

Seminar 3: Reconciling Management's dilemmas

❖ One or two day training

Content

- Introduction to cross-cultural management
 - o Consequences for the corporate culture
 - o Influences in Management, Leadership and strategy

- Typical dilemmas of modern companies
 - o Leadership style: becoming corporate servant
 - o Status : Ascribing the achievers
 - o Training: Club Med Vs. Boot Camp
 - o Assessment systems
 - o Competition Vs. Collaboration

- Discovering the dilemmas
 - o Internet Vs. face to face
 - o International growth Vs. local spread
 - o Innovation Vs. Cost reduction
 - o Economies of scale Vs. Economies of scope
 - o Cult of secrecy Vs. faith in transparency
- Reconciliation of the Dilemmas

Optional (day 2):

- Communication simulation game
- Team communication simulation game
- Russian cultural tips (for foreigners)
- Facing and understanding cultural shock

Why?

Usual managers base their decision making on binary, opposite options basis: Is it good or bad, should we do this or not, etc... But the business world is more complex than such short-term visions. Success is indeed the result of reconciling two opportunities that may have appeared opposite.

Should we think local or global? Do we need to concentrate on our customers or our employees? Should we cut cost or invest in R&D? Compromise is not the best solution as neither option is fully enforced, hence creating frustrations devastating in the future.

Through sets of dilemmas top managers have to face continuously, we develop new ways of thinking and of communicating. Although they have been reviewed earlier, the reconciliation outcome is created as a group, thus involving all, even the most resistant to change...