

## About Thunderbird School of Global Management

Founded in 1946, Thunderbird is the oldest graduate management school focused exclusively on global business. Regarded as the world's leading institution in the education of global managers, Thunderbird offers a unique educational experience that teaches real-world skills for a dynamic global marketplace. Thunderbird produces graduates who are distinguished by a global mindset that allows them to work successfully with individuals from diverse cultures and to manage effectively in different social, economic, and political environments. Thunderbird is ranked No. 1 in international business by U.S. News and World Report, the Wall Street Journal survey of corporate recruiters, and the Financial Times. For more information about Thunderbird, please visit: [www.thunderbird.edu](http://www.thunderbird.edu).

## About Business for Diplomatic Action

Business for Diplomatic Action (BDA) is a nonpartisan, not-for-profit organization whose mission is to enlist the U.S. business community in actions to improve the standing and reputation of America in the world. BDA is pursuing a five-pronged strategy to address the problems spawned by anti-Americanism, called STARS:

**Sensitizing** Americans to the problem and implications of anti-Americanism

**Transforming** those attitudes and behaviors that exacerbate the problem

**Amplifying** those positive qualities about America that the world admires

**Reaching** out to build bridges of mutual respect with key foreign groups

**Serving** as the connection between the private sector and the US government

For more information about Business for Diplomatic Action, please visit: [www.businessfordiplomaticaction.org](http://www.businessfordiplomaticaction.org)

## About National Business Travel Association

The development of the CultureSpan workshop has been made possible by a generous grant from the National Business Travel Association (NBTA), the leading provider of professional development, advocacy, networking, news and information for corporate and government travel managers and business travel suppliers. Representing more than 2,700 members who collectively manage and direct \$170 billion in annual travel spending, the association is committed to its role of advancing the profession and industry through its groundbreaking resources, cutting-edge education programs and efforts on Capitol Hill. For more information, please visit: [www.nbta.org](http://www.nbta.org)

# CultureSpan

A new workshop in  
Global Corporate Diplomacy



Helping business executives  
develop effective global  
teams, best global practices  
and truly global mindsets

Created and presented by  
Thunderbird School of Global Development  
and Business for Diplomatic Action

## New Challenges for Americans in the Global Economy

**TODAY'S GLOBAL BUSINESS ENVIRONMENT POSES NEW CHALLENGES FOR AMERICAN CORPORATIONS AND THEIR GLOBAL OPERATIONS.** American leadership as the driver of globalization is under growing pressure due to the deteriorating reputation of the United States in the world. As a result, U.S. multinational corporations and their executives face an increasingly negative environment in which they do business. CultureSpan is a one-day workshop in global corporate diplomacy that will help companies and executives navigate these more difficult times.



## Uni-Cultural Managers Need Multi-Cultural Tools

**NOW MORE THAN EVER, AMERICAN EXECUTIVES NEED SOPHISTICATED TOOLS AND SYSTEMS TO HELP THEM BETTER MANAGE THEIR GLOBAL BUSINESSES.**

They need to develop a global mindset based on a deep understanding of cultural similarities and differences. This is not a simple question of business protocol or etiquette. It is a matter of building effective global teams and making the right global decisions that work across diverse cultures. The CultureSpan workshop can help.

# CultureSpan Features

## GLOBE: A Powerful System for Business Leaders

The CultureSpan workshop draws upon one of the most powerful systems for cross-cultural analysis and understanding in the world. It's called GLOBE: Global Leadership and Organizational Behavioral Effectiveness, a research program covering 62 countries. Based on in-depth interviews and surveys of over 17,000 business executives in those countries, GLOBE reveals the drivers of organizational success when managers from different cultures must collaborate, reach consensus, and implement the best global policies and practices in their companies.

## The Cultural Drivers of Persuasion

Using the GLOBE research, the CultureSpan workshop shows executives how to develop skills of persuasion that will succeed in virtually every major society in the world. It reveals how factors such as personal performance, belief in progress, relationship with authority, individualism, assertiveness, and others motivate people from different cultures. The role playing and team exercises that are part of the CultureSpan workshop bring these critical cross-cultural skills to life for participants.

## Building Cross-Cultural Cooperation

Whether it's building effective global teams, promoting best global practices, or communicating and negotiating successfully with customers, partners, or employees from different countries, the CultureSpan workshop will give participating executives powerful insights and knowledge based on solid global research, not anecdotes. It's the only global program of its kind.

# How the Program Works

## The CultureSpan Workshop

The CultureSpan workshop is an intensive one-day program which combines lectures, role playing, small group exercises and discussions. It introduces executives to the GLOBE system of cross-cultural analysis and understanding, and then engages them in focused activities that personalize this knowledge. The objective is to give participants a solid conceptual framework to inform their global thinking, as well as insights into how to become a more effective multi-cultural manager.

## The CultureSpan Toolkit

The CultureSpan program does not end when the workshop day is over. As part of their enrollment, participating executives are provided with a CultureSpan toolkit containing world-class resources: books, articles, links to the most relevant websites, and guidance for navigating the 62-country GLOBE research program.

## Faculty and Workshop Leaders

The CultureSpan workshop is led by experts from two of the world's leading organizations for global business: the Thunderbird School of Global Management, the world's top-ranked school for international business, and Business for Diplomatic Action, the world's only business-led organization for public diplomacy. Dr. Mansour Javidan, the Director of the Garvin Center for Cultures and Languages at Thunderbird and President and CEO of the GLOBE research program, designed the curriculum for the workshop and oversees the faculty that direct each workshop. Dr. Javidan is also a Board Member of Business for Diplomatic Action.

# What Business Leaders Say about GLOBE

“I will refer often to the content as I work in countries outside the U.S. I wish I had learned this years ago!”

McDonald's

“Work on project GLOBE is fascinating and easily put to use. An eye-opening experience for this engineer.”

Raytheon

“Gave a great cultural overview. Will use the tool. Very useful. Fantastic learning—should be required for all our employees.”

Fortune 500 energy company

# Who Should Attend

The CultureSpan workshop is designed for high-potential executives who are assuming increasing global responsibilities within their companies. Executives in global leadership positions as well as those with global functional responsibilities would benefit, including:

- Sales and marketing
- Supply chain and logistics
- Global manufacturing and operations
- Human resources and talent management
- Public affairs, public relations and corporate communications
- Expatriate managers

# Corporate Sponsorship

The sponsorship fee for the one-day CultureSpan workshop for 25 to 30 executives, conducted on-site at company headquarters or another appropriate venue, is \$25,000 plus travel expenses for the faculty. For further information about the workshop or to schedule one for your company, please contact:

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