

MERCER PUBLIC WORKSHOP

美世公开研讨会

跨文化沟通与协作

我们有幸活在一个高度机动性的世界里，不论是在12个小时内跨越大洋到地球的另一端，或是随时用手机，网路接收全球最新资讯，大多人已真正共处在一个“无国界”的世界！尤其对于全球跨国公司的员工而言，与和自己文化、语言、时空有极大差异的同事互动合作是我们每日的必然现实。不论他们是坐在我们旁边还是与我们有数小时的时差，能否实现彼此有效的沟通与协作是对当今高效经理人的基本要求。跨国界沟通协作中，难免会有些许的不和谐产生，甚至于引发冲突，跨文化团队协作成为一大挑战。因为文化差异的存在，个人往往还会遭遇文化冲击。

美世为期1天的研讨会能够帮助学员清楚识别影响跨文化沟通与管理的主要因素，快速驾驭跨文化沟通与管理的技巧和艺术，进而化冲突为契机，通过理解、尊重和合作迅速融入跨文化团队，使企业节省跨文化运作成本，提高整合运作效率。

课程概述

提升跨文化的情商

- 全球文化多样性与区域分布
- 透过冰山理论探讨表层行为后的文化，历史，意识，思维和动机
- 个体对陌生文化的典型反应
- 讨论：自我对他人文化意识和行为的正确心态

多文化维度分析

- 跨文化大师Erin Meyer的多维度文化地图
- 文化地图模型诠释下，中西方员工的不同思维方式与工作惯例
- 太极图的启发：求同存异
- 案例分析：文化地图在实际工作中的运用

跨文化情境下的高效沟通策略

- 信息的多层面性
- 沟通信任的基础：尊重个体差异
- 感知与沟通-Feel-Think-Behave模型
- 跨文化团队角色与任务分配
- 跨文化团队信任的迅速建立
- 不同情景下的高效沟通技巧
- 给予中国员工的几点重要建议
- 角色扮演：基于不同文化思维的说服

联络

美世学习与发展热线电话

电话：400 600 5599

电邮：learning.china@mercer.com

跨文化冲突管理

- 跨文化冲突反应模型
- 冲突解决策略
- 视频分析: 积极回馈并打造有建设性的合作伙伴关系

学员收获

- 了解不同维度下的文化特征, 培养和提升在跨文化现实工作生活中必须具备的情商
- 提升主动意识, 更积极且自信的有效解决工作与生活中因跨文化引起的误解与问题
- 通过有架构和技巧性的沟通方式减少和化解不必要的低效与负面的互动合作
- 在跨文化差异中正面的吸收和学习进而扩大自己的舒适区, 提升自信

学员对象

- 希望在一个多元化的跨国团队中不断提升自己的人际情商, 进而提升合作效益与信心的职场经理人
- 天涯若比邻, 希望自己不断在无国界, 无地域的世界中成长的高效职场人士
- 积极参与跨国项目的成员或项目经理

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CROSS-CULTURAL COMMUNICATION AND COLLABORATION

We are fortunate to live in a highly mobile world that allows us to travel the globe quickly, get the latest news and information instantaneously, and connect easily with remote team members. When it comes to being culturally aware, many of us pride ourselves on being experienced, informed and open-minded. Many of us are part of a global workforce, working daily with people whose native languages and cultures are vastly different from our own.

Whether we are working with individuals who are thousands of miles away or who are sitting right next to us, our ability to collaborate effectively — regardless of cultural differences — is integral to performing well and advancing in today's global workforce. Cultural differences, however, can sometimes cause culture shock, disharmony and even conflict, which can pose big challenges in cross-cultural collaboration.

Mercer's one-day workshop is designed to present different viewpoints in order to raise your awareness and deepen your understanding of the cultural "drivers" behind behaviors. By taking a proactive approach, participants will understand the key factors that influence cross-cultural communication. They will also learn practical skills to help them master the art cross-cultural communication, allowing them to improve collaboration and results, save operational costs and enhance efficiency in their organizations.

TOPICS COVERED

Raising Your Cultural Intelligence

- Raise awareness of the diversity of global cultures
- Understand how culturally conditioned assumptions drive behaviors (the Iceberg Model)
- Understand typical reactions individuals may have to unfamiliar cultures
- Discussion: Create the appropriate mindset when dealing with various cultures

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Culture Map

- Understand Erin Meyer's Culture Map
- Identify the main gaps in working methods and mentalities between Eastern and Western cultures
- Determine where you would like to be in the choice between "Be Yourself" and "Adjust to Others"
- Case studies: How to apply the Culture Map in real cases

Practical Communication Strategies in a Cross-cultural Context

- Information loss in the communication cycle
- The key to building trust: mutual respect
- The Feel-Think-Behave Model
- Roles and task assignments in an intercultural team
- How to build trust quickly in an intercultural team
- Effective communication skills in different contexts
- Practical tips for Chinese staff members
- Role play: Persuasion across cultures

Managing Cross-cultural Conflict

- Cross-cultural Conflict Reaction Model
- Strategies to manage conflicts
- Video analysis: Constructive feedback that improves collaborative relationships

BENEFITS TO PARTICIPANTS

- Better understand assumptions and behaviors from different cultural perspectives, and develop the essential adaptive emotional intelligence needed in our highly diverse work lives
- Take ownership of, and proactively improve and enhance, key cross-cultural relationships at work and in life
- Reduce misunderstandings and hurt feelings through skilled and disciplined communication
- Expand your comfort zone by learning from cultural differences

TARGET PARTICIPANTS

- Professionals who aspire to develop their confidence and become high performers in a cross-cultural team setting
- Professionals who are curious about the world around them and who want to grow by reaching out proactively
- Project leaders or team members who are actively involved in cross-cultural projects

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