

# 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。如果说我们的个人学历、知识与技术是“硬件”，而对与我们有差异的人或事的包容度和学习意愿是“软件”的话，在信息技术、互联网科技迅猛发展的时代，“软件”的优化与“硬件”相比较，将更难以被取代。因为文化差异的存在，个人往往还会遭遇文化冲击（Cultural Shock）。即便是同在中国，不同省份，交流中也会出现“水土不服”。

美世为期 1 天的研讨会，将帮助学员更好的识别自身在跨文化环境中的角色，并加深对他人的理解，通过有效的跨文化沟通案例学习，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、尊重和合作达到双赢，从而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

##### 提升跨文化意识

- 全球文化多样性与区域分布
- 培养 CQ 文化商
- 透过冰山理论探讨表层行为背后的文化历史，意识、思维和动机
- 提升对自我与他人的文化意识、价值观与行为的认知
- 跨文化沟通中的正确心态

##### Culture Map 模型-八大维度

- 文化根基：基本元素（价值观，信仰，准则，礼仪，传说，象征）
- 跨文化大师 Erin Meyer 的多维度文化地图
  - 沟通：低语境—高语境（练习：邮件反馈）
  - 评估：直接的负面反馈-非直接的负面反馈
  - 领导风格：平等的一等级制的
  - 决策：一致同意—由上至下

#### 研讨会信息

时间地点：  
北京  
10月17日

上海  
9月7日

广州  
8月17日

费用：  
RMB 5,800(含 6%增值税)

#### 联络

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- 信任建立：基于任务—基于关系（角色扮演：影响与说服外方管理层）
- 矛盾处理：直面地—回避地
- 时间安排：线性—灵活
- 说服：原理优先—实用优先
- 文化地图模型诠释下，中西方人员的不同思维方式与工作惯例
- 太极图的启发：求同存异
- 案例分析集

### 高效跨文化沟通方法

- 信息的多层面性
- 高低语境，沟通媒介，与个体距离的关系
- 真实、勇敢和以目标为导向的沟通，表达
- 远程团队的影响方式

### 学员收获

- 了解不同维度下的文化性格，培养和提升在跨文化现实工作生活中必须具备的文化商
- 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

### 学员对象

- 已经或希望在一个丰富、复杂和多元化的跨国团队中不断提升自己的文化商，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

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### CROSS CULTURE COMMUNICATION AND COLLABORATION

We are fortunate to live in a world of easy mobility. Many of us pride ourselves as experienced, informed and open-minded when it comes to being culturally informed and intelligent.

Furthermore, many of us are part of global organization's work force. We work daily with people whose native languages and cultures are vastly different than ours. If we define personal and professional skillsets and academic credential as "hard skills", then one's ability to build constructive relationship with people from other cultures would be defined as "soft skills". In a globalization environment, these soft skills as "CQ" become essential to professionals' and organizational success.

Mercer's 1-day workshop is designed to present different viewpoints, to raise your awareness and better understand the cultural related "drivers" behind our behaviors. In taking a pro-active approach, the participant would gain confidence in working within an international team, hence improve the execution of corporate global strategy

#### TOPICS COVERED

##### Raise Your Cross-cultural Awareness

- Diversity of cultures
- Develop your CQ (Cultural Quotient)
- Understand how the cultural-conditioned assumption "beneath" drives the "surfaced" behavior (Iceberg Theory)
- Raise awareness of your own cultural related assumption, belief, bias and the resulting behavior
- Appropriate mindset in dealing with different cultures

##### Culture Map—Eight Dimensions

- Foundations of culture (values, beliefs, norms, customs, legends and symbols)
- Culture Map from Erin Meyer
  - Communicating: Low context—High context  
(Exercise: An email to an underperforming project member)

#### WORKSHOP INFORMATION

Time and Place:  
Beijing  
Oct 17

Shanghai  
Sep 7

Guangzhou  
Aug 17

Price:  
RMB 5,800(including 6% added-value tax)

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- Evaluating: Direct negative feedback—Indirect negative feedback
- Leading: Egalitarian—Hierarchical
- Deciding: Consensual—Top-down
- Trusting: Task-based—Relationship-based (Role-play: Gaining trust of a Western manager)
- Disagreeing: Confrontational—Avoiding confrontation
- Scheduling: Linear-time—Flexible time
- Persuading: Principles-first—Applications-first
- Main gaps in working methods and mentalities between Eastern and Western cultures
- “Be myself” or “Adjust to others”- the inspiration from Taiji graphic
- Case studies

### Effective cross-cultural communication techniques

- The 4 sides of communication
- Decide on communication media based on high/low context, and individuals’ closeness
- Clear and goal-driven presentation with confidence
- Virtual team building

### BENEFITS TO PARTICIPANTS

- Better understand assumptive behaviors from different culture dimensions, and develop CQ
- Take ownership, pro-actively improve key cross-cultural relationships at work and in life
- Reduce misunderstanding and hurt feelings through skilled and disciplined communication
- Expand your comfort/learning zone by learning from the differences

### TARGET PARTICIPANTS

- Professionals who aspire to develop CQ and become high performers in a cross-cultural team setting
- Professionals who are curious about the world around us and want to grow by reaching out proactively

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