



A programme by Hofstede Insights

# THE INTERCULTURAL MANAGEMENT

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## CERTIFICATION PROGRAMME

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An intensive blended learning programme designed for consultants and managers interested in using our know-how in the field of culture and management.

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## INTERCULTURAL MANAGEMENT CERTIFICATION PROGRAMME

Our exclusive certification course offer you the highest-quality education in the field of culture and management, based on a fusion of academic research and practical experience.



This certification is an intensive blended learning programme, designed for consultants and managers interested in using our know-how in the field of culture and management to serve their own clients. After joining the certification you will become an Associate Partner of Hofstede Insights.

To facilitate effective knowledge transfer, as a prospective Hofstede Insights Associate Partner, you need to challenge your own knowledge. This Certification will support you in the process of understanding the 6-D Model of National Culture as well as provide you with tools to leverage knowledge and practical resources.

In order to ensure efficient peer learning, the programme, led by senior Hofstede Insights Consultants, includes numerous group assignments, peer learning sessions, and networking opportunities with our 130+ consultants. You will also be offered six coaching sessions targeted to your needs in the areas of personal branding, sales, and training development as well as face-to-face sessions and the observation of a training process.

## TESTIMONIALS

I found the quality of the course to be world-class, extremely professional and very well run. Overall I really loved the experience, the relaxed nature of the team, the professionalism of the course, the content and the facilitators.

The course itself provides the right context to make the theory fall into place. Both facilitators make the content come to life by the stories they share.

Thank you so much for this great opportunity. It was great that I could meet many working people from various countries with a lot of intercultural experiences. It was a very interesting experience.

## SELF-PACED LEARNING

A self-assessment and a self-paced learning platform.

You will receive weekly homework and group assignments where you will be asked to collaborate, discuss, and reflect on the influence of culture.



## INSTRUCTOR-LED SESSIONS

Experiential learning facilitated by a Master Trainer, including a variety of interactive tasks developed for problem-solving and synergy building activities, as well as breakout sessions.

## TEAM BUILDING

During the lunches and dinners organised as part of the programme, you will get to meet some of your Hofstede Insights peers and the members of our Headquarter (if face to face).



## POST-COURSE ASSIGNMENTS

Your certification includes six coaching sessions, where you will work together with your expert coach on improvement points suggested by our learning specialists (for Associate Partners only).

You will also get to observe an Associate Partners during a training programme.

You will in turn be observed by an Associate Partner during your first project.

## EVALUATION

Your learning specialist will evaluate your participation.

Your Coach will evaluate your first delivery.

The minimal grade to obtain the final certification is 4 (scale 1-5).



## PROGRAMME 2021

Module	Session title	Date / Time
Module 1	Kick-off & Introduction	Webinar: September 20th 15.00 to 17.00 EEST
Module 2	The dimensions of National Culture	Webinar: September 22nd 15.00 to 18.00 EEST
Module 3	Practical tools	Webinar: September 29th 15.00 to 18.00 EEST
Module 4	Combination of dimensions	Webinar: October 6th 15.00 to 18.00 EEST
Module 5	The Culture Clusters	Webinar: October 13th 15.00 to 18.00 EEST
Module 6	Developing a Case Study	Webinar: October 20th 15.00 to 18.00 EEST
Module 7	Developing a Training Session	Webinar: October 27th 15.00 to 18.00 EEST
Module 8	Tools and Marketing Guidelines (for Associate Partners only)	Webinar: November 1st 15.00 to 17.00 EET
Module 9	Sales Pitch	Webinar: November 3rd 15.00 to 18.00 EET
Coaching Sessions	Six coaching sessions (starting from Module 9)*	To be agreed upon between you and your Coach
Module 10	How to Make a Proposal: Homework and Webinar	Webinar: February 23 2022 15.00 to 18.00 EET

## YOUR TEAM OF MASTER TRAINERS



### **DR. OKEY OKERE**

Regional VP Africa, Hofstede Insights

Okey Okere is a seasoned management consultant and investment advisor who helps businesses leverage both the financial and people-side of business to thrive.

His Management Consulting experience includes Intercultural Management, Organisational Culture, Business Analysis, Strategy.

He led consulting projects for Banks across West Africa, helping them to build risk models to aid lending decisions. He was also the key resource in the Growth and Employment for States (GEMS3) programme for the Nigerian Investment Promotion Commission (NIPC). He is currently engaged in the final stages of research for a Doctorate Degree.

### **DR. LISA DEWAARD**

Managing Director, Hofstede Insights USA

Lisa has been working in the field of cross-cultural communication for almost 20 years, specialising primarily in the language and culture of Russia.

As a linguist and teacher of Russian and Spanish, her research focused on linguistic miscommunication due to cultural differences.



Lisa, a native of the United States, has been traveling to Russia for more than 25 years, working with schools and university programs. She is the Managing Director of Hofstede Insights USA, a member of the Board of Directors at Johann Goethe Schule, an international school in St. Petersburg, Russia.

She has also lived in Italy and travelled extensively while working as a professor, providing teacher training and sharing research in the United States, Argentina, Russia, France, Canada, Italy, and Hungary.



### **YOKO MASE**

Associate Partner, Hofstede Insights Japan

Yoko is an Associate Partner of Hofstede Insights Japan serving companies developing the cultural knowledge of their leaders. Her area of expertise includes Post Merger Integration, Expat Preparation and Diversity & Inclusion for both local and multi-national organizations.

Previously she enjoyed being “Bainee” for ten years at Bain & Company’s Tokyo office where she first joined as a consultant and then assumed the position of the HR Manager co-leading the cross-border initiatives with colleagues from more than 30 offices globally.

Yoko received an MBA from the Kellogg School of Management, Northwestern University and Bachelor degree from the International Christian University in Tokyo.



## **EGBERT SCHRAM**

Group CEO, Hofstede Insights

Egbert Schram is the CEO of Hofstede Insights. He is astute, passionate about his work, known to make complex things understandable by focusing on pragmatic solutions. His client engagement focuses on management team and board level culture and strategy alignment challenges, for example in integration, acquisition and transformation issues.

Egbert is a Dutch forester by background (Wageningen University), currently living in Finland, with his studies having equipped him with a holistic yet pragmatic view on business. He has been internationally

coaching coaches, consulting consultants and training trainers since 2006.

Other professional activities include being the Chairman of the international chapter at the FinnishHR Federation, guest lecturer at various universities and polytechnics and advisory board member at Amcham Finland.

## **YOUR LEARNING SPECIALIST**

### **ITZEL RUIZ**

Learning and Development, Hofstede Insights

Itzel has worked as a civil servant in her home country, Mexico, and in the private sector in the language and education field in Australia.

With more than 10 years of international experience, nowadays she is working in Finland, developing training programmes to engage organisations in intercultural awareness practices.

Interested in education and lifelong learning, she has volunteered in projects in the San Francisco Bay area, U.S. and Al-Khalil, Palestine.



## OUR NETWORK OF ASSOCIATED PARTNERS

With over 130 certified consultants in 60 countries, our highly selective network of culture and management consultants possess extensive professional experience and knowledge on how to implement culturally sensitive management practices, align working practices with strategic goals and help with creating organisations which have the Best Culture to Perform. With proven cases from working with brands such as GE, Novartis, TUI, Unilever and many more, Hofstede Insights brings organisations from international presence to true global effectiveness.

## OUR ASSOCIATE PARTNERS

This Certification will support you in the process of understanding the 6-D Model of National Culture as well as provide you with tools to leverage knowledge and practical resources.

In order to ensure the highest quality standard and fulfill the needs of our clients, our application process is extremely selective. We require members of Hofstede Insights network to:

- Possess strong didactical skills and be able to generate creative, innovative and practical ideas
- Have occupied higher management positions
- Have high standards of professionalism and intercultural empathy
- Have strong sales skills to do their own sales and assignment acquisitions
- Have lived and worked in at least two countries outside of their home country
- Be fluent in several languages

## BENEFITS\*

### Standard of excellence.

- Showcase to your clients that you are a member of an established international organisation that sets worldwide standards
- Connection to the masters and builders of the field

### Peer learning and exchange.

- Support from a worldwide network of experts
- Continuous peer learning
- Monthly virtual events (on topics related to culture, consulting, personal branding and new technologies)
- Exclusive Master Classes and certification programmes
- Access to #TheCultureFactor conferences and selected events

### Personal Branding.

- An e-mail address
- A profile on our website
- Business cards

### Everything you need to get started

- Access to google meet and Jamboard
- Access to an unlimited virtual cloud
- Access to selected software needed to create the material for your coaching/training
- Access to our material archives (30 years of documentation cases and exercises)
- Training material

### Go further

- Help us contribute to the field as we regularly support research projects
- Involvement in the creation of tools and learning materials





## THE REGISTRATION PROCESS

### Step 1 Application

To apply to the programme and to join as an Associate Partner, please share your CV and a motivation letter at [sales@hofstede-insights.com](mailto:sales@hofstede-insights.com).

### Step 2 The interview process

If your CV and motivation letter fit the requirements, we will contact you to set up 2 to 3 intake calls:

- **Call n\*1** With our Learning and Development Manager, Itzel Ruiz, you will discuss your objectives and learning path.
- **Call n\*2** with the Group CEO of Hofstede Insights, Egbert Schram you will be able to discuss what it means to become an Associate Partner and ask questions you might have on the contract.
- **Call n\*3** in case there is a country office in your country, you will have a call with the country office Managing Director.

### Step 3 Official registration

You are officially registered to the course once the payment has been received and the contract signed.

### Are you an internal consultant?

We offer a modified attendance to this programme, aimed at enabling internal corporate trainers to use our materials for internal talent and learning training development.

Corporate participants do not join as Associate Partner thus they do not receive the benefits attached to the membership. Please note that the coaching and access to our material archives are part of these benefits.

## PRICE

Level	Participant(s) per session	Price Excl. VAT
Certification in Intercultural Management	15	6000€
Certification in Intercultural Management & Organisational Culture	15	8000€

## OUR EXPERTISE AT YOUR SERVICE

Hofstede Insights has spent over 30 years helping some of the world's largest organisations transform their intercultural and organisational challenges into business success stories, and translating academic research into powerful actions.

We offer high quality expert services and solutions in the field of culture and management based on academic research and a wealth of practical experience.



### UNIQUENESS

The only organisation offering a combination of Organisational and National Culture expertise.



### WORLDWIDE

A worldwide network of expert consultants blend their knowledge with a deep human insight; each brings wisdom born of experience and skilled cultural observation.



### EFFICIENCY

Unique expertise in translating scientific knowledge into applicable and concrete business solutions.



### FLEXIBILITY

Your reality first! Powerful tailor-made solutions that unleash transformative change.



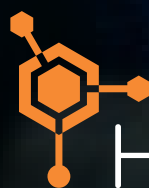
### RELIABILITY

Anchored in rigorous academic theory, our data-driven analysis pinpoints the role and scope of culture in your organisation's success.



### SENIORITY

A European organisation, founded in 1985. We have worked with some of the world's largest organisations.



Hofstede  
Insights

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Consulting | Coaching | Certification | Tooling

Learn more: [www.hofstede-insights.com](http://www.hofstede-insights.com)  
Contact us: [sales@hofstede-insights.com](mailto:sales@hofstede-insights.com)