COURSE BROCHURE

# Managing Multicultural Teams

A practical course that helps managers lead teams of many nationalities and cultures by understanding differences in communication, trust, hierarchy and time, and turning that diversity into a performance strength.

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| Code | HT-MGT-117 |
| Category | Management & Leadership |
| Duration | 1 week |
| Level | Intermediate |
| City | Istanbul |

## Introduction

Workplaces across the Arabian Gulf, the Middle East and Africa bring together people of many nationalities, and what counts as clarity in one culture may be heard as rudeness in another, while respect for the manager may be read as lack of initiative.

## Objectives

- Explain the main cultural dimensions and their effect on work behavior
- Distinguish a useful cultural generalization from a misleading stereotype
- Adapt communication and feedback style to the recipient's background
- Build trust and make decisions in a team whose members view hierarchy and time differently
- Set common working rules that secure everyone's participation and fair treatment

## Who should attend

- Managers of multinational teams in companies and projects
- Project and site managers with contractors and operators
- HR and workforce nationalization officers
- Staff of international organizations and development programs

## Skills you will develop

- Cultural intelligence
- Cross-cultural communication
- Building trust in diverse teams
- Inclusive and fair management

## Learning Outcomes

- Plot a cultural profile of the team on communication, evaluation, leadership and scheduling scales
- Run a meeting that includes members from direct and indirect communication cultures
- Deliver critical feedback in two versions suited to two different cultural backgrounds
- Draft a team charter that sets language, channels, deadlines and decision process

## Course Outline

### Day 1: Culture and Its Effect on Work

- Layers of culture: national, organizational and professional

- Hofstede's dimensions: power distance, individualism and collectivism, uncertainty avoidance
- Cultural self-awareness and the difference between generalization and stereotype

### Day 2: Communicating Across Cultures

- High-context and low-context communication in Hall's model
- Direct and indirect styles of refusing and criticizing
- The shared working language: plain wording, checking understanding, working with interpreters

### Day 3: Trust, Hierarchy and Time

- Task-based and relationship-based trust
- Consensual and top-down decisions, and how power distance affects initiative
- Linear and flexible views of time and deadlines

### Day 4: Managing the Diverse Team

- Integrating national and expatriate talent and transferring knowledge between them
- Allowing for religious and national occasions and leave patterns when planning work
- Fair performance appraisal and reducing unconscious bias

### Day 5: Team Charter and Applied Project

- Onboarding new members who come from different work environments
- Resolving cultural misunderstandings before they turn into disputes
- Applied project in which each participant maps the cultural profile of their actual team, drafts a shared team charter and presents it

## Training methodology

Critical-incident analysis of cultural misunderstandings on sites and projects
Team culture-profile mapping exercise on several scales
Role plays of meetings and appraisal conversations across cultures
Group discussions drawing on the participants' own varied experience

## Certification

Participants receive a Harbor Training Center certificate of attendance on completing the course.

## Upcoming dates

| City | Dates | Language | Fee |
|---|---|---|---|
| Istanbul | 12 – 16 April 2027 | AR | EUR 4,800 |
| Istanbul | 11 – 15 October 2027 | EN | EUR 4,800 |

Fees are per participant.

## Contact us


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To register and for details, scan the code or visit:

https://harbor4training.com/en/courses/managing-multicultural-teams