

N°13-1 – January 2013

Editorial

In this newsletter, we address a subject directly aimed at your Corporate University or your Training Centers in different regions around the world. We would like to evidence the fact that it is possible to make a major leap forward in the level of satisfaction felt by trainees. Among several factors, this leap is based on the participants' certainty that the training is immediately useful and relevant to their job.

We would like to take a real-life example based on a program called "Managing effectively in a multicultural environment" that we hosted for the corporate campus of a major international group.

In his article, Matthew, one of our senior consultants, makes 7 recommendations which we strongly believe are the essence of success.

What do participants say? Here's what our customer wrote to her colleagues (she kindly forwarded the e-mail to us afterwards)

Hello everyone,

Last seminar "managing in multicultural environment" was exceptional with 8 different nationalities out of 15 participants put together in the same room. It was a memorable experience for both the participants and the trainers.

- the item "learning style" reaches a score of 20/20!
- Average score of all items for this session is 19,4!

Enjoy! Kind regards

	1	2	3	4	5
my feeling regarding the seminar					
interest of the seminar	13	2			
19,6					
quality of content (objectives achieved)	10	5			
19					
learning style (facilitator encourages participation, interaction, best practice sharing with a wide variety of activity types)	15				
20					
my professional goals					
relevance and usefulness to my work	12	3			
19,4					



Laurent Lepez, Associate Partner

How can your corporate university create major satisfaction, impact and usefulness?

Managing effectively in a multicultural environment

by Matthew Hill, Senior Consultant

1-Have participants mirror and embody the topic

If the subject of the seminar is "working in multicultural teams", the more cultural diversity there is among participants, the greater the success and positive outcome will be.



2-Make sure to involve creative trainers who master state-of-the-art interactive facilitation techniques

Interactive problem-solving tools (e.g. the CBA Tool), World Cafés, emotional experiential learning, role-play, KIMs and KITs... should be deployed. Avoid delivering even the greatest content through just slide shows.

WorldCafé

Table 1 –
What about multicultural teams: challenges?

Table 2 -
What's good about multicultural teams?



Table 3 –
What are the skills required by a multicultural team leader?

How can your corporate university create major satisfaction, impact and usefulness? (continued)

3-Set the proper tune, set the proper tone

From the first to the last minute, participants need to be immersed in an appropriate, well-thought-out ambiance that fits both your corporate values and the content of the seminar. If "effectiveness" is the key word, trainers and participants will co-create this atmosphere. If "fun" or "creativity" is key, make it feel exciting from the outset.



4-Allow time for your participants to BE together

For example, if 3 full days training is desired, it's best to schedule a ½ day on the afternoon of day 1, two full days on day 2 and day 3 and a final 1/2 day on the morning of day 4. This allows for 3 nights of networking without costing more because 80% of your participants will travel on the first and last days.

5-Structure real-life and real-time business cases

The business cases need to be close to the world the managers experience daily without replicating them fully. If they are too similar, they will not provide sufficient perspective for people to reflect and "relearn". If they are too dissimilar, they won't interest people enough. And let's not forget the "team of participants". They will give plenty of real-time content to be debriefed. For example, excellent communication skills, an agenda well-suited to the situation... or, on the contrary, ineffective problem solving, or not demonstrating the ability to take



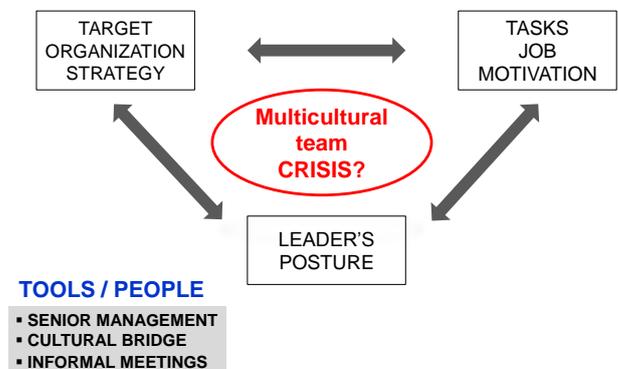
Mini Bio: Matthew Hill – London, U.K.

Matthew has more than 20 years of experience in 25 countries from his international executive search, HR and training career. His experience includes a 6-year tour in the Czech Republic and Poland where he held a regional role for Central and Eastern Europe, developing client relationships, shaping project requirements and leading international training assignments. He regularly writes, broadcasts and lectures for the BBC, The Open University, the Hungarian and Belgian embassies and the Tomas Bata University in the Czech Republic. One of his favourite topics is developing international teams.

advantage of diversity and giving little attention to the quieter members of the group.

Case-study and role-play #3

Managing the crisis 3 months after the launch



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6-Allow several (we recommend 3 to 5) steps for each participant to build their individual action plan

Self assessment of one's set of skills, or communication style, or conflict management mode can be carried out at different moments during the training. There needs to be a logical link to the next self-assessment step (i.e. Step 2 builds upon Step 1) and towards the final developmental action plan.

7-Create learning communities and follow-up coaching

The seminar in your corporate university is only a beginning... (at least, that's the dream!) but you have to make the rest happen. So create learning communities and have them meet for regular coaching after the training. If that's not possible, even one coaching call 3 months after the seminar will do wonders. It should be focused on the individual objective participants have set for themselves during the seminar "In 3 months from now, I'll have...". More than a meeting with the coach, it is a meeting with the team and moreover with oneself.