

### Program Description

The economic landscape of the world is changing rapidly and becoming increasingly global. Companies in developed as well as developing economies must be aware that market opportunities, critical resources, top talent, cutting-edge ideas, and competitors wait not just around the corner in the home market but increasingly in distant regions of the world as well. How successful a company is at understanding emerging markets and appreciating the challenges globally depends significantly on how intelligent it is at discerning and interpreting the dynamic world in which it operates. Creating a global mindset is one of the central ingredients required for building such intelligence.

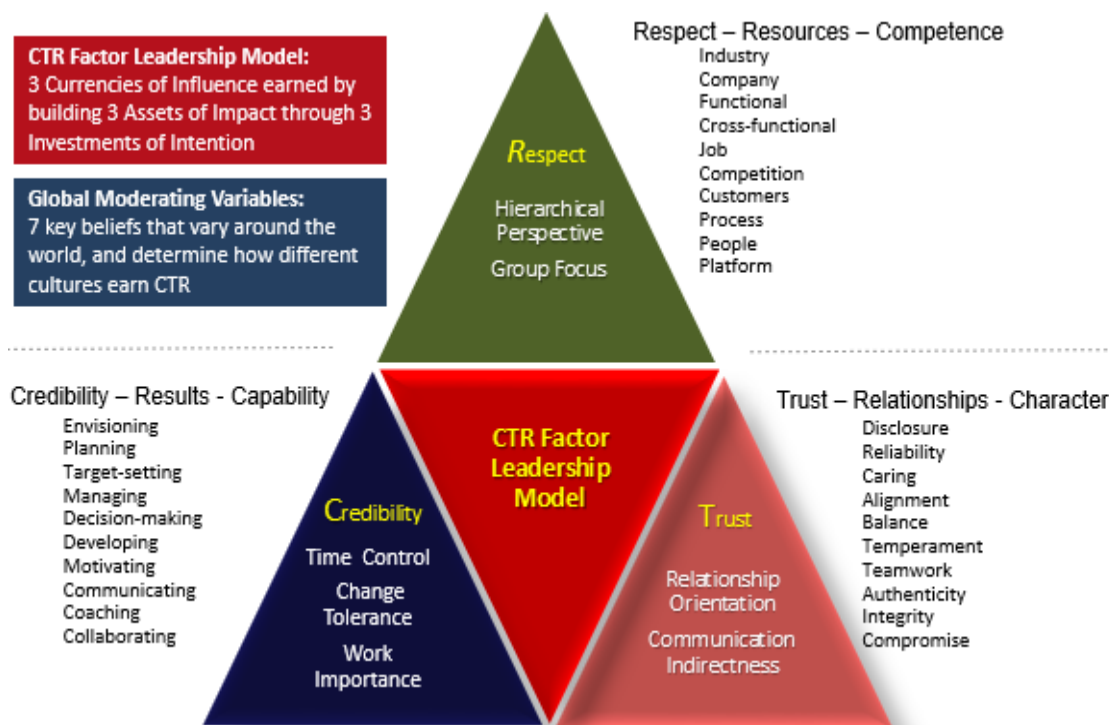
Education about how cultural norms match up to organizational requirements, and inherent alignments and conflicts. Exposure to fundamental pitfalls like soft-pedaling on accomplishments, communicating team successes versus individual achievements, being too laidback under pressure, and not balancing results and relationships effectively. Experience the importance of promoting self-achievements, having a sense of urgency, owning our development, being a subject matter expert and also exploring unconscious biases that may shadow over relationship building with other cultures.

CTR Factor will conduct a self-discovery approach using our proprietary Global Moderating Variables (GMV) model assessment. The GMV model examines cultural difference on seven fronts:

- Hierarchical Perspective
- Group focus
- Relationship Orientation
- Communication Indirectness
- Time Control
- Change Tolerance
- Work Importance

This dynamic evaluation will uncover key leadership perspectives and values on these seven dimensions that may affect employee performance and brand, as well as written and verbal communication styles. Understanding and embracing the undercurrents of these culturally driven behaviors enable employees to leverage their strengths, maximize their performance, and highlight their accomplishments more effectively, leading to better performance.

### Global Moderating Variables (GMVs) Leadership Model



#### Learning Session 1

##### **Cultural Dexterity:**

##### **The Introduction to Global Moderating Variables Learning Series Introduction**

During learning session one, employees will learn about top fundamentals of global cultural traits and understand how these behaviors and unconscious bias can add value to or hinder their performance, leadership, branding and communication every day. This holistic program will address how an understanding and application of CTR Factor Model, cultural strengths, global moderating variables and weaknesses can accelerate the elevation of cultural awareness.

#### Learning Session 2

##### **Cultural Dexterity: RESPECT GMV**

##### **Hierarchical Perspective**

The way people view authority and power, how much they defer to people in authority, whether they feel entitled to express themselves, and how empowered they feel to make independent decisions and take the initiative.

##### **Cultural Dexterity: RESPECT GMV**

##### **Group Focus**

Whether people see responsibility and accomplishment as achieved through individual effort or collective effort, and whether they identify themselves as individuals or as members of a group.

#### Learning Session 3

##### **Cultural Dexterity: TRUST GMV**

##### **Relationship Orientation**

The importance and time devoted to building relationships and developing trust, and whether trust and relationships are considered a pre-requisite before working with someone.

##### **Cultural Dexterity: TRUST GMV**

##### **Communication Indirectness**

The way societies communicate, including the use of verbal and non-verbal expression, the amount of background information people need for understanding, and how directly or indirectly people speak.

#### Learning Session 4

##### **Cultural Dexterity: CREDIBILITY GMV**

##### **Time Control**

The degree to which people believe they can control time and adhere to schedules or whether schedules are seen as deadlines or estimates. It also includes whether schedules or people are considered more important.

##### **Cultural Dexterity: CREDIBILITY GMV**

##### **Change Tolerance**

The perception of how much control people think they have over their lives and destiny, and their comfort with change, risk-taking, and innovation.

#### Learning Session 5

##### **Cultural Dexterity: CREDIBILITY GMV**

##### **Work Importance**

Whether people live to work or work to live, whether they can achieve status in a society by trading personal time for the opportunity to advance.

##### **Cultural Dexterity: GMV RECAP**

##### **Capstone Session**

This recap module brings it all together by having participants apply the techniques learned in the previous sections to specific professional and personal situations.