



LTS training and consulting

## BESIG 2012

### **Making the transition from business English trainer to intercultural trainer**

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#### **Some questions**

What is intercultural training?

What skills and qualities does an intercultural trainer need?

What can a business English trainer bring to the intercultural trainer role?

How can you develop your skills for intercultural training?

#### **Intercultural training is ..**

'.. training that helps people acquire the knowledge, attitudes (awareness) and skills to communicate and function effectively with cultures other than their own.' (Robert Kohls)

#### **Knowledge (Cognitive)**

Facts and figures about a culture

What behaviour will be well or badly viewed

Cultural do's and don'ts

Knowing some of the key cultural issues - time, hierarchy, task/relationship, etc.

#### **Describing behaviour**

Describe to each other a typical kind of behaviour in your culture or in a different culture where you have lived or which you know well. Explain why this behaviour is important, and what the reaction would be if a foreigner behaves differently, e.g. ways of greeting (shake hands, kiss, hug, etc.), ways of requesting things

#### **Attitudes and awareness (Affective)**

Awareness of one's own culture – behaviour, norms, attitudes, values, communication styles

Awareness of other cultures norms, values, etc.

Realising what is normal to you may not be normal to other cultures

Interpreting before evaluating (DIE model – describe / interpret / evaluate)

Awareness of potential cultural gaps

#### **What is normal?**

What are some examples of 'normal' behaviour in your culture?

What examples have you found of 'normal' behaviour in other cultures, but which you considered strange or very different?

#### **Skills (behavioural)**

Being able to stand back – describe before interpreting or evaluating

Adjusting your behaviour

Modifying your communication style – direct or indirect, formal or informal, etc.

Modifying your use of English (where appropriate)

Mirroring your counterparts' style

Showing patience, tact and resilience

### **Skills and qualities needed as an intercultural trainer**

Experience with other cultures  
Knowledge about other cultures – norms, values, etc.  
Being open to experiences  
Meta-cognition and self awareness  
Empathy  
High emotional intelligence  
Skills and experiences in using exercises and activities to raise awareness

### **Skills and qualities brought by business English trainers**

Experience with other cultures  
Knowledge about some (usually implicit, from experience)  
Good teaching / training skills  
Ability to impart knowledge and (language) skills

#### **Business English training**

Trainer as expert  
Imparts knowledge and skills  
Can tell a learner when they are 'right' or 'wrong'  
New skills can be tested

#### **Intercultural training**

Trainer as facilitator  
Helps to impart knowledge, awareness and skills  
Helps learners to reflect on their experiences and set goals for future behaviour  
Changes in attitude and behaviour difficult to measure

### **Good intercultural training activities**

Raise awareness  
Give new insights  
Help people shift perspectives  
Engage with people's emotions and give people an 'aha' moment  
Help develop new skills  
Are instructive and fun

### **Types of intercultural training**

Culture training for relocation  
Awareness raising workshops for working internationally or with a multicultural workforce  
Culture-specific workshops for mergers, acquisitions, joint ventures, outsourcing, etc.  
Courses for working in international teams  
Intercultural communication in higher education  
Culture awareness workshops for immigrant workers and their hosts – health workers, hotel and catering staff, care workers

### **Useful follow-up**

*International Business Communication* – Robert Gibson (OUP and Cornelsen)

*In Search of Intercultural Understanding* - Patrick L. Schmidt (Meridian World Press)

*Working Across Cultures* – Adrian Pilbeam (Pearson)

*The Mindful International Manager* – Jeremy Comfort & Peter Franklin (Kogan Page)

*Delta Intercultural Academy* – [www.dialogin.com](http://www.dialogin.com)

**Developing intercultural training skills** – a 5-day train the trainer course at LTS in Bath.

Eligible for Grundtvig funding. See [www.lts-training.com/ICTTcourse.htm](http://www.lts-training.com/ICTTcourse.htm)

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