**Training Fiche Template**

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| **Title** | CROSS CULTURAL MANAGEMENT | |
| **Keywords (meta tag)** | multicultural approach, Empowerment, dual perspective, International team, key factors, motivation, Another approach, Co-constructing, intercultural challenge, Means and methods, human dimension, adapted tools | |
| **Language** | ENG | |
| **Objectives/ Goals/ Learning outcomes** | Understand a multicultural environment, Manage a multicultural team in an international environment/ Optimize your management to improve your results/ Facilitating communication, organization, integration/ Enhance and grow your international business | |
| **Training area: (Select one)** | | |
| Strategies for Internationalisation | |  |
| E-commerce, international and digital marketing | |  |
| Social selling | |  |
| Sociologic and cultural aspects of Extra EU Export | | **X** |
| **European Qualification Framework (EQF)** | | |
| Level 3 | |  |
| Level 4 | | **X** |
| Level 5 | |  |
| **Description** | This training module aims at explaining what cross-cultural management is. Intercultural management is a management method that consists of implementing strategies and techniques to manage the differences induced by the cultures of individuals within a professional organization.  This module allows you to appropriate the culture of your interlocutor and to respect his values.  It is about mastering communication with foreign interlocutors or those from different cultures.  Working in an international environment requires learning how to manage from a distance and motivate multicultural teams towards common goals.  This module explains how to take advantage of a multicultural team in an international context to generate more wealth and value for the company.  Having a dual perspective and implementing good practices increases the chances of success and performance. | |
| **Contents arranged in 3 levels** | **Module name: Cross Cultural Management**  **1 Unit name: Introduction**  1.1 Section name: Introduction  1.2 Section name: Objectives  1.3 Section name: Goal  **2 Unit name: Communicate**  2.1 Section name: Be a good listener  2.2 Section name: To take care of your expression  2.3 Section name: Controlling your emotions  **3 Unit name: Managing at a distance**  3.1 Section name: Establish the rules define the roles  3.2 Section name: Use adapted tools  3.3 Section name: Maintain team spirit  **4 Unit name: Motivate**  4.1 Section name: The multicultural approach  4.2 Section name: Empowerment and trust  4.3 Section name: The key factors of motivation  **5 Unit name: Having a dual perspective**  5.1 Section name: Another approach  5.2 Section name: International team and multiculture  5.3 Section name: Co-constructing the future and optimizing  **6 Unit name: Good practices**  6.1 Section name: The intercultural challenge  6.2 Section name: Means and methods  6.3 Section name: The human dimension | |

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| **Glossary** | **Multicultural**: The term multicultural expresses a de facto situation, the reality of a society composed of several cultural groups whose cohesion is maintained in accordance with a certain number of values and norms, whereas the term intercultural explicitly affirms the reality of a dialogue, a reciprocity  **Co-construction:** is a process based on the shaping of interactions between actors so that, as they interact, they develop agreements aimed at making definitions relating to a change, a project or a work method compatible. | |
| **Self-evaluation (multiple choice queries and answers)** | **1. Who is concerned by cross cultural management?**  a) only the manager  b) people, who are working abroad  **c) all the working people worldwide**  **2. How communicate with your interlocutor?**  **a) listen first, take care of your oral and written expression**,  b) stay focused on your subject  c) put your emotion first  **3.How to succeed in your management at distance?**  a) let everybody be free to use their own tools  b) consider that people are available at any time  **c) Establish the rules, define the role and maintain a team spirit**  **4. How motivate your team?**  a) Only to give financial incentives  b) **set objectives together, recognize the competence, allow a certain autonomy** **in action**  c) set objectives for each person while compartmentalizing information  **5. how to master a dual perspective?**  **a) To have a vision focused on the objectives and a broad vision according to the specificities**  b) Work at the team level with a global vision  c) Integrate a multicultural team by establishing a pre-established work framework | |
| **Toolkit (guidelines, best practices, checklist, lessons learned…)** | **Name** | Best practices collection (?) |
| **Description** | Best practices collection with the support  of all partners (?) |
| **Link of interest / filename** | TBD |
| **Resources (videos, reference link)** | <https://lecolefrancaise.fr/formation-management-interculturel/?esl-k=google-ads|nx|c|m|k|p|t|dc|a15485768620|g15485768620&gclid=Cj0KCQjwteOaBhDuARIsADBqRej4jvhoXWpXzAQFj422sjwM5D2DAO-zaLAx2WXvy4IHxC3MCOWlr3MaAupJEALw_wcB>  <https://www.appvizer.fr/magazine/ressources-humaines/girh/management-interculturel>  <https://www.manager-go.com/management/management-interculturel.htm>  <https://www.libe.ma/Le-management-interculturel-une-necessite-dans-un-monde-ultra-mondialise_a122997.html>  https://fr.globalvoices.org/2014/03/03/163958/  <https://www.youtube.com/watch?v=Uj56IPJOqWE>  <https://www.youtube.com/watch?v=iEZ-Ltyf7UU>  <https://olgaciesco.fr/cles-comprendre-analyser-gestes-mains/>  <https://www.pagepersonnel.fr/advice/entreprises/d%C3%A9veloppement-et-retention-de-vos-salari%C3%A9s/nos-10-conseils-pour-motiver-votre>  <https://www.timetopitch.com/post/les-cles-pour-motiver-et-federer-son-equipe>  <https://www.dynamique-mag.com/article/7-cles-pour-motiver-et-impliquer-les-equipes.3400>  <https://www.coachhub.com/fr/blog/management-de-performance-levier-de-motivation-pour-les-collaborateurs/>  <https://sebastien-baert.com/expertise/consultant-management-interculturel/>  <https://www.welcometothejungle.com/fr/articles/conseils-rituels-equipe-multiculturelle>  <https://travailetequilibre.com/2015/04/29/management-concilier-exigence-et-bienveillance/>  <https://regards-interculturels.fr/2021/09/videoconference-comment-briser-la-glace-a-distance/>  <https://www.learnlight.com/fr/articles/comment-reussir-a-manager-une-equipe-multiculturelle/>  <https://www.cadremploi.fr/editorial/conseils/conseils-carriere/bonnes-pratiques-manageriales>  <https://www.matthieu-tranvan.fr/management/15-bonnes-pratiques-management-moderne.html>  https://www.potentiel-humain.eu/management-interculturel-comment-gerer-ses-equipes/  <https://job-alliance.com/10-trucs-pour-favoriser-lintegration-dun-travailleur-etranger/>  <https://www.bdc.ca/fr/articles-outils/employes/recruter/integration-nouvel-employe-les-etapes-incontournables>  <https://www.connexion-emploi.com/fr/a/les-competences-interculturelles-un-avantage-aupres-des-recruteurs-allemands> | |
| **Related material** | To be implemented | |
| **Related PPT** | Crosscultural management | |
| **Bibliography** | <https://www.cairn.info/revue-le-journal-des-psychologues-2007-2-page-70.htm>  https://www.cairn.info/revue-humanisme-et-entreprise-2009-2-page-77.htm | |
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