



SIETARINDIA

Society for Intercultural Education
Training and Research

Sietar India Inaugural Conference

**More Masala for the Melting Pot:
Sharing Cultures and Competence for
Collaboration**

**17-19 August 2006
Bangalore, India**

The Grand Ashok Hotel
Kumara Krupa High Grounds
Bangalore, INDIA



The Society for Intercultural Education Training and Research (SIETAR)-India is a non-profit association of educators, researchers and trainers from a wide range of practical and academic disciplines who share a common concern for intercultural relations. SIETAR-India provides an opportunity to learn from and share with colleagues in the intercultural arena and advance the body of knowledge and practice in the field.

SIETAR-India is part of the global network of SIETAR organizations, including SIETAR USA, SIETAR Europa and SIETAR Japan. Established in 1974, SIETAR has over 3500 members worldwide with affiliates in many countries. SIETAR holds Non-Governmental Organisation (NGO) status with the United Nations and the Council of Europe.

For more on SIETAR visit SIETAR Europa's website: <http://www.sietar-europa.org/>



Welcome to SIETAR India's Inaugural Conference!

More Masala for the Melting Pot: Sharing Cultures and Competence for Collaboration

The ability to communicate, collaborate and create across cultural difference is being recognized as a critical professional, personal and societal competence for the 21st century. While this phenomenon is world-wide, it is a salient feature of a changing India. The growing number of people working internationally in India, either virtually or actually, the need to enhance education that prepares Indians to be “glocal” citizens, and the reality of the regional, linguistic and communal diversity of India are only some of the areas where the impact of culture is increasingly being felt.

The purpose of the SIETAR-India inaugural conference is to provide a forum for the exchange of ideas, techniques, strategies, theories, tools and creative expression useful to fostering effective intercultural relations and thus to develop ourselves as intercultural practitioners and the intercultural field.

Professionals from any discipline that deals with intercultural issues and fields in which intercultural work is exercised and applied are encouraged to attend.



The Program

The SIETAR India inaugural conference program offers 14 concurrent sessions by sterling intercultural practitioners in the areas of training, consulting, coaching and facilitation as well as sessions on education and academic research. The program offers a balance of presenters from India and their counterparts from France, Germany, the Netherlands, Thailand, the UK and the US.

We are honored to have three outstanding guest speakers address the conference: Hema Ravichander, Sharad Sharma and Dr. Mathew Chandrankunnel.

Ms. Ravichander will tell us, after a decade of leading Human Resources at Infosys, why intercultural work is so close to her heart. Mr. Sharma, who during his tenure at Symantec Corporation fostered the highest innovation intensity across all company locations worldwide, will speak on intercultural challenges in IT. Finally, Dr. Mathew Chandrankunnel will ask us to reflect on culture and the way forward for India and humanity.

As important as the presenters and speakers, our program also creates many opportunities for the participants at the SIETAR India inaugural conference to connect with their colleagues from across the city, across India and across the globe to share knowledge, viewpoints and coffee. At the inaugural reception and gala evening we will enjoy entertainment and conviviality in our intercultural community.



Inaugural Speaker: Hema Ravichander

For over a decade, Ms. Hema Ravichander, was the global head of the human resources at Infosys Technologies Ltd. In a study conducted by Business Today in 2002, Ms Ravichander was identified as one of India's top 25 young executives: the only woman to figure in that list. Dataquest selected Ms. Ravichander as one of the six IT Superwomen.

Keynote Speaker: Sharad Sharma



Going through Adolescence in a Changing World: Intercultural Challenges before the Indian IT Industry

The last few years has seen a dramatic rise of Indian multi-nationals in the IT industry. There has also been an explosion of micro-multinationals (i.e. startups that have a bi-continental workforce from day one). These developments are indicative of the relentless globalization of innovation. Along with the dispersion of innovation, there is also a new notion of community that's emerging. This is best represented by how Wikipedia or Linux have been created. Existing firms have to co-opt these ideas and evolve their organizational structures. Not surprisingly intercultural issues are at the heart of these changes. Sharad explores these intercultural issues from the perspective of a practitioner in his irreverent talk about the Indian IT industry.

Sharad Sharma has left Symantec recently where he was the India General Manager and Corporate Vice President – Product Operations. He is taking a planned break before his next assignment. He was earlier a co-founder and CEO of a successful wireless infrastructure startup in New Jersey.



Keynote Speaker: Dr. Mathew Chandrankunnel



Exploding Science and Exploring Faith – the Dialectics of Rationality, Religion and Prosperity

In the beginning of humanity, science, religion, art – everything - was fused into myths and gradually, as thought developed, they separated. Humanity's progress is a movement from mythos to logos and back. Dr. Chandrankunnel will explore the paradigms at work in the West and India and their impact on the exercise of rationality, ethics, aesthetics and the realization of prosperity and experience of hope.

Dr. Mathew Chandrankunnel is a scientist - philosopher - theologian who was awarded a doctorate from the University of Leuven, Belgium for successfully defending his thesis, "In Search of a Causal Quantum Mechanics". He teaches philosophy of science, science and religion at Dharmaram Vidya Kshetram, Pontifical Athenaeum of Philosophy, Theology and Canon Law and serves as its Director for the Master's programme and the Director of the Centre for the Study of World Religions, Bangalore. Dr. Chandrankunnel has published *Philosophy of Physics*. His work in progress, *Matter, Life and Mind – A Continuum* is to be published shortly. A trained journalist, he served as the Science Editor of *Deepika*, the first Malayalam daily newspaper in Kerala. He is a Catholic priest in the Congregation of the Carmelites of Mary Immaculate.



Concurrent Sessions

1 A The Cultural Differences between India and the West and their Consequences for Building Relationship and Economic Cooperation

Walter Jahn, ITIM Culture and Management Consultancy,
Frankfurt-am-Main, Germany

18 Aug Fri 10:00 – 11:30

Asia is considered the emerging economic powerhouse, namely China and India. Both countries are now global players. At the international, competitive market place the East and West meet. Both want to profit from each others know-how and huge markets.

Increasing globalisation has led to an appreciation that understanding cultural differences are a key factor in getting things done in global business. Working in India, Germany, France or the USA, for example, requires totally different styles of managing and negotiating.

But what are exactly these cultural differences, how do they matter and how can one benefit from knowing about these differences?

In this workshop Walter Jahn will introduce you to the concept of culture dimensions as empirically found by Professor Geert Hofstede and which explains the differences of national cultures. His revolutionary study shows how the place where we grew up determines – and restricts - the way we think, feel and act.

You will learn about the consequences of these differences for cross-culture communication and cooperation between India and Western countries, such as the way people look at hierarchies, how people are motivated to achieve, how teams work together, how people establish business relationships, how people plan and look towards the future and cope with the unknown.

Social, business and political interaction between India and the West will increase. If you want to be part of this process, this workshop will give you clues about either bridging the cultural differences if they are an irritant or drawing benefits from them by creating synergy.

Walter Jahn became an independent consultant and intercultural trainer in 2003 joining ITIM - Culture and Management Consultancy to become part of this network of professional intercultural consultants which is closely associated with Geert Hofstede.

Walter has an academic and professional background as mechanical engineer and economist. His career covers 10 years industrial experience and over 25 years management responsibilities in international development cooperation. This work has taken him to numerous countries in all continents including long-term assignments in Malaysia, Mali and India.

For over ten years he was in charge of the large technical cooperation program between Germany and India on behalf of the German Agency for Technical Cooperation and based in New Delhi as the country director.

His interest in intercultural management training and intercultural competence building started when during his many years of overseas assignments his day-to-day challenge was to make cooperation and joint ventures in an international and intercultural environment more effective.

1 B The Developmental Model of Intercultural Sensitivity: An Introduction to its Uses in Corporate Consulting, Coaching, and Training

Monica Francois Marcel, Language & Culture Worldwide LLC, Chicago, USA

18 Aug Fri 10:00 – 11:30

This session will introduce one of the premiere, statistically valid tools used by interculturalists worldwide—the Developmental Model of Intercultural Sensitivity (DMIS). The presenter has adopted the DMIS as part of her firm’s framework for consulting, coaching, and training services for global corporations seeking to develop intercultural competence and global business acumen. This session will outline the DMIS and also use interactive exercises to demonstrate the DMIS and its utility in corporate learning environments.

Dr. Milton Bennett of the Intercultural Communications Institute in Portland, Oregon, USA developed the DMIS to address the developmental stages an individual experiences as he/she grows in intercultural competence. The DMIS frames the reactions of people to cultural differences. The Intercultural Development Inventory (IDI), developed by Dr. Mitchell Hammer with Dr. Bennett, is a psychometric instrument that measures intercultural sensitivity as conceptualized in the DMIS. The underlying assumption of the model is that as one’s experience of cultural differences becomes more complex, one’s potential competence in intercultural interactions increases.

The DMIS has identified a set of fundamental cognitive structures (or “worldviews”) that act as orientations to cultural difference. The worldviews vary from more *ethnocentric* to more *ethnorelative*. In general, the ethnocentric stages can be seen as ways of avoiding cultural difference, either by denying its existence, by raising defenses against it, or by minimizing its importance. The ethnorelative stages are ways of seeking cultural difference, either by accepting its importance, by adapting a perspective to take it into account, or by integrating the whole concept into a definition of identity.

Monica Francois Marcel is a partner and co-founder of Language & Culture Worldwide LLC—an intercultural research and training consultancy based in Chicago, USA. She regularly directs cultural competency development for boards of directors, international businesspeople and managers working with multi-cultural markets and diverse employees. For the past few years a major effort has been consulting on large-scale curriculum pieces for global corporations seeking to promote intercultural competence and the business case for global diversity among their Indian, U.S., European, and pan-Asian operations. Her clients include Fortune 100s, the Project Management Institute, and the University of Chicago.

Monica is also the newsletter editor and an Executive Board Member of SIETAR-USA. She’s been quoted in the *Chicago Tribune*, *Boston Globe*, and [Toronto Star](#), and co-authored a university-level textbook on global communications. A handbook she co-authored for developing non-profit agencies in the former-Soviet Union was also translated into three languages.

1C Successful Collaboration and Communication with Various European Countries

Eleonore Breukel, Intercultural Communication bv., Amsterdam, the Netherlands

18 Aug Fri 10:00 – 11:30

You notice that your French client has a different approach towards your project than your German client. You try to figure out the best way to obtain information from your Italian colleague. How come Carlos, your Spanish colleague, raises his voice to Monisha your female colleague? Why does your Dutch supervisor never understand the point you make? Why don’t they take the time to listen to you?

Each European country has a different way of collaborating and communicating. How can you be successful in your collaboration with the various cultures?

This workshop takes you through the main countries and regions of Europe, their cultural differences and the logic behind them. It offers insight into the ways in which the people of Europe work and an overview of the various communication patterns. It offers

a practical intercultural framework for collaboration and provides tools to bridge differences from a multiple perspective. You learn how to manage the expectations from your European clients, colleagues and students.

This interactive session offers opportunities for knowledge and skills. You work on a case study using the Cultural Detective bridging method and experience how to communicate effectively with people from the diverse European cultures. Experience a challenging and Western training style.

This session is designed for international trainers, global diversity consultants, college and university faculty, HRD managers and other professionals involved in working with colleagues, clients and students from diverse European cultures.

Eleonore Breukel is an intercultural consultant, trainer, coach and founder of Intercultural Communication bv. in Amsterdam, the Netherlands. She designs and implements intercultural training programs together with a global network of associate trainers for the top 500 corporations, higher education and government institutions.

Eleonore left the Netherlands to study French in Paris. Subsequently she's held positions with multinationals in Rome, London and Athens in aviation and tourism. In the Dutch Caribbean she founded a marketing company, developing multi-ethnic marketing strategies for the islands. Ten years ago she returned to Amsterdam to found Intercultural Communication bv, using her international experience to help organizations find solutions for international challenges.

Over the past year Eleonore designed workshops on collaboration between India and Europe and delivered train-the-intercultural-trainer programs in India.

Eleonore has published hundreds of articles and co-authored *Doing Business Worldwide*, a book in Dutch on how to do business in nineteen countries. She co-authored the training tool *Cultural Detective the Netherlands*. Eleonore is a member of SIETAR-Europa.

2 A Is absence of “mistrust” equal to trust in global virtual teams?

Sreemathi Ramnath, immer besser, Chennai

18 Aug Fri 12:00 – 13:00

In this facilitated discussion, the question of what we experience and see in teams when they are asked to trust an unknown and unseen (or rarely seen) member of their team. While sharing her experience of working with Indian, French and German teams, the facilitator encourages the participants to identify reasons for the lack of trust and analyses the role and responsibility, as well

as the opportunity that rests with trainers and organisations in fostering trust in global virtual teams.

The inferences drawn from this session have implications in making outsourcing a seamless integration of skills, expertise and ideas and in promoting better understanding between people from different backgrounds. The session will identify training methods that facilitate trust by working “with” differences and not “against” them.

Sreemathi Ramnath is founder and principal consultant of immer besser a cross-cultural management training consultancy with a network of international experts. Sreemathi is trained and licensed to use various international training tools including The International Profiler and Argonautonline of the U.K.

Besides being a professional interculturalist, Sreemathi is a German language teacher trained by the Goethe-Institut and has worked in various Max Mueller Bhavans (Goethe-Institutes) across India for over 20 years instructing, designing curricula and training trainers. Born in a family of Sahitya Academy honoured writers, she has decades of media and creative writing experience. She has worked with the Indo-German Chamber of Commerce and freelanced as an advertising copywriter. She is also a panelist of the films division of India, writing scripts and doing voice-over for documentary films with over 20 years in electronic media journalism, anchoring and contributing to the Indian press. Sreemathi’s clients in India include SAP Labs, Mphasis, Patni Computers and Essel Propac.

2B Intercultural Research for The Scholar Ship Research Institute: Global Partnerships to Promote Global Competencies

Dr. Ravinder S. Bhatia, The Scholar Ship Research Institute,
London, UK

18 Aug Fri 12:00 – 13:00

The Scholar Ship is a semester-long academic programme aboard a dedicated cruise ship that traverses the globe. Undergraduate and postgraduate programmes bring students and staff from around the world together to form a transnational learning community where students engage in a wide range of integrated academic, cultural, and social activities designed to enhance their personal and professional development. The Scholar Ship programme is built on the integration of four key elements: an onboard classroom learning environment; a multicultural residential and social community; an academically orientated shore programme; and The Scholar Ship Research Institute (SSRI). One of the research disciplines of SSRI is intercultural communication, with research programmes on the students being conducted both on-ship during the voyage, and on-shore as post-voyage follow-up. Separate on-shore

intercultural research programmes determine if and how enhanced intercultural competencies in the corporate sector can promote competitiveness, and in the non-profit sector can promote increased abilities to foster environmental sustainability and human development.

The approach of SSRI is strongly orientated towards creating research collaborations between the global North and the global South. Not only does this engender fresh perspectives and initiatives towards identifying and answering compelling research questions, but this also reflects the increased interdependence that underlies the (contested) economic, political and cultural globalisation that is taking place, along of course with the global scale of threats such as climate change, international terrorism and disease pandemics. Intercultural research performed by intercultural teams has a particularly valuable role to play in identifying the ways in which enhanced intercultural competencies can be harnessed through teams working in the natural and social sciences towards the creation of a better world for all.

The purpose of the session is to answer two questions. The primary question is: What should be the research priorities for on-ship and on-shore activities of SSRI, and how do these further the normative goals of The Scholar Ship Community? The subsidiary question is: Who amongst the participants of the conference would take on the role of principal or co-investigators to perform this research through the setting up of North-South consortia?

Dr. Ravinder S. Bhatia joined The Scholar Ship in 2006. He serves as Associate Vice-President for Academic Affairs (Research), and is Director of The Scholar Ship Research Institute. Dr. Bhatia graduated with honours from Imperial College (London) with an undergraduate degree in Aeronautical Engineering. He worked as an aerospace engineer prior to pursue his doctoral studies in a joint aerospace/physics programme at Queen Mary College. He subsequently pursued postdoctoral research at the California Institute of Technology (Los Angeles), before working as a Senior Engineer for The European Space Agency (The Netherlands). In this capacity, he was responsible for the technical management of space technology development contracts, and for providing support to upcoming space missions. He also promoted the application of space technologies for humanitarian purposes. In parallel with these professional duties, he pursued a Masters degree in International Relations from the University of Cambridge. Dr. Bhatia has also volunteered for many years with a number of non-governmental organisations and set up several educational outreach projects. It is this background of harnessing research in the natural and the social sciences for humanitarian purposes together with a dedication to education which Dr. Bhatia brings to The Scholar Ship Research Institute. Dr. Bhatia is a Chartered Engineer and a Member of the American Institute of Aeronautics and Astronautics.

2C 'Fun @ Sun: Making of a Global Workplace': Film Session

Dr. Carol Upadhyia, National Institute of Advanced Studies,
Bangalore

18 Aug Fri 12:00 – 13:00

'Fun @ Sun' is an inside look at work and work culture in the software development centre of a large US multinational company, Sun Microsystems, located in Bangalore (Indian Engineering Centre, or IEC). The film highlights the multiple ways in which 'culture' operates as a management tool in the new global economy. In offshore centres such as IEC, work is organised through 'virtual teams' comprised of software engineers and managers located in Bangalore and Santa Clara, USA. To integrate their employees and sites across cultural and geographical space, Sun attempts to initiate the Indian software engineers into Sun's distinctive corporate culture. The film depicts the techniques through which this US-style work culture is transplanted into the Indian subsidiary, such as induction programmes and 'soft skills' training programmes.

'Fun @ Sun' was shot and edited by Gautam Sonti in collaboration with Carol Upadhyia, as part of a sociological research project on the Indian IT workforce and work cultures in the IT industry. The film was produced by the National Institute of Advanced Studies, Bangalore with support from the Indo-Dutch Programme for Alternatives in Development, The Netherlands. It is part of a series of three films entitled 'Coding Culture: Bangalore's Software Industry'.

A brief presentation to introduce the film will highlight the anthropological issues that the film raises, especially with regard to the negotiation of 'cultures' in India's new global workplace. After the viewing, the film will be debriefed.

Dr. Carol Upadhyia is a social anthropologist who has been living and working in India since 1980. Dr. Upadhyia earned her Ph.D. from Yale University with a dissertation on the social and economic transformations that followed the green revolution in Coastal Andhra Pradesh. She is currently a Visiting Associate Fellow at the National Institute of Advanced Studies, Bangalore, where she is directing a research project on the IT workforce. She has been carrying out research on the cultural and social impact of the IT industry in India for the last three years. Her research interests focus on contemporary Indian society and culture, globalisation, and anthropological approaches to the study of business and the economy.

Gautam Sonti is an independent film-maker based in Bangalore.

3A What Good Intercultural Training Looks Like

Supriya Gopi, Robert Bosch India, Bangalore

18 Aug Fri

14:30 – 16:00

This session considers guidelines for good intercultural training. Intercultural sensitivity entails not just appreciating the other and one's own perspective, but also the importance of not judging others through our own value filters, coping with culture shock and understanding what cultural adaptation means. Country information, plenty of examples from day-to-day life and business and well thought-out materials that cater to the needs of the specific group form an integral part of the course design. The presenter will speak of the merit of emphasizing soft aspects over "hard" business data.

Experience shows that an extremely positive and open trainer attitude, accurate and relevant information, sound industry knowledge and preparedness for all types of questions and attitudes of participants are often the key to determining the success of an intercultural training program. Add to this behaviours such as respecting differing viewpoints, addressing fears and apprehensions, righting misconceptions, helping participants overcome inhibitions and barriers – and voila! You have the perfect ingredients!

Things are not static in any culture; intercultural practitioners need to update and upgrade their own information level and heighten their own sensitivity towards changing trends. Moreover, participants often have more knowledge of a particular subject/domain than practitioners. The skill of the practitioner lies in integrating the participants knowledge and experience into the program to enrich the learning.

Supriya Gopi has been working interculturally for over a decade. Since 2001 she heads intercultural training at Robert Bosch India designing and conducting country specific seminars and pre-departure training for Germany, Austria and India, designing and facilitating international collaboration workshops involving the USA, UK, the Netherlands, Germany, France, Austria, India, Japan and China and coaching virtual teams. Supriya is a SIETAR India member and is currently volunteering her expertise on the SIETAR India Inaugural Conference Organizing Committee.

3B "What did you learn in school today?" Educational Systems and the Shaping of a Mental Framework called Culture

Eric Rousseau, Alliance Française Bangalore

18 Aug Fri 14:30 – 16:00

Following a group discussion of memories of school and university days and education in the home, a brief comparison will be proposed between Russian, Indian, French, German, Japanese and US educational systems to show how the mental framework of values, symbols, heroes and rituals which we refer to as culture occurs.

Some aspects showing the influence of education on the shaping of "cultural dimensions" (as defined by Gert Hofstede) will be explored: Power Distance Index (equality, or inequality, between people in the country's society), Individualism (degree the society reinforces individual or collective achievement and interpersonal relationships), Masculinity (MAS) (degree the society reinforces, or does not reinforce, the traditional masculine work role model of male achievement, control, and power.), Uncertainty Avoidance Index (UAI) (level of tolerance for uncertainty and ambiguity within the society - i.e. unstructured situations.), Long-Term Orientation (LTO) focuses on the degree the society embraces, or does not embrace, long-term devotion to traditional or forward thinking values. In conclusion, the need for more intercultural understanding based on an "earth identity" as proposed by the sociologist Edgar Morin's "Seven complex lessons in education for the future" through curricula designed to prepare individuals for a wider, more interactive, and more peaceful global village.

Eric Rousseau, M.A. Ed, M.A. Applied Linguistics, Director of Alliance Française de Bangalore, Inspecteur de l'Éducation France

3C Culture in the Workplace

Ajai Singh, TASMAC Management Training Resources Pvt. Ltd., Pune

18 Aug Fri 14:30 – 16:00

This presentation will provide an introduction to the Culture in the Workplace Questionnaire™ and consider its organizational applications. The Culture in the Workplace Questionnaire™ is derived from the work of Dr. Geert Hofstede. This instrument provides an individual profile compared against country averages. The most important use of the Culture in the Workplace Questionnaire™ is that individuals learn their own cultural profile and how that might compare to others. Responses to the questionnaire help to illuminate attitudes and values, and provide a springboard to understanding and

discussion of cultural differences and similarities. The insights are then built upon to create more effective and productive cross-cultural working relationships. The session will explore significance of various cross-cultural competencies and the evidence to support the investment in raising awareness through the use of the questionnaire.

Ajai Singh is currently associated as Senior Training Consultant with TASMAC Management Training Resources Pvt. Ltd He is CEO, Principal Consultant for Shamrock Training Consultants. Ajai is a Master Trainer and certified CEO Coach with certifications from Achieve Global, Blake & Mouton, Entretel and Target Training International. He is also the only Ken Blanchard Coach in India. Ajai's professional experience includes work in the consumer durables industry, retailing and entertainment industries. In his 26 years he has consulted across India and in the UK, the US, Italy, Indonesia and Malaysia for clients including Hindustan Lever, RPG Group of Companies, Pepsico, Pfizer, Novartis, Citibank, MICO, Tata International, Colgate, Visa, Birla 3M, GE, Johnson & Johnson, IBM, Telekom Malaysia, and played a key role in launching the Walt Disney Company in India. Ajai has numerous certifications including that of Professional Value Analyst (the only one in South Asia) and also holds 2 levels of Certifications from Spiral Dynamics integral.

4A Facilitating Multicultural Teams: Developing Skills to Recognize Communication Styles

Lee Milstein, Global Diversity Management, Bangkok, Thailand

18 Aug Fri

16:30 – 18:00

Have you ever been in a workshop where discussion was dominated by some highly verbal types? And yet, you knew the silent participants had a lot to offer? This interactive workshop will give attendees an appreciation of the different communication styles represented in multicultural teams....and how we can develop facilitation skills (whether we are leading or participating in a workshop) to include all styles where everybody feels comfortable speaking.

First off, we will define "facilitation" compared to training, consulting, and coaching; we will then view a short DVD illustrating 4 different communication styles. Workshop participants will then identify their own preferred style and take a look at the impact it has when working in multicultural or diverse teams. Once we have looked at all styles ---and their strengths and challenges --- we will look at strategies for inclusion of all 4 styles in organizational meetings or gatherings.

Finally, we will wrap up this workshop, with a look at the facilitation process as it was employed in this workshop.

The participants will explore the facilitation process as a way of including all participants in meetings and workshops, view 4

different communication styles and the impact these styles have on others, identify their own preferred style, looking at the strengths and challenges in working with others, Strategize as to how to be totally inclusive of all 4 styles; and consider the power of facilitation as a process for drawing involvement and contributions from all participants whether they are highly verbal or passionate observers.

Lee Milstein brings a unique set of skills and experience to the multicultural consulting, training, coaching and facilitating environment. He has travelled, resided, worked and trained professionally in more than 35 countries. As managing director of Global Diversity Management, a training, coaching and facilitating organization he is dedicated to cross-cultural change management for global businesses, educational institutions and international organizations in Southeast Asia. He has assisted in delivering cross-cultural and global management programs to such diverse organizations as General Motors, JPMorgan Chase, Intel, Hewlett-Packard, GE Aircraft Engines, Merck Pharmaceuticals, the U.S. State Department and the United Nations. Lee received his master's degree in counseling psychology from the University of Hawaii and his bachelor's degree in psychology from Hofstra University in New York. He is conversant in Japanese and has written training materials and travel publications that have been published in English and Japanese.

Lee has extensive international business and marketing experience and has designed intercultural strategy training programs for organizations in global business, hospitality, tourism, education and social service for more than twenty-five years. He has collaborated on training, marketing and educational projects in Tokyo, Bangkok, Jakarta, Honolulu, Portland, Los Angeles, Detroit, New York, Mexico City, Kiev, and the Peruvian Amazon for numerous clients including: Nike International, Hilton International-Asia and the Pacific, Samsung Corporation, Portland Community College, Webster University, and the International School of Bangkok.

4B Images of a Land and Culture: Photography as a Medium to Enhance Cultural Understanding and a Reinforcer of Stereotypes

Stuart Forster, SIEMENS, Bangalore

18 Aug Fri

16:30 – 18:00

An interactive session in which a selection of photographs will be shown to the attendant group, in order prompt discussion on the benefits and disadvantages of using photographic images as a means of enhancing cultural understanding. Do photographs – visual images – open or close minds?

The aim is to examine to what extent can photographs enhance the spoken or written word when explaining aspects of a particular land or culture. We'll ask ourselves whether people always see the same things in photographs – to what extent do people from differing backgrounds have similar views in interpreting image, and whether there is a danger that photographs frequently re-inforce stereotypes.

After an introduction, a selection of images will be shown and people will be asked to comment on what they see, and how they interpret the images. This will feed the broader discussion.

Stuart Forster, born in England, researches, writes and photographs for Stark World Publishing, the publishing house that experienced its first success with the book *Bangalore & Karnataka*. Stuart has contributed to the forthcoming publication, *Kerala*, and his main work over the past months has been for the second edition of *Bangalore & Karnataka*.

Stuart has had illustrated articles in numerous publications, including The Hindu, The Deccan Herald and The Times Journal of Photography. His photos have appeared in Asian Photography and The Times of India.

Stuart strongly believes that photography is a medium that can be used to increase people's understanding of other cultures, providing that images are well selected and that the labels or descriptions are accurate and fair. On the other hand, he also believes that photographic images can be used to reinforce stereotypes. This misuse is dangerous yet the implications are often not given adequate consideration.

4C Let the Games Begin! - Experiential Activities for Intercultural Training

Heather Robinson, Success Across Borders, Kent, USA and Bangalore, India

18 Aug Fri

16:30 – 18:00

The most effective intercultural training is memorable and inspires participants to apply what they have learned. Simulations, games and other dynamic experiential activities engage participants fully, inviting them to feel, think and do as they would in "real life". Good debriefing subsequently asks them to reflect and integrate the learning from these experiences. In this playful and energizing session, a seasoned trainer and consummate fan of training games will facilitate several short activities that drive home concepts and skills key to intercultural competence. We will explore applications for culture-specific curricula, culture-general curricula and teambuilding. We will also discuss the limitations and possible adaptations of activities for specific contexts. We will include guidelines for improving the effectiveness of debriefing experiential activities. Come and play!

Heather Robinson heads Success Across Borders, a self-organizing network of consultants who, since 1988, come together to increase organizational effectiveness across the globe. Clients include Boeing, Nokia, Pepsico, Porsche, DaimlerChrysler, Bristol-Meyer-Squibb, Cisco Systems, SIEMENS, Novartis, Adobe, Texas Instruments and Robert Bosch. Her primary geographical areas of focus are the US, Western Europe and India.

Heather has several titles in McGraw Hill's *Training Resource Guides* and *The Consultant's Big Book of Organization Development Tools*, the Human Resource Press' *Intercultural Training Guide* and is co-author of the *Cultural Detective: Switzerland*. Heather's masters is in Whole Systems Design with a focus on Organization Systems Renewal with an area of concentration on Strategic Planning and Systems Design. She is also qualified to facilitate Personal Leadership seminars.

In 1995 she was elected to the governing council of SIETAR, is past president of SIETAR USA and is the SIETAR Global Council Liaison for SIETAR India.

5A Intercultural training and customer support centres: Maintaining quality and demonstrating value.

Guillaume Gevrey, TransWorks, Bangalore
Prashanth S, TransWorks, Bangalore
Brian Schroeder, Microsoft, Bangalore

19 Aug Sat 9:30 – 11:00

Training is an essential part of the call centre industry, and new hires may undergo up to 4 weeks of soft skill and linguistic training before they start serving customers. Some companies have decreased this time due to managing rising costs, and others have maintained or increased their commitment. Even though intercultural awareness is growing ???, intercultural training has been reduced to a few hours in overcrowded training rooms. In order to justify costs, effectiveness must be measurable on operational metrics like Customer Satisfaction or Average Handling Time. Trainers, Operations managers and clients are coming together to explore solutions.

The panel will look at the importance of intercultural training in new hire training. Observations on current content, methodologies and trainers will be shared. The panel will then share its views on how to improve them. The second part of the discussion will be oriented towards measuring intercultural training's effectiveness on operational metrics such as Customer Satisfaction or Average Handling Time. And we will close the session by discussing the impact of intercultural training on the end-user: Can the customers recognize the difference between a trained customer support professional and one that hasn't been trained?

Guillaume will represent training, Prashanth will represent Operations and Brian will represent training.

Guillaume (training) and Prashanth (operations) will offer perspectives on intercultural training in the customer service space, and Brian will do the same from a technical support perspective.

Guillaume Gevrey. After training in Dublin call centres, Guillaume became a training consultant for call centres in Bangalore in 2003. Having worked in the same industry in two different countries has given him a real interest in intercultural communication and intercultural training. Having lived in the United States, in Canada and in Great Britain has enabled him to train on the main countries outsourcing to India. He has been the intercultural specialist for companies including Mphasis, Lawkim – Godrej, Dell, Centuriant and TransWorks, recruiting and training intercultural trainers, developing new hire training content, delivering intercultural awareness programs. Guillaume is a member of SIETAR India.

Prashanth S has worked in the BPO industry for over five years. He has supported customers on the phone, trained agents, coached and is currently an operations manager for a technical support process. He has worked on both voiced and web based support teams. As an operations manager in his current organization for over a year and a half, his current responsibilities include not only performance management, but determining areas of improvement for team members in order to enhance their skill set. Working closely with Americans and Australians has made him aware that intercultural communication played an important role in today's global business interactions.

Brian Schroeder manages cross-cultural and language training for Microsoft in India and China, and is based out of Bangalore. Past roles have involved working in the US and Asia, managing projects in teacher professional development, preparing MNC managers for overseas assignments, and managing and delivering business communications training in various business sectors. His present role involves managing teams delivering training solutions to Microsoft operations providing high-level technical support for Microsoft customers. Brian's educational background includes an MAT in English to Speakers of Other Languages from the School for International Training, where his final project focused on designing training materials that holistically integrate language and cross-cultural learning.

5B NOW! HOW? Making and Breaking the Culture of Interculturalists

Dr. George Simons, George Simons International, Mandelieu la Napoule, France

19 Aug Sat 9:30 – 11:00

This workshop will assist participants in looking at their NOW, and HOW they are experiencing and acting in this present moment. They will examine experientially how past and future both enrich and contaminate the NOW. The session aims to open participants to more powerful choices in constructing themselves as bearers of culture and intercultural workers.

Using the gestalt concepts of figure and ground we will observe how we construct and deconstruct reality both on the cultural, group and individual levels. In particular we will look at our construction of the intercultural as it now is and raise the question of what is required. With the aid of tools from gestalt learning theory, NLP and large system change technologies we will challenge our selves to greater creativity in our work.

We will conclude with a view of the important directions and choices to be made in the further constellation of intercultural work and the intercultural field.

Dr. George Simons is president of George Simons International, a virtual consulting network specializing in intercultural communication and global team management. Serving clients worldwide, he is on the advisory board of the *European Business Review* and serves as a coach in the management development programs of the United Nations High Commission for Refugees and BNP Paribas Bank.

He created the award-winning diversophy® games for developing diversity and intercultural competence in the training room and for online e-learning. Among the numerous books and instruments for diversity and intercultural work, he has most recently authored and edited *EuroDiversity: a Business Guide to Managing Difference* (Butterworth-Heinemann) which addresses cultural differences and challenges in the European Union. He is a co-author of *Putting Diversity to Work (Crisp/Thomson Learning)* and a contributor to the *Cultural Detective™* series of intercultural guides (USA and the Netherlands). He holds a doctorate in psychology is a certified gestalt practitioner. He also directs the SIETAR Europa office.



The City: Bangalore

Now synonymous with the surging IT industry, Bangalore is many things to many people. Home to countless multinational firms, famous for its pleasant weather year-round, a lively pub and disco scene, and shopping (whether on trendy Brigade Road or traditional Chickpet), Bangalore still holds much of the natural beauty and charm that has made it attractive over the ages. With a truly pan-Indian population, the highest percentage of international expats in India, not to mention a woman Muslim mayor, Bangalore is comfortable with diversity. The present-day city of Bangalore can be traced to the early 16th century, when Kempegowda, a local chief, built a small mud fort here. Bangalore gained prominence in the 18th century, when it became an important fort city, under Hyder Ali and Tipu Sultan of Mysore. In 1831, the British made it the regional administrative city and established a large cantonment. This varied historical legacy means there is much to see and do in Bangalore including the summer palace of Tipu Sultan, lovely temples, the impressive Vidhana Soudha government buildings, as well as the sprawling greenery of Lal Bagh and Cubbon Park. Within a few hours of Bangalore are the palace city of Mysore, picturesque Srirangapatna where Tipu Sultan was laid to rest, the remarkable Hoysala temples of Halebid, Belur and Somnathpur and the impressive Jain monolith at Sravanabelgola.



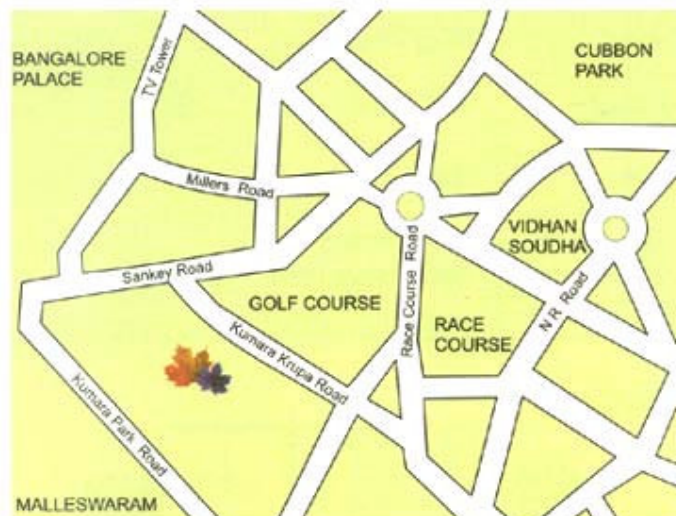
The Venue: The Grand Ashok

The Grand Ashok Bangalore is a 186-room hotel with extensive landscaped gardens, built on a 10.33-acre site on Kumara Krupa High Grounds, located in the heart of the city's main commercial and shopping district, overlooking an 18-hole golf course.

The hotel offers 18 suites, 18 Club rooms and 150 Deluxe rooms; two specialty restaurants, a 24-hour coffee shop and a very popular bar; an outdoor swimming pool, health club, beauty salon and barber shop, tennis courts and other guest services.

High speed wireless internet is available throughout the property at cost.

Kumara Krupa High Grounds
Bangalore - 560001,
Karnataka, India.
Tel +91 (0)80 3052 7777
Fax +91 (0)80 3052 3052
e-mail bangalore@thegrandhotels.net
web: <http://www.thegrandhotels.net/>





Accommodations

Our venue, The Grand Ashok, is in the center of Bangalore close to many hotels and guest houses. Due to Bangalore's explosive business success, hotels are booked well in advance, thus we recommend that you make arrangements for accommodations before arriving at the conference.

Bangalore has accommodations in every category: from five-star hotels through international and national chains, mid-range business hotels and family-run guest houses.

Below we have listed a few accommodations. All accommodation information is provided as a convenience and may be subject to change without notice. Please contact accommodations directly for reservations.

Luxury accommodations:

The Grand Ashok

The most convenient place to stay is in a guest room is the SIETAR India conference venue with rooms starting at INR 9000 (for in residents of India)/ \$300 (for non-residents) plus tax.

Kumara Krupa High Grounds
Bangalore - 560001,
Karnataka, India.
Tel +91 (0)80 3052 7777
Fax +91(0)80 3052 3052
e-mail bangalore@thegrandhotels.net
web: <http://www.thegrandhotels.net/>

Mid-range accommodations:

Ramanashree Brunton

Approximately five kilometers from the SIETAR India conference venue, and easily accessible by taxi or auto-rickshaw, this new business hotel on a road off of MG Road offers comfortable rooms and a wide range of amenities. Rooms start at INR 3295 (for residents of India)/ \$95 (for non-residents) plus tax.

2/1, Brunton Road, Off MG Road
Opp. Passport Office
Bangalore 560 001
Tel: +91 (0)80 30519000
Fax:+91 (0)80 30519007
E-mail: brunton@ramanashree.com
Website: www.ramanashree.com

Guest Houses

Craig Park Homes

Approximately five kilometers from the SIETAR India conference venue, and easily accessible by taxi or auto-rickshaw, Craig Park Home is located in a quiet tree-lined road off MG Road. Craig Park Homes provides nine pleasant rooms, all with color TV and some with A/C, very helpful staff, and airport pickup. Rooms start at INR 1600 plus tax.

21/6, Craig Park Layout,
Behind Nalli Silks
MG Road
Bangalore – 560 001
Tel: +91 (0)80 25325522
 +91 (0)80 25325523
 +91 (0)80 25325524
 +91 (0)80 25595175
 +91 (0)80 25595177
Fax:+91 (0)80 25581563

e-mail: rjb@vsnl.net

Ashley Inn

Approximately five kilometers from the SIETAR India conference venue, and easily accessible by taxi or auto-rickshaw, Ashley Inn is located on a quiet road off MG Road. It provides eight newly renovated A/C bedrooms and one suite/family room. All rooms are equipped with telephones with international zero dial facility, free Wi-Fi internet access and a color TV with satellite programs. Rooms start at INR 1500 plus tax.

Off MG Road
Near Ajantha Hotel
Bangalore 560 001
Tel: +91 (0)80 4123 3415
+91 (0)80 4123 3416

For reservations call: Prasanth +91 988866 92728; Umesh
+91 98866 92724

Website: <http://www.aranhahomes.com/>



Transport

Airport transfer: Ask your hotel if they can arrange for airport pickup. Karnataka State pre-paid taxis are available at the airport. Their counter is on the left-hand side immediately after exiting the luggage pickup area.

Taxis and auto-rickshaws: within Bangalore auto-rickshaws are convenient and plentiful. A reliable taxi service is Spot City Taxi at (0)80 511 00000.

How to Reach Bangalore

Bangalore is very well connected by air, road, and rail.

By Air: There are a number of daily flights from Kolkata, Mumbai, Delhi, Hyderabad, Chennai, Ahmedabad, Goa, Kochi, Mangalore, Pune and Thiruvananthapuram. Bangalore has direct international flights from London, Paris, Frankfurt, Muscat, Sharjah and Singapore.

By Road and Rail: Bangalore has a large bus terminus, which is near the railway station. There are two railway stations in Bangalore. The main station is well connected to all major Indian cities. There are number of daily express trains from Bangalore to other cities of India.

Climate

August in Bangalore is very pleasant. You can expect partly cloudy, breezy weather with temperatures between 35 degrees centigrade (max.) and 25 degrees centigrade (min) and occasional rain showers.



Touring Bangalore and Environs

Bangalore's location affords a quick access to the tourist spots of southwest and south central Karnataka. Excursions can be planned from a day outing to a week long experience. August and September are the monsoon months so rains are to be expected, particularly in the coastal areas of west Karnataka and the hills of the Western Ghats.

History and Culture: Nandi Hills where the fort of Tipu Sultan stills stands is about 70 km from Bangalore. The 12th century temples of Belur and Halebidu can also be covered in an overnight excursion. Hampi, the erstwhile capital of the Vijayanagar Empire, and a 'must see' for those interested in history and culture, is an overnight train journey or an 8-hour drive from Bangalore. The royal city of Mysore can be seen in a day trip from Bangalore but more time is recommended for those looking for a richer experience.

Beaches: The beaches of the West coast of Karnataka, Kerala and Goa, require more time and are ideal for those seeking to experience the monsoons. Heavy to very heavy rains are to be expected and the sea would be unsafe for swimming.

Wildlife and adventure: Three National Parks of the Nilgiri Biosphere are within 5 hours of driving from Bangalore. A visit to any of these can be combined with Mysore which is en-route. These parks support the largest population of the Asiatic Elephant in the sub-continent, and have three predators, the tiger, leopard and wild dog. An overnight stay is necessary to avail of the safari drive. A day trip to the fishing camp at Bheemeshwari can include river rafting, in this season.

Home Stays: The legendary hospitality of Coorg and its cuisine and culture can be experienced while staying in the home of a coffee planter. This spice and coffee country is also rich in bird life for those interested. Rafting on the Cauvery River, and short treks in the surrounding forests and hills are also possible.

Travel Arrangements: For itineraries, travel and accommodation please contact OutRigor at www.outrigor.com . Accommodation is limited at most outdoor destinations so advance planning is a must.



SIETARINDIA

Society for Intercultural Education
Training and Research

**2006 INAUGURAL CONFERENCE REGISTRATION
August 17th-19th, 2006, Bangalore, India**

EARLY BIRD DUE DATE: August 1st, 2006

Name: _____

Title: _____ Organization: _____

Address: _____

City: _____ State _____ Country: _____

Postal Code: _____

Telephone: _____

Fax: _____

E-Mail

Address: _____ Website: _____

Conference Registration – SIETAR Members (to which SIETAR do you belong?)

____ Early Bird (before 1 Aug)	INR5000	Non Resident US\$175
____ Standard (after 1 Aug)	INR6000	Non Resident US\$200
____ Student	INR1500	Non Resident US \$40

Conference Registration - Non Members

____ Early Bird (by 1 Aug)	INR8000	Non Resident US\$275
____ Standard (after 1 Aug)	INR9000	Non Resident US\$300
____ Students	INR2000	Non Resident US\$60

Conference Registration - Corporate

____ (up to 3 individuals; includes 1-year corporate SIETAR India membership)
INR20000 Non Resident \$675

Registration includes: Thursday Reception, Friday Lunch, Friday Gala Dinner and Saturday Lunch

Registrants within India

Post or fax your completed conference registration form to:

SIETAR-India
c/o Vinay Kumar, Executive Director
49/2 Gubbi Cross, Kothanur, Hennur-Bagalur Road
Bangalore 560 077
Fax:(91 80) 2844-5740

Registrants outside India

Fax your completed conference registration form to (91 80) 2844-5740

Please Indicate Method of Payment:

Check (Please make check payable to SIETAR-India)

Wire Transfer (outside India you MUST wire transfer to the account listed below)

Bank Name: Citibank Account **Account Number:**5405163804

Swift Code: CITINBX

Account Holder: Vinay Kumar **Branch:** MG Road Bangalore

QUESTIONS? E-mail: SIETARIndia@yahoo.co.in

CANCELLATION POLICY

All requests must be in writing, faxed and time-stamped before 27th of July, 2006 to receive a full refund (less INR 625 processing fee). No refunds will be granted after 27th July, 2006 or for registrants who fail to attend the conference. A colleague may attend in place of a registered attendee at no additional cost, via a submission in writing faxed to the SIETAR Office in Bangalore.



SIETAR INDIA MEMBERSHIP APPLICATION FORM

Name: _____

Title: _____ Organization: _____

Address: _____

City: _____ State _____ Country: _____

Postal Code: _____

Telephone: _____

Fax: _____

E-Mail Address: _____ Website: _____

MEMBERSHIP CATEGORY:

<input type="checkbox"/> Full Membership	INR2500	Non Resident US\$ 75
<input type="checkbox"/> Family Membership	INR3250	Non Resident US\$100
<input type="checkbox"/> Sustaining Membership	INR5000	Non Resident US\$170
<input type="checkbox"/> Student Membership	INR1400	Non Resident US\$ 50

Corporate Membership
 (up to 3 individuals) INR7000 Non Resident US\$250

I share a commitment to intercultural understanding and agree to support the mission and purpose of SIETAR- INDIA in culturally appropriate and ethical ways.

Signature: _____ Date: _____

Within India

Post or fax your completed membership application form to:
SIETAR-India
c/o Vinay Kumar, Executive Director
49/2 Gubbi Cross, Kothanur, Hennur-Bagalur Road
Bangalore 560 077
Fax:(91 80) 2844-5740

Outside India

Fax your completed membership application form to (91 80) 2844-5740

Please Indicate Method of Payment:

Check (Please make check payable to SIETAR-India)
 Wire Transfer (outside India you MUST wire transfer to the account listed below)

Bank Name: Citibank Account **Account Number:**5405163804
Swift Code: CITINBX
Account Holder: Vinay Kumar **Branch:** MG Road Bangalore