

CROSS-CULTURAL COMMUNICATION



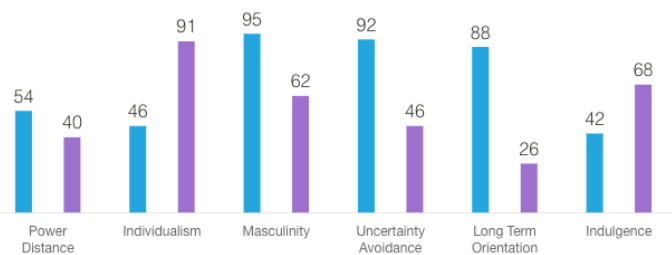
TEMPLAR ADVISORS

Build meaningful relationships, and communicate more effectively, across the cultural divide.

Interacting successfully with colleagues from disparate cultures impacts both bottom lines and career progression. Cross-cultural training facilitates better relationships and reduces misunderstanding.

The ability to start conversations, navigate delicate topics, and give sensitive feedback in an objective manner, whilst building relationships – and avoiding loss of face – is a core skill for senior non-Japanese bankers operating in Japanese firms.

KEY ELEMENTS OF CULTURAL UNDERSTANDING



JAPAN vs US, viewed through Hofstede's Six Cultural Dimensions

The Dutch psychologist Geert Hofstede defines culture as, "the collective programming of the mind which distinguishes the members of one human group from another".

Building awareness about these differences and how they impact on the way we build relationships and communicate is essential in any organization that draws on the talents of employees from different cultural backgrounds.

COURSE OUTLINE

We'll talk to you about your objectives, the people attending the workshop, and the kinds of cross-cultural issues you want to work on. The training is then tailored to suit your aims.

The Cultural Dynamic: High / Low context Cultures – The role of 'face' – The Japanese decision-making process.

Building Trust: setting the 'Trust Equation' within a Japanese context – Developing trust with Japanese stakeholders as a cultural 'outsider'

Communicate Effectively: Opening conversations (especially pitfalls) – Delicate conversations – Delivering sensitive feedback – Verbal and non-verbal cues (the use of silence, eye contact, body language) – Speaker talk vs Listener talk – Different persuasion styles.

Difficult conversations: Handling pushback - Securing commitment

"Culture is more often a source of conflict than of synergy. Cultural differences are a nuisance at best and often a disaster."

Geert Hofstede

HOW TEMPLAR HELPS

We coach people on how to navigate cultural differences in order to build better relationships and communicate more effectively with their Japanese stakeholders.

Applicable for:

- Relationship building and stakeholder management with Japanese colleagues
- Communicating with Japanese colleagues across all levels of the organization
- Budget discussions, Investment committees, ExCo & OpCo discussions, interviewing candidates, year-end reviews (peer or senior).

BIOGRAPHY



A client-facing banker in Asia for over 20 years, David Morgan specialized in foreign equity sales into Japanese financial institutions.

He has a deep knowledge of Asian financial markets and a broad understanding of the cultural diversity in Asia. His career has seen him posted to Australia, Japan, Singapore and Hong Kong.

This experience has given David a deep understanding of the communication challenges that both Japanese and foreigners face in the Japanese business world and the challenges that Japanese encounter when interacting outside Japan.

David coaches in both English and Japanese languages.