



# 12

Cultural Awareness &  
Communication Skills

Programme Directory



**Communicaid**

Culture & Communication  
Skills Consultancy

# what our clients say...

“Brilliant trainer with fascinating anecdotal experience”

Learning and Development  
Manager, Nomura

“Communicaid offers a valuable service which addresses the specific cultural concerns a family may have when relocating. Cadbury feel the courses are so valuable that we encourage our expats to attend a full day’s training. We have only ever received positive feedback from assignees who have attended the sessions and all have said it made their transition easier.”

International Assignments Team,  
Cadbury

“The trainer knew the subject matter intimately with very relevant experience as he had operated at a very high level in India.”

Head of Career Development,  
Rolls Royce

“The trainer was excellent. Experience and knowledge clearly came through. Positioned perfectly.”

Senior Partner, KPMG

“I found the Effective Business Writing course beneficial because it allowed me to learn how to plan my drafting, and how to develop a clear, concise and accurate writing. Only a few days after the course, my line manager congratulated me on the improvements I had made.”

Diplomat, Foreign &  
Commonwealth Office

# Contents

INTRODUCTION TO CULTURE & COMMUNICATION SKILLS PUBLIC PROGRAMMES	3-4
COUNTRY SPECIFIC PROGRAMMES	5-12
DOING BUSINESS IN CHINA	5
NEGOTIATING WITH THE CHINESE	6
DOING BUSINESS IN INDIA	7
DOING BUSINESS IN JAPAN	8
DOING BUSINESS IN THE MIDDLE EAST	9
DOING BUSINESS IN SOUTH EAST ASIA	10
DOING BUSINESS IN NORTH AFRICA	11
DOING BUSINESS IN FRANCE	12
INTERNATIONAL BUSINESS PROGRAMMES	13-18
WORKING EFFECTIVELY ACROSS CULTURES	13
EFFECTIVE GLOBAL LEADERSHIP	14
MANAGING INTERNATIONAL TEAMS	15
(NEW) EFFECTIVE GLOBAL VIRTUAL WORKING (VIRTUAL TRAINING)	16
(NEW) MANAGING GLOBAL TALENT	17
(NEW) EFFECTIVE GLOBAL HUMAN RESOURCES MANAGEMENT	18
COMMUNICATION SKILLS PROGRAMMES	19-27
EFFECTIVE BUSINESS WRITING	19
WRITING WITH IMPACT	20
PROFESSIONAL EMAIL WRITING	21
GRAMMAR AND PUNCTUATION FOR BUSINESS COMMUNICATION	22
INFLUENCING AND NEGOTIATING SKILLS	23
INTERPERSONAL EFFECTIVENESS	24
PRESENTING WITH IMPACT	25
COMMUNICATING WITH IMPACT	26
(NEW) EFFECTIVE VIRTUAL WORKING (VIRTUAL TRAINING)	27
CASE STUDIES	28-29
TRAINER PROFILES	30
OTHER SERVICES	31
HOW TO BOOK	32
TERMS & CONDITIONS	33



# Communicaid

## Culture & Communication Skills Consultancy

We enable our clients to create profitable international relationships by building cultural bridges that enhance understanding and establish trust.

### Experience

Communicaid offers you unrivalled experience in culture and communication skills training and consultancy. Our ability to offer a personalised solution, combined with a global reach, allows us to count many of the world's leading organisations among our clients.

### Innovation

Client-led solutions together with continuous improvement and programme innovation guarantee you the most up-to-date approach and training.

### Impact

Using a unique 3-step approach of:

- 1) Diagnostic Consultancy
- 2) Programme Design
- 3) Impact Management

we design and deliver Culture and Communication Skills training and consultancy that result in tangible, long-term benefits to your organisation and employees.

### Our Clients Include

BAE Systems  
Barclays  
BASF  
BP  
Burberry  
Cable & Wireless  
Cadbury  
Deutsche Bank  
ExxonMobil  
GBRD  
GlaxoSmithKline  
HSBC  
KPMG  
L'Oréal  
M&S  
Nomura  
Orange  
Rolls Royce  
Santander  
Standard and Poor's  
Tesco  
Vodafone



# Public Programmes

Communicaid is delighted to announce our 2012 Culture and Communication Skills Public Programmes. We have included many previous favourites as well as exciting new programmes in response to feedback from our clients.

These public programmes offer you the opportunity to get to grips with many of the most important culture and communication challenges affecting international organisations. You will learn from expert trainers in a lively and interactive environment with delegates from a wide range of industries.

## New in 2012

- Managing Global Talent
- Effective Global Human Resources Management
- Effective Virtual Working (virtual training)
- Effective Global Virtual Working (virtual training)

## Who Will Benefit?

- Global team managers
- Outsourcing professionals
- Marketing and sales teams
- Operation/Production directors and teams
- Global HR, Learning and Development and Talent Managers
- Native and non-native English speakers

## Location

All programmes take place at our London training centre.

## Cultural Awareness

Our Cultural Awareness programmes are aimed at enabling you to successfully forge long-lasting, profitable relationships with culturally diverse counterparts. Presented by expert trainers with extensive first hand experience in their respective fields, these programmes will assist you to:

- Become more equipped to conduct business on an international stage
- Gain a better insight into the cultural issues at play when working globally
- Work more effectively when part of or managing a multicultural team

## Communication Skills

Communicaid's Communication Skills programmes will help you to improve your ability to communicate more effectively not just with clients but also with colleagues, suppliers and other contacts. In 2012, we offer a choice of presenting, interpersonal, negotiating and writing skills programmes that are aimed at helping you to:

- Achieve the desired positive impact for your communication
- Engage your audience and build positive rapport more effectively
- Persuade and build confidence in your readers

To book your place or discuss in-company solutions, please contact:

Communicaid  
+44 (0)203 370 8580  
public@communicaid.com

# Doing Business in China



The most populous country in the world, the People's Republic of China continues to see foreign companies race to invest in its companies and industries. A country of etiquette and ceremonies, understanding Chinese cultural, ethical and business values is paramount for any organisation wishing to conduct business in today's rapidly progressing China.

'Doing Business in China' has been designed to provide you with the necessary knowledge to ensure your success and combines in-depth background information with hands-on practical advice.

## Locations, Dates & Fees

London

21 March, 21 June & 20 November

Individual Fee: £550 per delegate  
Group Booking: £495 per delegate

All sessions are from 10am - 5pm with  
one hour for lunch

Lunch & refreshments included

Please note that local taxes may apply

## Benefits

This programme provides you with:

- A framework for understanding Chinese business culture
- Analysis of cultural values and behaviours prevalent in China
- Discussion of the potential issues involved in establishing business in China
- Practical strategies for working more effectively with Chinese counterparts

## Who should attend?

Anyone considering or already:

- Doing business with China
- Establishing a network of Chinese suppliers
- Experiencing the challenges of working in China
- Employing Chinese nationals within their organisation

## Programme content

- China and the Chinese: Confucianism and the Chinese mind; Chinese language or languages?
- Chinese economy: facts and statistics; Modern China; the implications of the 'Open Door'
- Working and doing business in China: company structures and key characteristics; etiquette; relationships and 'Guanxi'; values at work
- Communicating with the Chinese: meeting styles and organisation; Chinese vs. Western communication styles; decision-making process and how to reach agreement

## Related courses

Negotiating with the Chinese



## Negotiating with the Chinese

### Benefits

This programme provides you with:

- An understanding of the impact of key cultural values and attitudes on negotiations in China
- An enhanced ability to adapt your communication style and develop skills to be more effective when negotiating with the Chinese
- Improved skills and confidence to help you make a good first impression when negotiating with the Chinese
- Practical strategies to avoid cultural misunderstandings or faux-pas when negotiating with Chinese counterparts

### Who should attend?

Anyone who:

- Negotiates regularly with Chinese government officials, suppliers and business partners
- Will be negotiating directly in China rather than through a third party for the first time
- Identifies and initiates relationships with Chinese counterparts who will be involved in future negotiations
- Would like to adopt their negotiation skills to be more effective in the Chinese context

### Programme content

- Understanding of core Chinese cultural values and their impact on negotiations
- Review of key negotiation skills and styles
- Awareness of Chinese perceptions and expectations of you
- Building relationships and trust through the negotiation process
- Reaching agreement and expressing disagreement
- Key business and social etiquette for negotiating with the Chinese

As global organisations increasingly invest in China's prosperous and competitive market, the need to negotiate effectively with Chinese counterparts is paramount to the success of any business venture. Transferring your negotiation skills effectively to the Chinese context requires a highly complex set of cultural skills and understanding of Chinese business and social culture.

Understanding Chinese business culture and key concepts such as face and Guanxi is essential for anyone responsible for negotiations with Chinese counterparts. 'Negotiating with the Chinese' is an ideal follow on to 'Doing Business in China' as it will build on your existing knowledge of Chinese culture and provide you with the awareness, knowledge and skills you need to navigate China's complex working, communication and negotiation styles.

## Locations, Dates & Fees

London

22 May & 13 November

Individual Fee: £550 per delegate  
Group Booking: £495 per delegate

All sessions are from 10am - 5pm with one hour for lunch

Lunch & refreshments included

Please note that local taxes may apply

# Doing Business in India



Indian culture is complex, having been shaped by a variety of influences ranging from Hindu philosophy to British colonialism over thousands of years. More recently, spectacular economic growth and the explosion of offshore outsourcing and manufacturing have brought even greater economic and social changes to India and its population.

'Doing Business in India' addresses the cultural issues related to working in or with India and is ideal for professionals who wish to understand India and its people better with the aim of building more successful business relationships.

## Locations, Dates & Fees

London

27 March, 19 June & 11 September

Individual Fee: £550 per delegate

Group Booking: £495 per delegate

All sessions are from 10am - 5pm with one hour for lunch

Lunch & refreshments included

Please note that local taxes may apply

## Benefits

This programme provides you with:

- A framework for understanding Indian business culture
- Analysis of cultural values and behaviours prevalent in India
- Discussion of the potential issues involved in establishing business in India
- Practical strategies for working more effectively with Indian counterparts

## Who should attend?

Anyone considering or already:

- Outsourcing to India
- Doing business with India
- Establishing a network of Indian suppliers
- Experiencing the challenges of working in India
- Employing Indian nationals within their organisation

## Programme content

- India overview: a country of contrasts; historical and political overview; languages in India
- Religions, customs and peoples: Indian identity; religion and its influence; importance of the family; attitudes to and perceptions of foreigners
- The economic and business environment: current economic climate and the big changes of the 90s and 00s; key sectors in India and the growth of consumerism; structure and hierarchy of Indian companies
- Communication and culture: Indian management and communication styles; establishing successful business relationships; approaches to decision-making



## Doing Business in Japan

### Benefits

This programme provides you with:

- A framework for understanding Japanese business culture
- Analysis of cultural values and behaviours prevalent in Japan
- Discussion of the potential issues involved in establishing business in Japan
- Practical strategies for working more effectively with Japanese counterparts

### Who should attend?

Anyone considering or already:

- Doing business with Japan
- Travelling regularly to Japan
- Establishing a network of Japanese suppliers
- Experiencing the challenges of working in Japan
- Employing Japanese nationals within their organisation

### Programme content

- Introduction to Japan: core values and cultural norms; history, society and culture; Japanese economy; Japanese attitudes to the West
- Japanese behaviour: taboos and inappropriate behaviour; social contacts
- Navigating Japanese business culture: Japanese company structure; objectives and values; corporate values; work ethic; key considerations
- Etiquette in the work place: business leadership; teamwork vs. individualism; upward mobility; business communication styles
- Socialising for business: building relationships
- Body language: misunderstandings and how to avoid them

Japan has a strong sense of hierarchy, honour and etiquette which creates a minefield of potential challenges for Western businesses. Understanding Japanese cultural, ethical and business values is paramount to any organisation wishing to conduct business in today's rapidly progressing Japan.

'Doing Business in Japan' has been designed to provide you with the necessary knowledge to ensure your success and combines in-depth background information with hands-on practical advice.

## Locations, Dates & Fees

### London

28 March, 26 June & 29 November

Individual Fee: £550 per delegate  
Group Booking: £495 per delegate

All sessions are from 10am - 5pm with one hour for lunch

Lunch & refreshments included

Please note that local taxes may apply

# Doing Business in the Middle East



The Middle East is a region with a population of 150 million and still growing. It is a significant emerging market, not only because of its clear potential but also because it brings with it long established links with Asian, former Soviet and African markets. The shift by certain Arab countries such as Oman and the United Arab Emirates to openly court foreign investment has further encouraged international business endeavours.

Like doing business in the West, organisations doing business in the Middle East need to understand who they are dealing with – their markets, their clients and their competition. However, there are many preconceptions and stereotypes of the Middle East that may obscure your understanding of your counterparts' true values, attitudes or motivations.

'Doing Business in the Middle East' has been designed to help you prepare for your dealings in Bahrain, Jordan, Kuwait, Lebanon, Oman, Qatar, Saudi Arabia and the United Arab Emirates and will provide you with the necessary knowledge, in-depth background information and hands-on practical advice to ensure your success in these countries.

## Locations, Dates & Fees

### London

13 March, 13 June & 25 September

Individual Fee: £550 per delegate

Group Booking: £495 per delegate

All sessions are from 10am - 5pm with one hour for lunch

Lunch & refreshments included

Please note that local taxes may apply

## Benefits

This programme provides you with:

- A framework for understanding business culture in the Middle East
- Analysis of cultural values and behaviours prevalent in the Middle East
- Opportunities to discuss potential issues involved in establishing business in the Middle East
- Practical strategies for working more effectively with counterparts in the Middle East

## Who should attend?

Anyone considering or already:

- Setting up business in the Middle East
- Travelling regularly to the Middle East
- Experiencing the challenges of working with the Middle East
- Recruiting and employing Middle Eastern nationals within their organisation

## Programme content

- Breaking down stereotypes and perceptions of the Middle East
- Key cultural values in the Middle East
- Communication styles in the Middle East
- Cultural etiquette for both social and professional contexts
- Communicating in English in the Middle East
- When and how to use written communication
- Cross-cultural competencies for more effective relationship building and communication
- Non-verbal communication and listening habits
- Dealing with culture clash: what happens when different cultures meet
- Developing concrete strategies for more effective working in the Middle East



## Doing Business in South East Asia

### Benefits

This programme provides you with:

- An overview of the region
- A framework for conducting business across the region
- An insight into South East Asian social and business culture
- A better understanding of the commonalities and contrasts between the ten countries that comprise South East Asia
- Practical strategies for doing business more effectively with South East Asian counterparts

### Who should attend?

Anyone considering or already:

- Working in or travelling to the region
- Considering doing business in any country or countries of South East Asia
- Developing a network of suppliers from one or more South East Asian countries
- Experiencing the challenges of doing business across the region
- Employing South East Asian nationals within your organisation

### Programme content

- Historical, political and social overview of the ten countries that comprise South East Asia
- South East Asian culture: religion, language, beliefs and customs
- Shared cultural values and attitudes across the region: hierarchy, face and harmony
- The regional business environment: management and working styles; meetings and decision making; building relationships
- South East Asian business communication and negotiation styles
- Challenges and solutions for doing business across South East Asia: developing practical strategies

A vast region spanning all countries geographically south of China, east of India and north of Australia, the countries of South East Asia comprise 560 million people and a gross domestic product of more than \$1,100 billion. With established South East Asia economies such as Singapore and Malaysia combined with new emerging economies such as Vietnam and Laos, the region continues to offer significant investment opportunities.

This one day 'Doing Business in South East Asia' programme has been specially designed to help you understand the vast free trade area of the region. Our leading expert will provide you with invaluable tools and techniques to make your business venture in a specific country or countries of South East Asia a success and will offer a platform to discuss specific experiences and challenges that you have.

### Locations, Dates & Fees

London

20 March & 23 October

Individual Fee: £550 per delegate

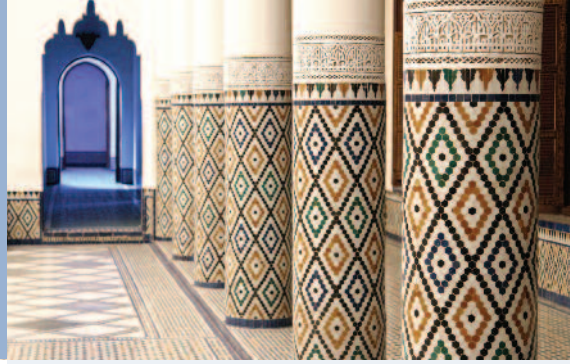
Group Booking: £495 per delegate

All sessions are from 10am - 5pm with one hour for lunch

Lunch & refreshments included

Please note that local taxes may apply

# Doing Business in North Africa



Recent civil unrest and political upheaval in many parts of North Africa during what is now commonly known as the 'Arab Spring' have led many international organisations to rethink their strategy in this region and to consider new business opportunities. Business competition in these opening markets will be tough and many organisations may find it all too easy to forget the cultural and practical challenges of doing business in this part of the world.

Organisations doing business in the emerging markets of North Africa need to understand who - as well as what - they are dealing with - their markets, their clients and their competition. Doing business in North Africa can be challenging but also extremely rewarding for organisations that take the time to build relationships with their counterparts and to adapt to their different working styles and practices.

'Doing Business in North Africa' has been designed to help you to be more effective in Morocco, Algeria, Tunisia, Libya and Egypt through increased cultural sensitivity and hands-on, practical advice.

## Locations, Dates & Fees

London

17 May & 8 November

Individual Fee: £550 per delegate  
Group Booking: £495 per delegate

All sessions are from 10am - 5pm with one hour for lunch

Lunch & refreshments included

Please note that local taxes may apply

## Benefits

This programme provides you with:

- A framework for understanding business culture in North Africa
- Analysis of cultural values and behaviours prevalent in North Africa and their impact on doing business in the region
- Opportunities to discuss the potential issues involved in doing business specifically in Morocco, Algeria, Tunisia, Libya and Egypt
- Practical strategies and tools for working more effectively with counterparts in North Africa

## Who should attend?

Anyone considering or already:

- Developing new business in North Africa
- Travelling regularly to North Africa for business
- Experiencing the challenges of working with North African contacts

## Programme content

- Breaking down stereotypes and perceptions of North Africa
- Impact of recent events and political change on the region
- Commonalities and contrasts across the region
- Key cultural values in North Africa
- The impact of Islam on social and business cultures in North Africa
- Verbal and non-verbal communication styles in North Africa
- Business and social etiquette when doing business in North Africa
- Developing concrete strategies for more effective working across North Africa
- Practical tips for travelling in the region



## Doing Business in France

### Benefits

This programme provides you with:

- A framework for understanding French business culture
- Analysis of cultural values and behaviours prevalent in France
- Discussion of the potential issues involved in establishing business in France
- Practical strategies for working more effectively with French counterparts

### Who should attend?

Anyone considering or already:

- Doing business with France
- Establishing a network of French suppliers
- Experiencing the challenges of working in France
- Employing French nationals within their organisation
- Working on a joint venture or project with French colleagues or partners

### Programme content

- An overview of France: economic, political and historical context
- A cultural framework for doing business in France
- French management, decision making and negotiating styles
- How to build relationships with your French contacts
- Communicating with the French: language, non-verbal communication, interpersonal interaction
- Practical considerations: Do's and Don'ts for business success in France

France is an attractive choice for foreign investment offering a skilled workforce, modern infrastructure and a superb location for trading with the rest of the European Union. Taking advantage of these benefits, however, requires businesses to work within the uniqueness of French culture and to understand the French way of doing business.

'Doing Business in France' will help you and your organisation to overcome these challenges, maximise your investments in France and provide you with key tips and strategies to ensure successful relations with your French colleagues and clients.

### Locations, Dates & Fees

#### London

15 March & 4 October

Individual Fee: £550 per delegate  
Group Booking: £495 per delegate

All sessions are from 10am - 5pm with one hour for lunch

Lunch & refreshments included

Please note that local taxes may apply

# Working Effectively Across Cultures



When working with counterparts from other cultures you may have been frustrated by the fact that they do things in ways that are fundamentally different to your own. Perhaps their priorities in the workplace are different to yours or they seem to be sending you mixed messages. These different cultural attitudes and behaviours are instilled early on in life and expressed in the way we behave and interact. Everything we do is influenced by our cultural preferences, from the way we stand and talk, to the way we deal with superiors, conflict and decision-making. These intuitive and deeply founded differences can lead to substantial cross-cultural miscommunication and faux-pas if they are not correctly understood or interpreted.

In an increasingly competitive global marketplace, being able to work effectively across cultures is more than a nice-to-have skill. It is now a key competency for all employees. 'Working Effectively across Cultures' will develop your global competencies through an increased awareness of the cross-cultural values, attitudes and behaviours that impact on the workplace, allowing you to communicate more effectively and efficiently across cultures.

## Locations, Dates & Fees

London

14 March, 20 June & 6 September

Individual Fee: £550 per delegate  
Group Booking: £495 per delegate

All sessions are from 10am - 5pm with  
one hour for lunch

Lunch & refreshments included

Please note that local taxes may apply

## Benefits

This programme will provide you with:

- An understanding of underlying cross-cultural attitudes, values and behaviours and their impact on the workplace
- Analysis of key variations in business communication styles across cultures
- An increased awareness of your own communication style and working preferences and how this impacts counterparts from other cultures
- An awareness of key global competencies needed when working internationally
- Practical tools and strategies for communicating more effectively across cultures

## Who should attend?

Anyone who:

- Works in an international environment or on global projects
- Works with an international client base or multicultural team
- Travels regularly overseas for business
- Communicates increasingly with colleagues in other countries
- Experiences the challenges of working with counterparts from other cultures

## Programme content

- Introduction to culture and global competence
- The impact of cross-cultural values, attitudes and behaviours on work
- Perceptions, stereotypes and expectations across cultures: how you are seen
- Cross-cultural communication styles: high/low context, non-verbal
- Virtual communication across cultures
- Self-assessment exercises
- Language issues: communicating in English as an international language
- Developing your global competence: awareness, skills and strategies
- Practical tools and strategies for communicating more effectively across cultures



## Effective Global Leadership

### Benefits

This two-day programme will provide you with:

- An increased awareness of culture and its impact on you as a global leader
- An understanding of how communication styles impact global business and leadership
- Improved communication skills to positively interact and lead colleagues in a global context
- Enhanced leadership skills to more effectively inspire and motivate people across cultures
- An opportunity to share your experiences of global leadership with people in a similar role
- Practical strategies to improve leadership of and relationships with global counterparts

### Who should attend?

Anyone who:

- Leads an international or multicultural team either at home or abroad
- Manages global projects with counterparts around the world
- Has been identified as a potential global leader of the future
- Experiences the challenges of leading across cultures

### Programme content

- Overview of key cultural drivers and their impact on global leadership
- Perceptions, stereotypes and expectations across cultures
- Cross-cultural leadership styles and working preferences
- Creating impact: adapting your communication style for more effective global leadership
- Managing change, ambiguity and conflict across cultures
- Tips for dealing with the challenges of matrix management across borders
- Effective virtual global leadership: practical challenges and solutions
- Intercultural competence for global leadership: personal skills development
- Practical tools and strategies for leading more effectively across cultures
- Leadership self-assessments, models of excellence and personal action planning

Operating globally and across increasingly diverse geographies is now the norm for most large organisations. Organisations that are successful internationally require their managers and leaders to adopt a global mindset. Styles and approaches that work well at home, when leading organisations or managing people, are often less effective in a global context. Excellent global leaders are able to flex their natural style and adapt their default behaviours when necessary according to the culture and context where they are working.

Communicaid's two-day 'Effective Global Leadership' programme will improve your global leadership skills by increasing your understanding of culture and how it impacts cross-cultural communication, working relationships and leadership styles. You will have the opportunity to develop strategies to understand and improve your global leadership style and be better equipped to appropriately and effectively respond to any cross-cultural challenge as a leader.

### Locations, Dates & Fees

#### London

30-31 May & 6-7 November

Individual Fee: £995 per delegate

Group Booking: £895 per delegate

All sessions are from 10am - 5pm  
with one hour for lunch

Lunch & refreshments included

Please note that local taxes may apply

# Managing International Teams



Now more than ever, there is greater opportunity for international collaboration for global and virtual teams. The benefits this brings are obvious but less so are the frustrations, challenges and conflicts of dealing daily with individuals from different cultures.

'Managing International Teams' has been designed to help you understand your international counterparts and colleagues more effectively, allowing you to select and deploy some of the elements of their cultures to maximise teamwork and strengthen group performance and co-ordination.

## Locations, Dates & Fees

### London

6 March, 24 May, 5 September  
& 21 November

Individual Fee: £550 per delegate  
Group Booking: £495 per delegate

All sessions are from 10am - 5pm with  
one hour for lunch

Lunch & refreshments included

Please note that local taxes may apply

## Benefits

This programme provides you with the tools to:

- Develop a greater awareness of the values, attitudes and behaviours of different cultures
- Communicate more effectively - both face-to-face and remotely - with colleagues from other cultures
- Benefit practically from the different ideas and approaches of team members from other cultures
- Plan and coordinate working in cross-cultural teams
- Manage cross-cultural conflict with greater success

## Who should attend?

Anyone who:

- Has a global function within their organisation
- Regularly manages international project teams
- Manages or collaborates with team members from different cultures

## Programme content

- Cross-cultural issues at work: benefits and challenges of cross-cultural team working; cross-cultural values and attitudes within teams; working practices and styles
- Strategies for international team building; organisational culture and the concept of a 'third culture'; strategies and solutions for effective team working
- Achieving successful communication within your team: English as the language of international communication; how to cope with the challenges of virtual communication

## Related courses

Working Effectively across Cultures,  
Effective Global Virtual Working



## Effective Global Virtual Working (virtual training)

Delivered via a virtual platform, this programme allows delegates to experience “best practice” virtual communication and develop skills for effective global virtual working.

### Benefits

This programme will provide you with the tools to:

- Understand the cultural drivers that create different working and communication styles
- Develop practical strategies to counter the challenges of remote global communication
- Select the appropriate medium and communication style for each particular context
- Communicate more effectively with colleagues based remotely

### Who should attend?

This programme is aimed at anyone who:

- Has a global function within their organisation
- Regularly works as part of virtual international project teams
- Liaises with clients and colleagues based in overseas locations or offices
- Relies on emails, telephone calls and video conferences to communicate with international counterparts

### Programme content

- Cross-cultural values and attitudes affecting virtual and remote working
- Cultural perceptions and assumptions: how we are perceived
- Practical challenges and solutions for global virtual and remote working
- Forming, managing and measuring virtual relationships
- Best practice recommendations to harness more effectively the benefits of global virtual working

### Related courses

Working Effectively across Cultures  
Effective Virtual Working

It is now an everyday occurrence to find ourselves exchanging emails with contacts around the world or joining conference calls with overseas colleagues or clients. Many employees now work as part of a matrix structure and are managed by someone from another part of the world or manage a geographically dispersed team. Others regularly work on international joint ventures or project teams drawing together expertise from several continents.

Global organisations are keen to harness the expertise of international employees worldwide while maximising the cost benefits of virtual working. However, all too often they ignore a fundamental management principle - that global virtual workers must be fully integrated, managed and motivated. Cultural differences in communication styles and working practices can easily become amplified and cause a loss of efficiency and money if not addressed and channelled appropriately.

Aimed at those who manage or work with geographically dispersed colleagues, this interactive two hour ‘Effective Global Virtual Working’ virtual training programme is designed to help you to understand the benefits and challenges of virtual global working.

## Locations, Dates & Fees

### Online

18 April, 22 June, 18 September & 16 November

Individual Fee: £175 per delegate  
Group Booking: £150 per delegate

This session runs from 9am - 11am

Please note that local taxes may apply

# Managing Global Talent



Global talent is the greatest strength of successful international organisations, yet many companies struggle to effectively attract, develop and retain a talented workforce. Careful talent management and succession planning across global operations can be extremely challenging as well as time consuming due to the diverse needs of local markets and populations. Maximising human capital effectively across the globe requires a subtle combination of global best practice, local understanding and awareness of the impact of cultural orientations on workplace behaviours and motivations.

'Managing Global Talent' offers in-depth insights into the challenges and opportunities facing organisational development, leadership and talent management teams in global organisations and helps you to identify the qualities and competencies needed to give your global talent pool the competitive edge. Training provides you with greater awareness of the complex cultural issues at play when transforming high performers into future leaders.

## Locations, Dates & Fees

### London

25 April & 15 November

Individual Fee: £550 per delegate  
Group Booking: £495 per delegate

All sessions are from 10am - 5pm with one hour for lunch

Lunch & refreshments included

Please note that local taxes may apply

## Benefits

This programme provides you with:

- An understanding of cultural drivers that motivate and incentivise employees across different geographies
- A comparison of key people management styles across cultures
- Practical strategies for managing and developing talent across cultures
- A take-away toolkit for developing best practice for global talent management

## Who should attend?

This programme is aimed at:

- Global HR, Organisational Development, Leadership Development and Talent Managers
- International assignment or relocation specialists
- People managers working in an international role

## Programme content

- Cultural drivers affecting global working practices
- Expectations and perceptions of people management and development across cultures
- Understanding the global mindset: qualities and attributes for effective global working
- Assessing and developing a global mindset in your workforce
- Preparing local talent for global roles
- Practical strategies, techniques and tools for more effective global talent management and succession planning



# Effective Global Human Resources Management

## Benefits

This programme provides you with:

- A greater awareness of attitudes towards management, development and reward across cultures
- Communication strategies for global HR
- A comparison of key people management styles across cultures
- Practical strategies for evaluating HR processes and practices across cultures

## Who should attend?

This programme is aimed at:

- Global HR, Organisational Development, Learning & Development and Talent Managers
- People managers working in an international role

## Programme content

- Layers of cultural priorities: organisational, national and functional
- Cultural drivers affecting global working practices
- People management styles and perceptions across cultures
- Attitudes and responses to feedback, development and reward across cultures
- Shared global HR best practice
- Practical techniques for evaluating and adapting global HR processes

One of the greatest challenges for global HR managers is striking the balance between organisational priorities and local requirements. Global organisations require HR managers to work in close partnership with business leaders to develop processes and practices that are consistent across their geographies but that also have the flexibility to accommodate local realities.

Policies in recruitment, reward and remuneration, diversity and inclusion, performance management and learning and development need to be designed in such a way that they are effective in all locations. Managing poor performance, overseeing graduate recruitment and identifying training needs to name but a few are all HR processes that are perceived, interpreted and implemented differently across cultures.

'Effective Global Human Resources Management' enables delegates to share and reflect on their own global HR practices against an intercultural framework. The programme offers in-depth insights into the challenges and opportunities of developing and aligning global HR policies and provides practical strategies for implementation across the globe.

## Locations, Dates & Fees

London

26 April & 16 November

Individual Fee: £550 per delegate  
Group Booking: £495 per delegate

All sessions are from 10am - 5pm  
with one hour for lunch

Lunch & refreshments included

Please note that local taxes may apply

# Effective Business Writing

In today's busy working environment it is essential to produce clear and professional written communication to tight deadlines.

This programme is aimed at equipping participants with the confidence and skills to produce professional written communication, be it a report, proposal or email. It will build understanding of the key elements of good writing such as planning, style, audience awareness, punctuation and grammatical accuracy.

By the end of a highly intense and interactive day all attendees will display more confidence in their ability to draft effective business correspondence.

## Locations, Dates & Fees

### London

8 March, 10 May, 12 June, 12 July,  
4 September & 22 November

Individual Fee: £450 per delegate  
Group Booking: £405 per delegate

All sessions are from 10am - 5pm with  
one hour for lunch

Lunch & refreshments included

Please note that local taxes may apply



## Benefits

This programme provides you with the tools to:

- Speed up the writing process
- Develop a professional, reader-friendly written style
- Expand the range of language you are able to use
- Edit your own and others' written work more effectively
- Improve the presentation of your business documents

## Who should attend?

Anyone who:

- Needs to write a large number of business documents at speed
- Would like to refresh their knowledge of sentence structure, grammar and punctuation
- Currently relies on colleagues and supervisors to edit their work
- Would like to develop a more professional business style

## Programme content

- Key principles of good writing
- Importance of planning and organisation
- Editing skills
- Punctuation and grammatical review
- Language expansion
- Passive or active voice
- Linking and sequencing your ideas
- Tone and register
- Document types and approach

## Related courses

Writing with Impact  
Professional Email Writing



## Writing with Impact

### Benefits

This programme provides you with the tools to:

- Express complex ideas and issues effectively in your written communication
- Write documents that get read
- Build rapport with your readers
- Write to influence, persuade, motivate and inspire
- Write punchy documents that produce a desired response

### Who should attend?

Anyone who:

- Needs to ensure that their written communication is read and acted upon
- Produces sales and marketing literature
- Writes documents that require a decision or action
- Has already attended Communicaid's 'Effective Business Writing' programme

### Programme content

- Review of key principles of good writing
- Techniques for creating impact
- Language to persuade and influence
- Techniques for emphasis
- Making your writing memorable
- How to build warmth and rapport
- Writing to your audience

### Related courses

Effective Business Writing  
Professional Email Writing

In order to ensure that your communication is read and acted upon, you need not only to write competently, but also write with impact. While a document may be correctly written and well structured, there is often a distinct absence of the sophisticated and targeted language necessary to influence, inspire and persuade. What is more, the correct use of register, tone and degree of warmth is often missing which can seriously impact how your message is received and acted upon.

This one-day 'Writing with Impact' course will provide you with the high level skills necessary to communicate more effectively with your audience. You will gain a competitive advantage and develop your ability to write more persuasive and reader-focused documents.

## Locations, Dates & Fees

### London

15 May & 27 September

Individual Fee: £450 per delegate  
Group Booking: £405 per delegate

All sessions are from 10am - 5pm with one hour for lunch

Lunch & refreshments included

Please note that local taxes may apply

# Professional Email Writing

Email offers organisations and their employees an instant and cost-effective medium for internal and external communication. However, what was originally envisaged to be an informal and fast form of interaction has now become the default communication vehicle. This has produced inherent dangers for organisations that wish to project a professional communication image as well as protect against the liability of employee negligence.

Poor spelling, ineffective layout or inappropriate choice of vocabulary all impact on the audience, with consequences ranging from simple misunderstandings through to risked reputations and loss of business. 'Professional Email Writing' has been designed to help you avoid such pitfalls and will assist in enabling you to create the desired impact and convey your electronic message more effectively.

## Locations, Dates & Fees

London

19 April, 3 July & 16 October

Individual Fee: £450 per delegate  
Group Booking: £405 per delegate

All sessions are from 10am - 5pm with  
one hour for lunch

Lunch & refreshments included

Please note that local taxes may apply



## Benefits

This programme provides you with the tools to:

- Develop a friendly but professional email style
- Prevent embarrassing email gaffes
- Ensure your emails receive the attention they deserve and are acted upon quickly
- Avoid becoming an 'email slave'

## Who should attend?

Anyone who:

- Corresponds regularly with clients and colleagues by email and would like to improve their professional style
- Needs to improve the speed and effectiveness of their email correspondence
- Would like to develop their rapport with virtual correspondents
- Would like to improve their online customer service skills particularly when responding to difficult situations

## Programme content

- Email overview: pros and cons of using email; email diagnostic
- Principles of professional writing: clarity; conciseness; organisation and structure; presentation and formatting
- Style considerations for email: language choice; your audience (tone; message and purpose)
- Building rapport through email (enhancing virtual relationships)
- Email etiquette: opening and closing; attachments; copying, replying, forwarding; when is email not appropriate?
- Editing your emails: tips; grammar and punctuation

## Related courses

Effective Business Writing  
Writing with Impact



# Grammar & Punctuation for Business Communication

## Benefits

This programme will provide you with the tools to:

- Ensure that your writing reflects your level of professional competency
- Become a confident and efficient business writer
- Write business documents more accurately and professionally
- Save time and embarrassment
- Ensure your reader is focused on the content of your writing

## Who should attend?

Anyone who:

- Requires more confidence when writing emails, proposals, documents, etc.
- Needs to refresh their knowledge of English grammar and punctuation
- Relies on colleagues to correct their written work

## Programme content

- Grammatical terminology
- Simple and complex sentence structure
- Common pitfalls in English grammar
- Punctuation rules and trends
- Commonly confused words
- Proofreading for grammar, punctuation and spelling errors

## Related courses

Effective Business Writing  
Writing with Impact  
Professional Email Writing

The age of electronic communication has brought countless benefits to organisations and employees worldwide. Being able to communicate via email, instant message and social forums has resulted in significant cost savings and enhanced profitability for companies. While there are numerous benefits of embracing these new technologies, organisations cannot be oblivious to the lack of structure and grammar that these new communication channels encourage.

The ability to write clearly and correctly is still one of the key ways for organisations to differentiate themselves from their competitors. Recent research, however, has shown that most graduates lack the ability to write well.

This programme will provide you with easy to use rules of English grammar, punctuation and spelling in a lively and non-threatening environment enabling you to become a more confident and accurate business writer.

## Locations, Dates & Fees

### London

24 April & 11 October

Individual Fee: £450 per delegate  
Group Booking: £405 per delegate

All sessions are from 10am - 5pm with one hour for lunch

Lunch & refreshments included

Please note that local taxes may apply

# Influencing & Negotiating Skills



At work, we frequently need to influence the behaviour and decision-making of peers, reports and superiors as well as take part in more formal negotiations. Whether upwards or sideways within your own organisation, or with external clients or suppliers, there will be times when you want people to see things from your point of view.

Becoming more aware of the impact you have on others as well as understanding what drives your counterpart's opinion and position is vital in order to become proficient in influencing and negotiating.

## Locations, Dates & Fees

London

29 May & 9 October

Individual Fee: £450 per delegate  
Group Booking: £405 per delegate

All sessions are from 10am - 5pm with one hour for lunch

Lunch & refreshments included

Please note that local taxes may apply

## Benefits

This programme will provide you with:

- A more positive and confident approach to influencing and negotiating
- An awareness of different negotiating styles and how to respond to them
- More personal impact when communicating internally and externally
- Greater awareness of your current influencing style and techniques for more effective ways of influencing

## Who should attend

Anyone who:

- Needs to build relationships and influence others within or outside your organisation
- Has a role which requires you to influence rather than manage
- Takes part in or leads price or other types of formal negotiations
- Manages potentially difficult relationships with clients and other external contacts

## Programme content

- Identifying your existing style: influencing styles and preferences
- Choosing a communication style and approach that works
- How to expand your sphere of influence
- Pre-negotiation preparation, setting objectives, win-win and fall back positions
- The negotiation cycle
- Understanding the 'other side': their perceptions and expectations
- Developing your emotional intelligence
- The role of non-verbal communication

## Related courses

Interpersonal Effectiveness



## Interpersonal Effectiveness

### Benefits

This programme will provide you with the tools to:

- Understand and adopt the principles of effective interpersonal communication
- Network and build rapport and trust
- Handle difficult situations with professionalism
- Be a more effective communicator in a wide range of work-related scenarios and contexts

### Who should attend?

Anyone who:

- Requires more confidence when interacting with colleagues and clients
- Needs to refresh and develop their existing skill set
- Has experienced challenging interpersonal situations

### Programme content

- Making sense of the message you give and receive: clarity, active listening, avoiding misunderstandings
- Building relationships: rapport and empathy, networking
- Interpersonal dynamics: others' perceptions and expectations; style switching
- Delivering difficult messages: giving feedback, how to say 'no'
- Effective influencing: assertiveness, creating shared vision

### Related courses

Influencing and Negotiating Skills  
Communicating with Impact

The importance of good interpersonal skills in the work place cannot be underestimated. The ability to build rapport and trust, to present ourselves and our ideas with clarity and professionalism and to be able to handle challenging situations is invaluable. With an ever-increasing reliance on virtual methods of communication, the opportunity to practise and develop our interpersonal skills in a professional context has diminished.

When situations arise which require something other than written communication, whether it be delivering a difficult message, handling a complaint or building a new relationship, we can sometimes find that we lack the key interpersonal skills required to achieve the best results.

'Interpersonal Effectiveness' will provide you with the opportunity to refresh and develop these core skills in a lively, open and highly interactive environment, enabling you to become more confident and effective interpersonally.

## Locations, Dates & Fees

### London

16 May & 25 October

Individual Fee: £450 per delegate  
Group Booking: £405 per delegate

All sessions are from 10am - 5pm  
with one hour for lunch

Lunch & refreshments included

Please note that local taxes may apply

# Presenting with Impact



Whether you are presenting your organisation's products to potential clients, presenting your ideas within your own organisation or taking part in industry events of conferences, the ability to present with confidence and clarity is essential. It is surprising how even experienced presenters suffer from anxiety and nerves before delivering an important presentation. Understanding your audience's expectations and reactions can really help you to adapt your style and pitch your presentation to their specific requirements.

'Presenting with Impact' will enable you to re-evaluate your own skills and existing presentation style and will equip you with additional skills and techniques so that you can prepare and deliver excellent presentations that are engaging, credible and impactful.

## Locations, Dates & Fees

### London

3 May & 20 September

Individual Fee: £450 per delegate  
Group Booking: £405 per delegate

All sessions are from 10am - 5pm with one hour for lunch

Lunch & refreshments included

Please note that local taxes may apply

## Benefits

This programme provides you with:

- Greater confidence when giving presentations
- New techniques to enhance your existing presentation skills
- The ability to interpret and engage your audience
- The opportunity to practise and assess your current strengths and presentation skills
- The skills to use and control your voice more effectively when giving presentations

## Who should attend?

Anyone who:

- Would like to take their existing presentation skills to the next level
- Needs to present to large audiences
- Regularly makes formal presentations or speak at meetings in English
- Delivers internal training or induction programmes

## Programme content

- How to understand and engage with your audience
- Awareness of your own impact
- Preparing your presentation: avoiding 'death by PowerPoint'
- Techniques for managing nerves, particularly with large audiences
- Effective use of voice: pacing, pausing, rhythm and intonation
- Non-verbal communication
- Using humour and anecdote
- Managing questions and interruptions
- Projecting confidence and authority



## Communicating with Impact

### Benefits

This programme provides you with:

- Increased awareness of your own communication style and areas for development
- Greater confidence in your ability to communicate effectively
- Practical tools and techniques to add impact to your communication
- The ability to interpret and engage your audience more effectively
- The opportunity to assess and enhance your existing skill set and identify areas for development

### Who should attend?

Anyone who:

- Would like to improve their communication skills with internal and external stakeholders
- Currently communicates with more senior colleagues or counterparts
- Is required to deliver difficult messages to large audiences
- Speaks at formal meetings or large events

### Programme content

- Self awareness – what is your communication style?
- Understanding others' communication styles
- Selecting the right communication mode for different contexts
- An understanding of when and how to switch style
- Communicating empathy and putting yourself in others' shoes
- Emotional Intelligence and rapport building
- Practical techniques for more confident communication

Whether managing others, working in a cross-functional project team, selling products and services or providing client support, excellent communication skills are crucial for all employees at any level within any organisation. Communicating well takes thought and effort and can make a significant difference when building client relationships, delivering change or engaging internal teams.

Communicaid's highly interactive 'Communicating with Impact' programme will enable you to evaluate and develop your own communication style and existing skill set. During this course you will have the opportunity to practise powerful new tools and techniques in a safe environment and you will take away practical steps for more credible and effective communication with any audience.

### Related courses

Interpersonal Effectiveness  
Writing with Impact

## Locations, Dates & Fees

### London

26 March & 13 September

Individual Fee: £450 per delegate  
Group Booking: £405 per delegate

All sessions are from 10am - 5pm  
with one hour for lunch

Lunch & refreshments included

Please note that local taxes may apply

# Effective Virtual Working (virtual training)



The last ten years have seen a rapid rise in the adoption of virtual working practices among organisations of all types and sizes. In addition to increased productivity and reduced business costs, organisations are also benefiting from a more motivated workforce seeking a better work/life balance.

These opportunities, however, are often outweighed by the challenges that virtual working can bring. Poor communication, a lack of trust and employee disengagement can all too easily make virtual workers less effective. When organisations do prepare their virtual workers and teams, the focus tends to be on developing technology skills rather than on the interpersonal and communicative aspects of working in a virtual team or environment.

Aimed at those who manage or work remotely, this interactive two hour 'Effective Virtual Working' virtual training programme is designed to help you to understand the benefits and challenges of virtual working. Delivered via a virtual platform, this programme allows delegates to develop good practice for effective virtual working.

## Locations, Dates & Fees

### Online

17 April, 28 May, 7 September & 9 November

Individual Fee: £175 per delegate  
Group Booking: £150 per delegate

This session runs from 9am – 11am

Please note that local taxes may apply

Delivered via a virtual platform, this programme allows delegates to experience "best practice" virtual communication and develop skills for effective virtual working.

### Benefits

This programme will provide you with the tools to:

- Communicate more effectively with colleagues based remotely
- Develop practical strategies to counter the challenges of working virtually
- Leverage the benefits of working remotely

### Who should attend?

This programme is aimed at professionals who:

- Regularly work as part of virtual project teams
- Liaise with clients and colleagues based remotely
- Work regularly from home or satellite offices
- Rely on emails, telephone calls and video conferences to communicate with colleagues and counterparts

### Programme content

- Key definitions and concepts of virtual working
- Varieties of remote communication and tips for using each more effectively
- Practical challenges and solutions for virtual working
- Building and maintaining virtual relationships
- Recommendations and best practice for more effective virtual working



## Case Study

# Indian Cultural Awareness Training for Corus



### Background

Corus is Europe's second largest steel producer, providing steel and aluminium products and services to customers worldwide. Originally a British-Dutch merger, Corus is now a subsidiary of the Indian Tata Steel.

To coincide with their acquisition by Tata Steel, Corus approached Communicaid to provide an initial Indian cultural awareness raising intervention for all staff, from shop floor to senior management. As most staff had little or no exposure to India or Indian business culture, it was important that this first workshop was designed as an awareness raising introduction to Indian culture, business practices and customs.

### Training Objectives

The core aims of the programme were:

- To increase understanding of India, particularly Tata Steel's locations
- To raise awareness of Indian cultural values and working styles
- To provide advice, tips and practical strategies on how best to develop working relationships with Indian counterparts

### Challenges

Key challenges were seen as:

- Designing a flexible workshop that would be relevant and useful for all levels of Corus staff
- Ensuring a format that was both fun and meaningful
- Incorporating information about Tata Steel's corporate culture and brand values

### Training Approach

Communicaid recommended a group size of no more than 15 delegates to allow for maximum participation and interaction. Detailed conversations with Corus' human resources personnel enabled Communicaid to design a dynamic awareness raising workshop which included specific information on Tata Steel's geographies and brand values.

Initially the programme was offered to all London staff interested in learning more about their Indian counterparts. Based on the success of these first deliveries, Communicaid was then approached by teams at other Corus locations including Port Talbot and

Scunthorpe to adapt and deliver the workshop to meet their requirements. Since then training has also been delivered to Indian colleagues working on secondment in the UK.

### Proposed Solution

Communicaid designed interactive workshops based on the following key components:

- Context and background to India, including religion, geography and politics
- An in-depth understanding of underlying attitudes, values and behaviours
- Insights into working/business practices, structure, hierarchy and etiquette in Indian organisations
- An initial understanding of Tata Steel and its brand values

### Results

The workshops gave delegates the essential knowledge and skills to understand Indian business culture and build initial relationships with their colleagues at Tata Steel. Several months later, most delegates had had their first experiences of communicating with new Indian colleagues. Corus then asked Communicaid to facilitate a more advanced workshop for those employees working more closely with Indian colleagues based on practical case studies and evaluation of experiences so far. This allowed delegates to assess their learning to date, apply it to their own context and develop further strategies for building more successful relationships with Indian colleagues.

### Client Feedback

"Communicaid has provided informative Indian cultural awareness programmes, which are perfectly aligned with our objective of providing practical advice, tips and strategies on how best to develop successful working relationships with our Tata counterparts"

Annanya Sarin  
Head of Communications, Corus

# Case Study

## Communicating Effectively with Local Communities



### Background

Following Royal Assent of the Crossrail Bill, Crossrail Ltd was keen to continue its objective to raise awareness of the project and its benefits, and ensure that the local communities had the opportunity to discuss in detail how this project would affect them. The multicultural nature of London meant that Crossrail staff would be in contact with a diverse population. As an equal opportunities employer that embraces diversity, Crossrail Ltd commissioned Communicaid to develop the cross-cultural skills of its staff involved on this project.

Crossrail Ltd understands the importance of its employees being able to manage sensitive situations and questions from individuals from local communities more effectively in order to present a positive public image of the planned construction. They were particularly concerned about the opinions of residents of the Spitalfields area in East London.

### Training Objectives

- To raise staff awareness of how cultural differences can impact communication with the culturally diverse communities of central London
- To enable staff to present clear information about Crossrail to diverse local communities in a culturally appropriate way
- To help delegates minimise the barriers that the general public may face in getting information from Crossrail

### Challenges

The main challenges were seen as:

- Designing training that would equip delegates with the skills to communicate more effectively with a very wide range of diverse communities
- Delivering a short training programme that would have a real impact on delegates' behaviours
- Providing delegates with tangible skills to enable them to build rapport quickly with people from a wide range of cultural backgrounds
- Engaging with delegates with a wide range of functions from technical to administrative roles

### Training Approach

The training focused on developing Crossrail employees' understanding of the role that culture plays in communication. The programme was designed in order to provide delegates with the skills to engage with members of any community as opposed to focusing on just one or two groups. The skilled trainer also provided examples of specific groups and practice activities based on interaction with target communities such as the Sylheti or Traveller communities. Delegates were provided with detailed information packs on each of the local groups.



### Proposed Solutions

- Small group programmes were designed to maximise delegate participation and interaction
- Delegates were encouraged to evaluate their own attitudes and behaviours and the impact of these on local communities
- Training was highly interactive to encourage delegates to challenge their cultural assumptions and experience the impact of different communication styles and cultural behaviours

### Results

Feedback from each session was extremely positive. Delegates welcomed the opportunity to share experiences encountered to-date with colleagues and learn how culture plays a vital role in cross-cultural communication. After completing the training delegates were more confident and better equipped to carry out their role of engaging with local communities and communicating the benefits of the Crossrail project.

### Client Feedback

"Really enjoyed learning about different cultures and gaining an understanding of them."

"Really enjoyed the nature of the session – interaction was very good. Discussion character of the session was very impressive."

"Very thorough approach to communicating and demonstrating the power of effective communication."

## Trainer Profiles

**GR** is a highly experienced trainer and coach with a commercial background in sales and marketing within the insurance sector. She has a keen interest in personal development and change management and delivers a wide range of culture and communication training programmes including sales and influencing, interpersonal and negotiation skills.

GR has extensive experience managing large teams and has been involved in numerous high level negotiations and change management transitions.

**LC** is a seasoned Human Resources and training professional, with 27 years' experience in both strategic and "hands on" HR, working for blue chip companies in the financial services, B2B, publishing, airline and engineering companies in the UK, Europe and Asia-Pacific.

LC worked in Singapore as Human Resources Director for McGraw-Hill Asia-Pacific where she established the HR function for eleven growing businesses in Singapore, Taiwan, China, Hong Kong, Japan, Thailand, Australia and India. LC now works as a consultant providing HR training and advice, coaching and cross-cultural management programmes.

**PS** has over eleven years of experience in consultancy, human resources management and intercultural training and has lived in the UK, Poland, Egypt as well as her native Germany. Her key areas of expertise include global leadership, multicultural teams, international assignments, repatriation and cross cultural management.

PS now works as an intercultural training consultant in London. Her experience in the field of international HR project management involves working in areas of recruitment, organisational development, performance management and employee relations. More recently, PS has worked on several global leadership consultancy projects focusing on leadership, diversity, cross cultural issues and workforce development.

**HS** is an HR professional with over 15 years experience in and around the Far East. She has worked with senior management teams and individuals and has developed national and international personnel to a global standard. HS has worked with teams throughout the Asia Pacific and beyond in countries including Burma, Cambodia, Indonesia, Maldives, Nepal, Philippines, Thailand, Timor Leste and Vietnam.

Her experience spans the private, public and not for profit sectors and includes a wealth of diverse, management, HR and Learning and Development projects. Now, settled back in her native UK with her family, HS works as a coach and consultant for all levels of management on all areas of HR and business management. HS is fluent in English, French and Thai.

**DM** has travelled extensively throughout her 30 year professional career, and has visited more than 135 countries on five continents. She has been travelling to the Middle East regularly since 1978.

**DM** was Middle East Sales Manager for a Fortune 500 IT company for several years in the 1990s and early 2000s, running a territory from a regional hub in Dubai that extended throughout the Middle East and North Africa. She was also responsible for marketing and public relations, including print and broadcast media.

Her earlier career was spent at a major supplier of banking technology, based in London, where she opened and developed markets, again in the Middle East, as well as in India, Pakistan, Australia, South Africa and Japan.

**SJ** is a consultant specialising in outsourcing and cross-cultural issues affecting relationships between India and Europe. He has been involved in the software industry, predominantly in India and the UK, but he has also worked in Germany, Austria, Sweden, Switzerland, Japan and France. He now provides training and consultancy for global organisations building relationships between Europe and India.

SJ spent the first 17 years of his career working for Larsen and Toubro, India's largest engineering group, as a software developer and in sales and marketing. In 1993, SJ relocated to London and was responsible for sales and marketing, business development, brand building and commercial negotiations.

**CW**, Communicaid's Culture and Communication Manager, has extensive experience of developing culture and communication skills training programmes for a wide range of cultures and multicultural groups. In recent years, CW has assisted many of our clients to understand the important role culture and communication plays in international business and relations including Cadbury, GlaxoSmithKline, Rolls Royce and Sony.

CW's training background spans 18 years in the UK as well as overseas in France and Spain. She has worked across all major sectors designing and delivering communication skills training to senior managers and directors. CW is responsible for the management of all Communicaid Cultural Awareness and Communications Skills programmes.

**DS** is an experienced facilitator, coach and consultant specialising in management performance and effective communication. He has 15 years of experience in learning and development and works with major multinationals and public bodies across diverse sectors including pharmaceutical & biotech, technology, telecomms, government and financial services. His key focus is on creating sustainable and measurable performance improvement among high-potential, middle and senior managers.

DS has particular expertise in leadership and management excellence, influencing and negotiating skills, effective communication and presence, change management and emotional intelligence. DS's background is in marketing and he was also Head of Export for the UK branch of one of the world's largest multi-national manufacturers, Linde AG, where he developed and managed a global, multi-million pound business. In his spare time, DS facilitates and coaches on international leadership programmes for WYSE International, a charity affiliated to the United Nations.

# Other Services

## Personalised Solutions

In addition to our public Culture and Communication Skills programmes, Communicaid also provides training and consultancy in the following areas:

### 1. Communication Skills

Communicaid offers a range of Communication Skills training programmes for both native and non-native speakers of English. Our programmes include:

- Advanced Writing Skills
- Report Writing
- Email Writing
- Proposal Writing
- Presentation Skills
- Negotiation Skills
- Speech Training
- Interpersonal Skills

### 2. Cultural Awareness

Communicaid offers a range of Cultural Awareness programmes to maximise international business communication:

- Pre-secondment cultural awareness preparation
- Country/region specific business awareness
- Cross-cultural awareness
- Building international teams
- Working in remote teams
- Cross-cultural mergers and acquisitions

### 3. World Languages

Communicaid delivers intensive and extensive (ongoing) foreign language training. In 2011, Communicaid delivered 100,000+ hours of training in more than 65 world languages and dialects.

### 4. Professional English Language

Communicaid is one of Europe's leading providers of professional English language training. Providing training to both the expatriate UK market as well as overseas markets, Communicaid specialises in the following areas:

- Business English
- Banking and Financial English
- Legal English
- Insurance English
- English for Marketing and Sales
- Medical English

Many of Communicaid's English programmes are designed and delivered by dual-qualified trainers (industry professionals as well as linguists).

For more information on any of the above programmes or to discuss how Communicaid can assist you with your culture and communication skills needs, please contact:

Communicaid  
+44 (0)203 370 8580  
[public@communicaid.com](mailto:public@communicaid.com)

Image sources: Getty Images / istockphoto.com





# what our clients say...

"The programme was very relevant and interesting. The trainer used his own real life experiences together with current case studies to highlight key issues facing multinationals operating in China. It was exactly what I was looking for."

HR Director - Business Growth  
Pilkington (UK)

"Fabulous programme and greatly appreciated. I would highly recommend it to others."

Human Resources Business Partner  
Cadbury (USA)

"The programme provided the chance to interact with individuals with outstanding first hand experience of Libya."

Supervisor  
ExxonMobil (UK)

"The Japanese briefing, delivered to key De Beers LV personnel, provided not only an invaluable insight into working effectively with our Japanese counterparts but also an understanding of Japanese society and values - key to the success of our new operations in Japan."

HR Manager  
De Beers LV (UK)

"Communicaid provided a briefing on Sweden which was both wide-ranging and tailored to my particular needs. A year later, now in Sweden, I can say without doubt that the briefing has been of value to me."

Financial Controller  
BNFL/Westinghouse (Sweden)

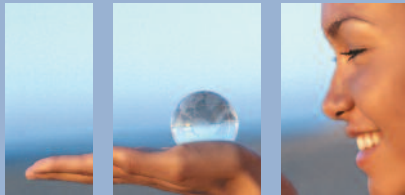
"The Living & Working in France programme provided my wife and me with a very useful and stimulating insight into general and corporate French culture. It was well researched and equally relevant to both of us. Communicaid delivered exactly what we needed to prepare us for the French way of life."

Director  
Insignia Bourdais (France)

"I enjoyed the opportunity to discuss intercultural matters with an expert. I also appreciated the depth of analysis."

Human Resources  
Unicredit (Italy)

Cultural Awareness  
& Communication Skills  
2012 Programme Directory



LONDON

Communicaid  
Mitre House  
12-14 Mitre Street  
London EC3A 5BU  
United Kingdom

T: +44 (0)203 370 8580  
F: +44 (0)203 370 8501  
E: [public@communicaid.com](mailto:public@communicaid.com)  
W: [www.communicaid.com](http://www.communicaid.com)

PARIS

Communicaid  
4 rue d'Astorg  
Paris  
75008  
France

T: +33 (0)1 77 71 25 85  
F: +33 (0)1 77 71 25 86  
E: [info@communicaid.fr](mailto:info@communicaid.fr)  
W: [www.communicaid.fr](http://www.communicaid.fr)