work, the skillset of a global, cross-cultural leader is evolving faster than ever. Making the importance of adaptability, continued learning and reskilling ever more imperative.

This interactive and engaging workshop will look into:

- Current trends in developing leaders with a global mindset, human and digital integration and capitalizing on Mobility to develop and retain talent in an

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unpredictable landscape. Including case studies from global organizations and findings from various studies, including RW3's Global Mindset Index Study and BGRS's Talent Mobility Trends Survey.

- Self-awareness and strategies about our own attitudes and resistance to inevitable change.
- Whether existing approaches to cultural understanding and training methodologies are applicable and relevant to this new world of work in a digitally global age and how they might evolve.
- Identifying best practices that can be incorporated into training strategies to support the growth of cultural agility and global mindedness in future leaders.

About Emma Dodwell-Groves: Emma is Intercultural Program Manager in charge of BGRS EMEA, having previously been in charge of the APAC region for 5 years. Based in London, she has regional responsibility for the implementation of intercultural services and client support. Including intercultural and repatriation training, intercultural business and global awareness training. She is an engaging and experienced presenter and has assisted in the cultural effectiveness and adaptability of thousands of international assignees at multinational corporations in an ever changing professional landscape.

Having lived and worked in five countries herself, Emma has first-hand experience with the unique challenges of cultural adjustment and international relocation. Though originally British, Emma grew up in Hong Kong and has also lived in Spain, Indonesia and China before relocating to London. She speaks fluent Mandarin, conversational Cantonese and holds a BSc in Sociology from Bristol University as well as a post grad certificate in cross cultural communication from Birkbeck.

Open Space - Sustainability and future of intercultural programs

Sell, Joanna & Mridha, Mithun

Special Event - Room 8 | 14.30-18.00

Abstract: Benjamin Franklin has managed to mesmerize our actions over the many decades with his adage "If you fail to plan, you are planning to fail!" Do you feel that we are planning too much? Do you think the European need for structure and risk aversion has made our daily life schedules and agendas dense and too rigid? Does your creative spirit need an "off the cuff" boost of spontaneity? Do you wish to go where there is no path and leave a trail? If it's a Yes to one or more of the above questions, then this Open Space is for YOU!

The open space technology we are proposing enables con-

ference participants to experience a very different quality of organization in which self-managed groups are formed, just-in-time leadership is shared and diversity becomes a resource to be used instead of focusing on a problem that requires to be overcome.

The important basis for the open space are passion and responsibility of the participants. All participants are invited to identify issues for which they have genuine passion and are prepared to take personal responsibility. They are encouraged to write their issue on a piece of paper, announce it to the group and post the paper on the wall. We would suggest that participants come up with themes corresponding to the four tracks of the conference. That way we would have groups working on business, socio-political concerns, migration and education and intercultural professions. After all the proposals are shared and made visible, the participants gather around leaders whose issues they wish to focus on. They form groups of interest and are given 1 hour to discuss the topics.

As in an Open Space Technology, topics are brought forward by participants themselves, all the people involved in the process experience distributed leadership, personal empowerment, appreciation of diversity and self-managed group work. There is no set agenda, only overall guiding questions, with the intention of deepening the learning process of all participants.

The process follows four principles:

- Whoever Comes... Is the Right People
- Whatever happens, is the only thing that could have happened
- Whenever it starts, it is the right time
- When it is over, it is over

Additionally, participants are encouraged to follow the law of two feet (if you are not contributing or getting value where you are you can move around, accordingly to two principles:

- Bumble bees that fly from group to group inspiring the different discussions
- Butterflies that sit around. Mostly people approach them to chat and interesting discussions emerge.

To make sure, we can harvest the results, every group is asked to come up with three top learning points, ideas that are going to be visualized on the flipcharts, displayed afterwards in the foyer.

Process:

- 20 min – introduction to the process and choice of topics
- 60 min – work in groups
- 10 min – welcome back and display of the ideas in the foyer

About Mithun Mridha: Mithun is a Project Portfolio Manager, Intercultural Enthusiast and Leadership Speaker based in Paris. He helps Senior Executives to foster strategic alignment, improve project performance and develop future leaders. He has successfully served multinationals from diverse sectors and has extensively travelled in 55 countries. He has lived and worked for long periods in four countries. Mithun has taught International Business and Project Management at following prestigious European Business Schools - Paris Dauphine, ESSCA-Angers, EM Normandie and Freie Universität Berlin.

About Joanna Sell: Joanna is an intercultural Coach, Trainer, Facilitator and owner of Intercultural Compass focusing on storytelling in the intercultural field. Her area of specialization is facilitation of multicultural team processes, so that global team members are empowered to work effectively and create team culture that enriches the dynamics of teamwork and enhances accomplishment of business aims and personal developmental goals. Joanna has a vast experience on delivering intercultural programs for managers and leaders, as well as students and academic teachers. She focuses on the global leadership in the VUCA world and applies storytelling in leadership coaching and facilitation of intercultural programs. She is a co-author of several books on storytelling in English and German and of an intercultural game diversophy Poland. Thanks to her expertise in coaching, facilitation of big groups, and the storytelling mindset, all her programs are interactive, tailored to the customers' requirements and needs and, above all, focused on reaching the minds and the hearts at the same time.

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Saturday, 1st of June 2019

S.A.V.E. Difficult Conversations from the Defensive Brain

Murphy Robinson, Shannon

Workshop - Room 1 | 10.00-11-30

Abstract: How do we dialogue on diversity in ways that truly demonstrate care, compassion, and open the door for greater understanding? Deep dialogues on diversity can be fraught with challenges, misunderstandings, and quickly devolve into a difficult, stressful conversations.

Come to this interactive workshop and learn how to S.A.V.E. difficult conversations from the defensive brain, and be able to demonstrate appreciation and care - even in challenging conversations. You will learn about the importance of the positive brain and how we can use brain-based skills and tools to intentionally leverage and strengthen the positive brain, which is not the brain's natural inclination, yet a critical skill for effective dialogue and to be inclusive in our words and actions. By strengthening the positive brain, we can create appreciation-based work environments that foster and support building bridges across difference to increase understanding, collaboration and innovation. Participants will learn the S.A.V.E. Communication™ Model and process, which is designed to keep the positive brain online and engaged when communicating across differences, particularly in challenging conversations which are more likely to trigger the defensive brain. In practicing the S.A.V.E. Communication™ Model and process, we strengthen the social brain which makes it easier to extend care, compassion and kindness across differences. We can increase the brain's capacity to engage in dialogues on diversity in ways that build understanding, break down barriers between us and allow new possibilities to emerge.

About Shannon Murphy Robinson: Shannon, M.A., is a highly sought after consultant and speaker. She is Principal & Co-Founder of BrainSkills@Work, a consultancy that applies neuroscience to help individuals be more inclusive, culturally competent and more effective leaders. With over 15 years of experience and expertise in global diversity and inclusion, intercultural management and leadership development, Shannon has successfully created and implemented large scale diversity and inclusion training initiatives (20,000+ employees) with companies like Deloitte, Medtronic, CHRISTUS Health, Mayo Clinic, Barr Engineering, Boston Scientific, and others. In May 2012 she achieved advanced certification as a NeuroBusiness coach at Harvard with Dr. Srin Pillay.

She is on the faculty of the Intercultural Communication Institute where she teaches neuroscience of inclusion. She and BrainSkills@Work Co-Founder Mary Casey have co-authored the book Neuroscience of Inclusion: New Skills for

New Times, a white paper on the neuroscience of unconscious bias, and the BrainStates Self-Awareness™ Profile.

Connected global teams in a disconnected world: Insights of successful onboarding in global teams

Mridha, Mithun; Marquis, Manuela & Schmidt-Dubois, Pascale

Panel - Room 1 | 12.00-13.30

Abstract: This facilitated paper panel with three 20-minute TED Style speeches will present onboarding insights from three different management perspectives. In our VUCA-world, organizations are becoming gigantic, complex and dispersed. Major challenges following ineffective onboarding include failed deliveries, staff turnover, unproductive employees and low knowledge retention. New cultural layers added by effective onboarding enriches the cultural fabric of organizations.

The first presentation by Pascale "Onboarding insights of exchange students in business schools: creating a sense of belonging and an innovative learning experience through cultural diversity" will focus on onboarding from the educational perspective. An innovative onboarding mindset could be developed early in life. Good onboarding skills can be positioned in the heart of business expertise of future managers in business schools.

The second presentation by Mithun "Onboarding Insights from Global Project Teams in Multinational Organizations" will focus on operational project teams that are highly impacted by team dependencies. An excellent onboarding helps to create teams with strong team identities, complementarity and high momentum on individual and group delivery.

The third presentation by Manuela "Onboarding Insights from Senior Management: Executive Mentors and Senior Leaders with cross-functional team roles" will focus on the strategic HR perspective. Senior executives are universal change agents for transformation in every enterprise. They could use structured onboarding in order to be faster, efficient and high-performing.

About:

Mithun Mridha is a Project Portfolio Manager, Intercultural Enthusiast and Leadership Speaker based in Paris. He helps Senior Executives to foster strategic alignment, improve project performance and develop future leaders. He has successfully served multinationals from diverse sec-

tors and has extensively travelled in 55 countries. He has lived and worked for long periods in four countries. Mithun has taught International Business and Project Management at following prestigious European Business Schools - Paris Dauphine, ESSCA-Angers, EM Normandie and Freie Universität Berlin.

Manuela Marquis is a certified ICF coach, French-German dual citizen, passionate about human relations and International Relations. She accompanies Change in Multicultural Organizations to increase performance and boost talents. She has more than 20 years of experience in the Hotel and Event management industry. Manuela also possesses 15 years of Human Resources experience as Manager.

Pascale Schmidt-Dubois is an experienced French-American intercultural consultant and lecturer with more than 15 years' experience in higher education and corporate training. She completed her MSc in intercultural management at Paris-Dauphine University. Passionate about pedagogy and team management, her fields of interest include international student mobility, inclusion management and virtual teams.

International professional networks and Interculturalism: the case of the International Alliance of Independent Publishers

Abou-Hanna, Margueritta

Ted Style Talk - Room 7 | 12.00-12.30

Abstract: The International Alliance of Independent Publishers (the Alliance) is a non-profit association created in 2002. Although registered in France, the Alliance is a consortium of publishers who chose to gather as an international network, which represents at present, directly or via networks, around five hundred fifty publishing houses in the five continents.

Objective:

We wanted to look at the factors that have contributed to interculturality in the Alliance and to check if those have been a source of success or not.

Results:

We found that the two common factors that constituted the pillars of the Alliance and contributed to its longevity and development are:

- The professional culture of the members; Publishing
- Their status as independent publishers, with a com-

mon cause: their economic survival facing the multinational publishing houses

We noticed that interculturality has developed in the Alliance through the human factor, the members of the Alliance (the publishers, the employees of the Alliance and the volunteers), and the "spontaneous" interculturality, often inherent in the intellectual professions such as publishing.

We noted that in terms of intercultural management, the members have developed a hybrid and customized system of governance, which we called "manageo diversity."

Conclusion:

At the end of our research, we found that interculturality and the acceptance of the difference represent a positive dimension in the relationship between the publishers of the Alliance.

We conclude that interculturality can be as well an important key success for the collaboration between culturally different groups, associations, and networks.

About Margueritta Abou-Hanna: Margueritta is a consultant, a trainer and a teacher of Intercultural Management (with a special focus on the Middle East) and International/Intercultural Marketing.

She has fifteen years of experience in international and cross-cultural management in pharmaceutical companies, working closely with international and intercultural teams, while living in different countries such as France, United Arab Emirates and Lebanon.

She is a teacher at Dijon university, where she gives two courses entitled: International Marketing in Practice & Introduction to the professional cultures in the Middle East. She is very interested in cultures and languages; she holds a Masters in cross-cultural management from Dauphine university in Paris and her thesis covered the cross-cultural management in professional networks, through a case study on an international network: the independent alliance of international publishers.

She is fluent in English, French, Arabic, and has a working knowledge in Spanish.

The BIG 5: Chinese and Japanese cultural values in the 21st century

Chong, Darren; Kato, Masako

Ted Style Talk - Room 7 | 12.30-13.00

Abstract: China is not Japan, Japan is not China; are they friends, enemies or frenemy? Well, both are the leading power in Asia and the top 3 largest economies in the world, geographically, both countries are very close to each other.

So, how are Chinese and Japanese culturally similar? Do Chinese and Japanese traditional cultural values still applicable and relevant to today's modern business world?

The interactive workshop will shed light on the evolution of Chinese and Japanese investment in Europe, including the discussion on the impact of China's Belt & Road Initiative (BRI) and Japan-EU's Economic Partnership Agreement (EPA). The ultimate goal is to compare and deliver a comprehensive understanding of 5 key Chinese and Japanese cultural values relevant to today's business environment and how they impact business in the West and East in the 21st century.

Besides, the workshop will also share practice tips and information on winning and building stronger relationship with your Chinese or Japanese business counterparts based on the ancient Chinese and Japanese of Sun Tzu and Musashi Miyamoto. Nowadays, Sun Tzu and Musashi Miyamoto theories are not only used in the military field, but also widely incorporated into academics, modern business, sports, diplomacy, politics and NGOs to improve negotiation skills, leadership management, conflict resolution, strategic thinking and awareness of psychology. Worth mentioning, many successful entrepreneurs and famous figures such as Evan Spiegel, Bill Belichick, Colin Powell, Jack Ma, Lee Kuan Yew, Mao Zedong, Margaret Thatcher, Tupac Shmir, and Ronald Reagan have drawn inspiration from their teachings.

About Dr. Darren Chong: Darren, a Chinese Malaysian, lived and worked in Malaysia, Philippines, China, and UK. Currently residing in Poland, Darren leads the China practice in one of the big 4 across 29 countries in Central Eastern Europe, Russia and Eurasia, engaging in M&A and consulting projects. Darren is a high-performance and intercultural coach (formerly an ICF ACC coach) and author of 'Breaking through the Chinese wall'. Darren acquired his BA from University of Putra Malaysia (Malaysia), MA from Lancaster University (UK) and PhD from Warsaw School of Economics (Poland).

About Masako Kato: Originally from Japan, Masako spent 16 years at Fujifilm Netherlands as an expatriate in HRM department. Masako joined what is now Hofstede Insights in 2003 as an intercultural and organisational culture management consultant. Masako is a Co-Active® Coach of the Coach Training Institute, a certified facilitator of the Intercultural Readiness Check (IRC) and also a certified Organisation and Relationship System Coach (ORSC). Masako holds a Master's degree in International Relations from the Sophia University in Tokyo.

Cross-cultural barriers to language management in a multinational organization: A case study

Gupta, Dolon

Ted Style Talk - Room 7 | 13.00-13.30

Abstract: I work in a 400,000+ employee strong organization that operates out of 46 countries, is made up of 100+ nationalities and mother tongues. Hence, multicultural, multilingual, geographically distributed teams are a reality. Setting up a language strategy for the organization, led to some key discoveries – one of them being the cultural barriers on the path to language learning.

Headquartered in India, English is the logical language of choice as lingua franca, in my organization. English, in India, is more than a mode of communication – due to its colonial legacy, it is laden with historical, cultural and social overtones.

Fluency in English is associated with social class. Hence, an acknowledgment of the absence of English skills can cause discomfort. Add to it the cultural dimensions of power distance and hierarchy, and complex combinations emerge that can manifest in a reluctance to getting identified for training in English.

Given the above, can one assume that in countries without a colonial past, English training would be accepted without inhibitions? The experience is different on the ground. A powerful dynamic comes into play in the case of mergers and acquisitions - there is usually a perception of inequality. Language, in such situations, may become a cultural identity. And a dominant language can be perceived as a powerful tool to mow down other cultural identities and establish a dominant one.

Awareness of the cultural sensitivities of the target audience helped us pre-empt challenges and lead to higher stakeholder buy-in.

About Dolon Gupta: Dolon heads Culture & Language Initiatives and is responsible for language and intercultural training across TCS.

Prior to joining TCS, she has worked as a Faculty member in Universities and Alliances Francaises. She has also consulted with educational institutions and corporates to set up language curricula and foreign language KPOs. Her area of interest and specialization is Acquisition of Second and Foreign Languages.

She holds Masters Degrees in both English Literature and French language. She has published papers on literature and Business English. She is a Governing Committee member of Alliance Francaise. She is a speaker in the area of business value of culture and language training, within TCS as well as professional forums, outside of TCS.

Under her leadership, TCS has won international awards for skill building in English and non-English language training as well as the use of simulation and games in culture training.

Truth, Trust and Empathy in a cultural context

Opel, Brigitte & Varkey, Divya Susan

Workshop - Room 1 | 14.30-16.00

Abstract: Truth has a different meaning and a different importance, depending on the cultural context. We present the 'truth' about Truth, Trust and Empathy, from an Indian and a German perspective and discuss their importance in our culture and in the cultures of the participants. In some cultures, truth is essential to establish credibility and trust: in other people, in media and in products. In other cultures, there is no concept of a single truth, different perspectives and perceptions can co-exist, according to the context. In these cultures, trust is built on personal interaction, sympathy and favours. Truth and Trust have turned into concepts of media and politics. Empathy, similarly, varies between cultures and situations and can have different impacts on effective intercultural dialogue. How do we use these extremely important concepts to our favour in building dialogues on diversity?

About Brigitte Opel: Brigitte is a certified associate of the Hofstede Insights and has been consultant for cross-cultural management since 2013. She has lived and worked in Germany, Netherlands, Japan, USA, Australia and Russia and visited many more. After her studies at Thunderbird School of International Management and a career as international project manager at IBM, she decided to use her experiences in combination with the Hofstede model

on National Cultures to consult multinational teams on cultural awareness to improve their communication and their results.

About Divya Susan Varkey: Divya is certified by Hofstede Insights in Intercultural Communications Management and Organizational Culture. She has double masters degrees in Intercultural Communications (Universita della Svizzera italiana, Switzerland) and Communications (School of Communications, Manipal, India). Her academic paper, Paralinguistic Code-Switching Behaviour in Polyglots, was chosen to be presented at SIETAR India in 2018. She has conducted lectures and talks about gender related issues in universities in Switzerland and India.