



SHANGHAI INNOVA  
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**Designed for Members of multicultural Management and Project Teams**

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Dear Madam or Sir,

the Shanghai INNOVA Management Institute is pleased to present the upcoming public training:

**"World-Class Teams:  
Working Across Cultures"**

**July 2-3, 2009, Sofitel Hyland Shanghai**

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In our globalized economy only a team working effectively across cultures and borders can classify as a world-class team. But to leverage and benefit from differences and to create synergies is by far not easy. While working within multicultural teams has become standard, it still proves to be challenging and stressful from time to time.

This training is designed for both Chinese and foreign members of multicultural teams working for multinational corporations in China. It is also suited for individual managers and professionals who work across borders in virtual teams.

Participants receive a roadmap for building a strong and cohesive multicultural team based upon an internationally applicable model for intercultural competencies and are introduced to tools for building trust and better conflict handling within multicultural teams.

The training is conducted in a vivid and interactive fashion. That is, short lectures are incorporated into a stream of activities, team exercises, self-assessments, case studies and group discussions.

### **Participants will learn more about**

- differences and similarities between people from different cultures
- values and trust needs of other cultures
- communication and meeting behaviour
- how to build a strong multicultural team
- how to overcome dysfunctions within teams
- core competencies of a culturally competent team member
- coping with cultural conflicts at the workplace.

The facilitator is a China expert and fluent speaker of Mandarin whose China experience dates back to 1985. He has almost ten years of working experience in China and was involved in developing export networks covering various world regions.

Participants should come prepared with their own real cases of problems, conflicts and examples where working within multicultural teams might have particularly challenging. We will examine these cases during the workshop and our facilitator will provide you with instant advice on alternate approaches with better outcomes.

## **COURSE CONTENT**

### **I. Introduction**

Expectations from participants and objectives of the workshop  
Discussion: What makes working in multicultural Teams that challenging?

### **II. Purpose of Intercultural Learning**

The Importance of Attitude  
Assumptions and Stereotypes  
How we construct Reality  
Valuing Differences  
Activity: Three Similarities and One Difference

### **III. Core Competencies of a Culturally Savvy Manager**

Model of Intercultural Competencies  
Self-Assessment  
Discussion

### **IV. What is Your Culture?**

Exercise  
Linear-Active Cultures  
Multi-Active Cultures  
Reactive Cultures

### **V. Worldclass Teams**

Key Components of Effective Teams  
SCORE Model for Performance Enhancement  
Typical Dysfunctions in Teams  
Self-Assessment

### **VI. Building Trust within Multicultural Teams**

Trust Needs of different Cultures  
Vulnerability-Based Trust  
Openness, Trust and Emotional Competence  
Self-Assessment: Trust Indicators

### **VII. Communication and Cross-Cultural Dialogue**

How quick is possible?  
The overdue Claim  
Direct vs. indirect communication styles  
Chinese vs. Western Value Systems  
Double-Loop Thinking: Seeing two Perspectives

Activity: Building Bridges

## **VIII. Cultural Conflicts at the Workplace**

Exercise: Work Values

Power Distance

Individualism vs. Collectivism

High versus Low Context Cultures

Uncertainty Avoidance

Case Analysis and Discussion: Cultural Clashes within a MNC in China

## **IX. Coping with Cross-Cultural Challenges in Teamwork**

Behaviour at Meetings

Leveraging Diversity in Problem-Solving

Tools for Improving Conflict Handling

X. Summary with Discussion, Feedback and Closing

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## **THE COURSE FACULTY**

### **DR LAURENZ AWATER**

Laurenz Awater, Ph.D., general manager and corporate trainer. Laurenz is a political economist and China expert whose China experience dates back to 1985 when he was foreign student at Beijing University. His Ph.D. thesis on 'China's Political Economic History from 1949 to 1997' is a standard reference book at German universities and received mentioning on 'Wikipedia' and on books on G8 summit policy, China's WTO-integration and EU-Foreign Policy.

Laurenz is fluent in Chinese and works as trainer for intercultural management and leadership. His specialty is assessment-based trainings combined with coaching. Laurenz is licensed to administer the MBTI Personality Type Indicator and licensed consultant for an assessment of intercultural competencies. He applies the MBTI with his self-designed leadership and team development programs.

Laurenz worked many years in German industry and was involved in large infrastructure and construction projects in China. In 2003 he founded the Shanghai INNOVA Management Institute, a training company known for organizing executive workshops and for its leadership training programs. Since then the Shanghai INNOVA

Management Institute has built up a client base of more than 200 MNCs, mainly larger and mid-sized concerns from Western Europe.

Participating with our intercultural trainings were delegates from Akzo Nobel, AREVA, Arkema, ARM, Astra Zeneca, AT&S, BASF, BOSCH, Carbone Lorraine, Chesapeake, Cognis, Competence, Continental, Diehl SyncroTec, DNV, Dorma, Dynapac, Ebner, Elektrisola, EPCOS, Ericsson, Fujitsu Siemens, GateGourmet, GEA, Haefele, Heraeus, Hettich, Hoerbiger, HP Pelzer, HPTec, Hoyer, IEE, IVECO, Johnson Controls, Kendrion, Klueber, Kolbenschmidt, Kone, Lenze, Lenzing, Limoss, Malvern, Marquardt, Moeller, Murrelectronik, Novo Nordisk, Oldenburger, Putzmeister, Rieter, Saint Gobain, Schlafhorst, SKF, Stokvis Tapes, Sulzer, Suzhou Bordnetze, Swarco, Testo, Trayton, UAES, Valeo, Vallourec & Mannesmann, Vestas, Voith Paper, Volkswagen, Vorwerk, Wabco and Wartsila.

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There will be enough time to answer individual questions and to discuss leadership issues in China in depth. Number of attendees is limited to 12 persons to facilitate discussion and exchange of experiences.

**Fee is only RMB 4.500,- for two days and per participant including workshop documentation, luncheon and coffee breaks. Special fees for groups available!**

Seminar language is English.

To **REGISTER**, simply send an email to [info@innova-institute.com.cn](mailto:info@innova-institute.com.cn) indicating your name, company, position and contact details.

For further information please phone (021) 6225 0477, 5169 7601 or 5108 8670 or send an email to [info@innova-institute.com.cn](mailto:info@innova-institute.com.cn).

We are glad to welcome you at this extraordinary event !

Best regards

Dr. Laurenz Awater

**Shanghai INNOVA Management Institute**