



How does **culture differentiate** us as individuals, business professionals and co-workers?

Are there better ways to **communicate** with your **global** colleagues and stakeholders?

How can you **build cohesion**, **celebrate diversity** and **pave new ways** to work around the differences within your team?

## CULTURAL INTELLIGENCE: WORK EFFECTIVELY & CONFIDENTLY IN A MULTICULTURAL ENVIRONMENT

Promote workplace diversity and cooperation

SkillsFuture SG Accredited

TGS-2019503467

Eligible for Training Grant,  
Absentee Payroll &  
Use of SkillsFuture Credit

The modern-day dynamic workplace delights in assembling **talents from across the globe**, combining varied educational backgrounds, diverse cultural experiences, deep local knowledge, as well as unique strategic perspectives, in order for the business to be equipped to **maximise global reach**. With the increasing need to communicate and collaborate in multicultural working environments, it is crucial for business professionals to understand cross-cultural etiquette, adapt communication styles, and acknowledge the perspectives of co-workers or stakeholders who may view the world through different lenses.

**“Diversity may be the hardest thing for a society to live with,  
and perhaps the most dangerous thing for a society to be without.”**  
*William Sloane Coffin, Jr., American Clergyman and Civil Rights Activist*

**“When we listen and celebrate what is both common and different,  
we become a wiser, more inclusive, and better organization.”**  
*Pat Wadors, Chief Talent Officer, ServiceNow*

Communicating and understanding a plethora of cultures is not always easy, as there are many facets, layers and practices that go beyond a simple business discussion or email exchange. For the global executive who needs to navigate both local and global considerations, this course promises helpful insights through a structured framework to explore how different cultures can co-exist, be leveraged on, and lead to rewarding strategy implementation, that enhances personal development, team cohesion and business performance.

Key topics covered in this training programme:

Dimensions of Culture • Cross-Cultural Etiquette • Effective Communication • Conflict Resolution

## **CULTURAL INTELLIGENCE:**

### **Work Effectively & Confidently In A Multicultural Environment**

#### **Learning Outcomes (LOs) & Course Outline**

#### **1-Day Instructor-Led Synchronous e-Learning / Classroom Training Programme**

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### **EVALUATE THE IMPORTANCE AND CHALLENGES OF MULTICULTURALISM AND GLOCALISATION**

#### **LO 1 Examine the international business landscape and key considerations supporting workplace diversity**

- Review the state of multiculturalism and glocalisation in today's business environment
- Reflect on the importance of cross-cultural diversity at work
- Discuss the challenges of working with diverse colleagues, customers, business partners and stakeholders

#### **LO 2 Review how culture influences thoughts, emotions and behaviour, and their resultant impact on individuals, business and society**

- Recognise the three levels of human mental programming
- Understand how culture affects the way people think, feel and act

### **ANALYSE CULTURAL DIFFERENCES AND DEVELOP STRATEGIES TO MANAGE DIVERSITY AND ENHANCE COOPERATION**

#### **LO 3 Analyse the seven dimensions of culture to foster rapport and enhance business relationships**

- Do your foreign counterparts value rules over relationships?
- Do they typically perform better in teams or as individuals?
- Is there a veil that masks their true emotions, and does it matter?
- How do they segregate their personal and work life? Should you disrupt that?
- How would they define success? Are they keen to prove themselves?
- What is their orientation towards time management?
- Do they desire to have control over their environment? Are you seen as interfering?

#### **LO 4 Develop strategies with codes of practice to manage diversity and cross-cultural cooperation**

- Compare three different approaches to managing cultural differences
- Synthesise the different dimensions of culture to develop specific strategies to support diversity and promote intercultural relationships

### **ADJUST PERSONAL AND LEADERSHIP STYLE THROUGH ETIQUETTE AND COMMUNICATION FOR IMPROVED BUSINESS OUTCOMES**

#### **LO 5 Adjust interpersonal style and apply principles of etiquette for effective communication in cross-cultural social and business contexts**

- Adjust individual bias and accountabilities for contributing to a diverse and cooperative work environment
- Combine universal principles of effective communication to manage more effectively at work
- Apply key principles of business and social etiquette to connect better with others
- Adapt meeting and greeting etiquette to project the correct first impressions

#### **LO 6 Lead in managing relationships and communicating expectations to leverage diversity for improved individual, team and organisational outcomes**

- Communicate expectations of cross-cultural awareness as a leader and manager
- Manage interpersonal and intercultural relationships to promote positive outcomes for individuals, teams and the organisation
- Diffuse interpersonal conflicts and seek to prevent potential miscommunication

### **TAKE ACTION CHALLENGE - YOUR ACTION PLAN AND INSPIRATION FOR TRANSFORMATION**

*6 months' value-added post-training follow-up to encourage effective transfer of learning:*

**Take Action Accountability • Training Outcomes Measurement • Optional Mentor Briefing**

## COURSE FEE & FUNDING INFORMATION

### With SkillsFuture SG (SSG) Training Grant & Absentee Payroll Subsidy Eligible for Use of SkillsFuture Credit & SkillsFuture Enterprise Credit

For company-sponsored training, the actual fee payable is dependent on the company's incorporation type in Singapore (SME/non-SME) and the residency status and age of training participants. Non GST-registered companies should also consider GST implications. Here's an illustrative summary of the different funding components.

Learner Profile	Course Fee & Funding Information	COMPANY-SPONSORED				SELF-SPONSORED
		SME		NON-SME		
		Excl GST	Incl GST	Excl GST	Incl GST	Incl GST
Singapore Citizen ≥ 40 years	Full Course Fee	\$ 360.00	\$ 392.40	\$ 360.00	\$ 392.40	\$ 392.40
	Less: SSG Training Grant	\$ (252.00)	\$ (252.00)	\$ (252.00)	\$ (252.00)	\$ (252.00)
	Imageworks Invoiced Amount	N.A.	\$ 140.40	N.A.	\$ 140.40	\$ 140.40
	Less: Absentee Payroll	\$ (30.38)	\$ (30.38)	\$ (30.38)	\$ (30.38)	\$ -
	<b>Net Training Investment</b>	<b>\$ 77.63</b>	<b>\$ 110.03</b>	<b>\$ 77.63</b>	<b>\$ 110.03</b>	<b>\$ 140.40</b>
Singapore Citizen 21-39 years	Full Course Fee	\$ 360.00	\$ 392.40	\$ 360.00	\$ 392.40	\$ 392.40
	Less: SSG Training Grant	\$ (252.00)	\$ (252.00)	\$ (180.00)	\$ (180.00)	\$ (180.00)
	Imageworks Invoiced Amount	N.A.	\$ 140.40	N.A.	\$ 212.40	\$ 212.40
	Less: Absentee Payroll	\$ (30.38)	\$ (30.38)	\$ (30.38)	\$ (30.38)	\$ -
	<b>Net Training Investment</b>	<b>\$ 77.63</b>	<b>\$ 110.03</b>	<b>\$ 149.63</b>	<b>\$ 182.03</b>	<b>\$ 212.40</b>
Singapore PR ≥ 21 years	Full Course Fee / Invoiced Amt	\$ 360.00	\$ 392.40	\$ 360.00	\$ 392.40	\$ 392.40
	<b>Net Training Investment</b>	<b>\$ 360.00</b>	<b>\$ 392.40</b>	<b>\$ 360.00</b>	<b>\$ 392.40</b>	<b>\$ 392.40</b>

*For example, assuming a non-SME (GST-registered) company organises a class for 15 employees consisting of 10 Singaporeans above 40 years, 4 Singaporeans between 21 to 39 years or Singapore PRs above 21 years, and 1 non-Singaporean/PR, the final training investment after applicable Training Grants and Absentee Payroll subsidies will be  $(\$77.63 \times 10 + \$149.63 \times 4 + \$360 \times 1) = \$1,734.82$  for 15 employees attending the 1 day training.*

- The above table includes Baseline Funding, Enhanced Training Support for SMEs (ETSS) and Mid-Career Enhanced Subsidy (MCES) where applicable. Imageworks will apply for these SSG Training Grants for eligible participants.
- As this is an SSG-funded programme, Singapore Citizen and Singapore Permanent Resident learners must record their attendance electronically via the SingPass app, meet a minimum attendance of 75% of the training hours, and pass the competency-based assessments to successfully complete the course and qualify for funding.
- Absentee Payroll is a grant for Singapore-registered companies (excluding government entities) to defray manpower cost, capped at \$100,000 p.a. Excluded from our invoice for course fees, employers have to endorse their employees' details in the Enterprise Portal for Jobs & Skills (EPJS) after their course completion to facilitate funding disbursement.
- Eligible employers can also tap on SkillsFuture Enterprise Credit (SFEC) to cover up to 90% of out-of-pocket expenses including training for non-Singapore Citizen/PR participants with Foreign Identification Number (FIN).
- Self-sponsored Singaporeans may utilise their SkillsFuture Credit to pay for Imageworks' invoiced amount.
- SMEs are companies registered or incorporated in Singapore with an employment size of not more than 200 employees or with an annual sales turnover of not more than S\$100 million.
- The above course fee excludes training venue and F&B expenses. Imageworks' training academy which is well-equipped and conveniently located at 100 Pasir Panjang, is available for corporate booking at a preferential rate.
- On completion of training, participants will be awarded a SSG Statement of Attainment in Organisational Relationship Building.

**Added benefits for choosing a corporate training session exclusively conducted for your organisation:**  
Contextualisation to organisation • Alignment of standards • Team bonding opportunities

# At Imageworks, we believe in forging strong partnerships with our clients. We are committed to deliver effective training solutions that produce results.

Beginning with a clear understanding of each client's needs, we'd suggest ways to contextualise our programme and adapt training activities to deliver memorable learning experiences that both organisations and individuals appreciate. Our high percentage of repeat clients bears testimony of our training effectiveness. Here's a list of some of them:

## PRIVATE CORPORATIONS

ABN AMRO  
Accenture  
ACE Insurance  
ACES Learning  
AIA  
AmBank  
Antiant  
ANZ Bank  
Aon Hewitt  
Ascent Solutions  
Atos Origin  
AXA Life  
Avanade  
Bally  
Bank Julius Baer  
Bank of Singapore  
Barclays  
Body Contour  
Borneo Motors  
Bosch  
BSL Group  
BW Maritime  
Capitaland  
CFA Singapore  
Changi Airports International  
CIMB Bank  
Citibank  
City Developments Ltd  
CLA Global TS  
CLS International (Berries)  
Colin Ng & Partners  
ComfortDelGro  
Credit Agricole  
Credit Suisse  
Crimson Logic  
Daimler South East Asia  
Dale Carnegie  
DBS Bank  
Deloitte  
DNV  
Duke Bakery  
Eastport Maritime  
Edelman  
Elsevier  
Estee Lauder  
Eurokars Group  
Experia Events  
Far East Organization  
Finexis  
Fisher & Paykel  
Fraser's Property  
FT Consulting  
Fullerton Health  
Gammon Construction  
Global Logistic Properties  
Golin Harris  
Great Eastern Life  
GREIF  
GuocoLand  
HK Land  
Hongkong & Shanghai Hotels  
HSBC  
IN.FOM

IPP Financial Advisers  
Jigger & Pony  
Jones Lang LaSalle  
JP Morgan  
Keppel Corporation  
Kimberly-Clark  
KMP Group  
Knight Frank  
Kuok Group  
Laguna National Golf & Country Club  
Liberty Insurance  
Lum Chang Building Contractors  
M1  
Maersk  
Mandai Wildlife Group  
Manulife  
Maybank  
McKinsey & Co  
MediaCorp  
Meritus Mandarin Hotel  
Merrill Lynch  
Merz Asia Pacific  
Montage Studios  
Nefful  
NTUC Income  
OCBC Bank  
OCBC Securities  
Oculus  
Olympus  
Panasonic  
PGIM Real Estate  
POSB Bank  
Procter & Gamble  
PropNex  
Prudential  
Resorts World Sentosa  
Richemont Luxury  
Rockwell Automation  
Qornerstone  
S&P Global  
SAA Architects  
Sanden International  
Schlumberger  
Schroders Investment Management  
Sea Group  
Sentosa Development Corporation  
Shinji by Kanesaka  
Sime Darby Insurance Brokers  
Singapore Exchange (SGX)  
Singapore Technologies  
SingPost  
SPH Media  
St Gregory Spa  
Standard Chartered Bank  
Taj Hotels  
TEE International  
Teledirect  
The American Club  
The Body Shop  
ThermoFisher Scientific  
Tolido's  
Toyota Tsusho  
Transglobal Logistics  
Triumph International

UBS  
United Overseas Bank (UOB)  
Wearnes Auto  
Wong, Ong & Partners  
Yahoo!  
Yue Hwa Chinese Emporium

## MINISTRIES, STATUTORY BOARDS & GOVERNMENT-LINKED COMPANIES

A\*STAR  
Auditor-General's Office (AGO)  
Civil Service College  
Centre for Management Development  
Economic Development Board  
Enterprise Singapore  
Government of Singapore Investment Corporation (GIC)  
GovTech  
Housing and Development Board  
Infocomm Development Authority  
InvestHK  
Inland Revenue Authority of Singapore (IRAS)  
Integrated Health Information Systems (IHIS)  
Jurong Town Corporation (JTC)  
Maritime Port Authority of Singapore (MPA)  
MINDEF  
Ministry of Communications and Information  
Ministry of Culture, Community and Youth  
Ministry of Home Affairs  
National Gallery  
National Healthcare Group  
National University Health System  
Public Utilities Board  
Singapore General Hospital  
Singapore Land Authority  
Singapore Tourism Board  
Surbana  
Tan Tock Seng Hospital

## LEARNING INSTITUTIONS

Henderson Secondary School  
Hwa Chong Institution  
INSEAD  
Manchester Worldwide IHE  
Methodist Girls' School  
Nanyang Polytechnic  
Nanyang Technological University  
National Junior College  
National University of Singapore  
Ngee Ann Polytechnic  
Republic Polytechnic  
Singapore Institute of Management  
Singapore Management University  
Singapore Polytechnic  
The British Council

## NON-PROFIT ORGANISATIONS

Breast Cancer Foundation  
St James Church  
Trinity Christian Centre



# WHY ORGANISATIONS CHOOSE IMAGEWORKS®

Branding Through People

“The application of the principles of etiquette is insightful and practical as we seek to improve our business relationships with our partners and stakeholders across the globe. Thank you for challenging us to step out of our comfort zones, to take every opportunity to connect well with others.”  
- Participant from an international business division of a government agency -

“On behalf of our team, I would like to convey our heartfelt appreciation to you for delivering such an impactful training, and making the session a truly memorable one! We are also really pleased to share that excellent feedback was received for the workshop among all the participants. Thank you for your support and we will feel honored to collaborate again in the future.”  
- PhD Research Scholar & Career Team Director of an engineering post-graduate alumni association of a local university -

“I often get asked by colleagues which is our most popular program we run...the answer is always Imageworks... I often get asked which program is critical to our overall training...the answer again is Imageworks. Imageworks has worked with us to not only deliver training but they have consulted with us the whole way. The program we have is tailored to our needs and represents what we stand for, aligning with our brand and the way we do business. Imageworks has captured our essence and helped us to create customer driven employees, particularly in how they represent our business and most importantly themselves.”  
- Head of Learning & Development of a major financial institution -



## GET TO KNOW US ...

At Imageworks, we believe in celebrating diversity at the workplace, with many of our client engagements working to enhance cohesion, connectivity and mutual appreciation for people and culture differences within local and multinational teams.

Established in 1995, we have over 28 years of experience in improving interpersonal communication skills among our participants, many of whom come from different industries, cultures and stages of life. Imageworks is a 3-time winner of the HR Vendors of the Year Awards from 2020 to 2022, as Best Management and Sales Training Provider.

At Imageworks, we are guided by NICE, an acronym for our core values of nurturing, integrity, creativity and excellence: we are nurturing towards our staff and clients; we discharge our duties with integrity; we inject creativity into our learning experiences, and continually strive for excellence in all that we do. Our passion keeps us a relevant, driven and effective business that continually strives to connect, collaborate and develop meaningful relationships.

Tap on our experience and expertise to inspire and equip yourself and your people, for personal empowerment and corporate excellence.

## ...AND OUR TRAINING TEAM



**PROFESSIONAL TRAINERS & EDUCATORS**  
Everyone learns differently. Our certified trainers reinforce learning through interactive facilitation techniques, innovative visual aids and impactful learner demonstrations that enable the effective transfer of learning.



**EXPERIENCED SUBJECT MATTER EXPERTS**  
Our trainers are experienced subject matter experts in the areas of social intelligence, professional presence, effective communication and customer experience. Our active practice of these skills allow us to coach our trainees with relatable, relevant and applicable content.



**STRONG CORPORATE BACKGROUND**  
Our trainers have solid portfolios and corporate track record, with a deep appreciation for business and HR issues. We are thus able to contextualise training effectively and motivate learners with practical insights.



**MULTI-INDUSTRY PRACTITIONERS**  
We've contextualised our training to cater to different industries and adapted it to ensure an inclusive environment. It's no wonder that our clients come back for more!