

Effective Global Communication for Leaders

Final Project by Starla Sharpe

Cultural Issues in Organizations (OLT 515)

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As my final project, I have chosen the topic of “Effective Global Communication for Leaders.” This paper will encompass training for expatriates on assignment to India who will be training the management staff including team leads, supervisors, managers, and senior leaders on how to best communicate effectively with global business partners. As the HRD executive at Sharpe Global Consulting (*my company for the purposes of this assignment*), my team and I are making a conscious effort to understand the Indian culture prior to sending any of our consultants to India. This is using a centralized approach to facilitate adaptive training for their leaders.

Overview of Sharpe Global Consulting

Sharpe Global Consulting (SCG) is a leading, global leadership development and diversity training firm headquartered in the United States. SGC offers over 100 training courses in the fields of corporate communication, public relations, personality assessments, leadership development, human resources, recruiting, and much more. Our mission is to equip our expatriates with the knowledge needed to lead productive, efficient, effective, innovative, engaging, and participative trainings regardless of where they may live throughout the world.

Target Audience

This training is for expatriates of SGC on assignment to India who will be training people leaders at a small company called “The Source Net.” The Source Net is an Indian-based customer service firm that offers around-the-clock services as well as multiple language options at a fraction of the cost to any company they support. The Source Net Company typically employs individuals who are all a part of the Indian culture that are fluent in English.

The training consultants or expatriates at SGC are experienced individuals who have backgrounds in training facilitation and the other fields mentioned, but they are new to the Indian culture and effective communication models.

Intercultural Issue

The Source Net Company hired SGC as they are preparing to grow to support global companies in the customer service arena. They have identified a few barriers to their cross-cultural communications and have hired SGC to assist with mediating and training their leadership staff so that they may provide training to their staff. Some of the issues posed stemmed from ethnocentrism and how their staff responded to customers, some language barriers, and a disconnect from the agents who are providing the customer experience with their intended customers.

According to Hofstede’s 6-D Model (2022), India scores highly in the Power Distance dimension. This indicates that there is an appreciation for hierarchy and a top-down approach to structure. As a result, SGC has conducted additional research on the Indian culture in order to learn how to communicate best with their leadership so that they may pass the information learned down to their staff. Due to the cultural differences between the United States and India, we anticipated the Indian cultural language to likely be severely different from the US culture and English language. As such, SGC has crafted a one-day training on effective global communication.

Behavioral Objectives

By the end of this training, expatriates should be able to complete the following for the client in India:

- Identify and address any language barriers.
- Describe the process of how to effectively communicate with peers and subordinates.
- Enhance their knowledge of how to communicate with global customers clearly and concisely.
- Recognize the cross-cultural differences in areas supported globally.
- Identify how to properly educate themselves on the applicable culture in which they are doing business.
- Encourage open communication to get people from all walks and backgrounds moving in the same direction to achieve a common goal.

One-Day Global Communication Course Outline

- I. Introduction and Welcome (30 minutes)
- II. Communication 101: The Basics (2 hours)
 - a. Importance of Communication
 - b. Types of Communication
 - i. Telephone
 - ii. Online/Electronic
 - iii. Written
 - iv. Face-to-Face
 - v. Third-Party (Translator)
 - c. Understanding Your Audience
 - d. Active Listening
 - i. Open Communication
 - ii. Creating an Environment of Feedback
- III. Effective Communication (2 hours) + **30-MINUTE LUNCH BREAK**
 - a. What is Global Communication
 - b. Building Trust Amongst Your Teams
 - c. Mindfully Listening
 - d. Asking the Right Questions
 - e. Conflict Resolution
 - f. Tips and Tricks to Effectively Communicate Globally
- IV. Communication Barriers (1.5 hours)
 - a. Common Language Barriers
 - b. Empathy in Communication
 - c. Crucial Conversations
 - d. Proper Responses to Global Customers
- V. Understanding Bias (1 hour)
 - a. Types of Bias
 - b. Emotional Intelligence
 - c. Researching Cultures

- d. Cultural Differences and Cultural Sensitivity
- VI. Wrap-Up (30 minutes)
 - a. Assessment
 - b. Questions and Answer Session
 - c. Evaluation

Training Assessment Model

According to our book, HRD professionals must be aware of the impacts of language, both verbal and non-verbal, and recognize the cultural aspects that impact the delivery of training globally and adjust accordingly to have effective training across cultures.

Model: Plan > Develop Questions > Choose the Data Collection Method > Analyze Data

1. At the end of the full one-day training, instruct expatriates to do a “cool down” of the training. This would be built into the time allocated for the training.
2. A list of 25 questions about the content covered would be included to test their knowledge and retention of the training. This test would be administered by the expatriate electronically or by written, as applicable.
3. All assessments would need to be passed with a grade of 80% or better.
4. Anyone failing the assessment would need to meet with the expatriate after training to analyze the content area in which they were missing or not understanding.

Keeping Kirkpatrick’s evaluation model in mind, I would also provide an end-of-class survey to expatriates to assess the training’s effectiveness and determine if there is adequate change. This would include a list of questions to improve the training and maximize the Behavioral change.

Project Implementation Timeline

Task	Tentative Timeline
Gathering Training Requirements	1 week
Identify Stakeholders	2 days
Determine the Type of Training Needed	2 days
Discuss Goals and Objective of Training	4 days
Training Method and Technology	2 days
Content Creation	3 weeks
Build Assessments	3 days
Travel Logistics	1 week
Training Budget	1 week
Go Live/Implementation	8.5 weeks

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