

LEADING MULTI-CULTURAL TEAMS

Using the DARC Cultural Intelligence Model
to Build Trust, Collaboration and High-Performing Teams

Different cultures.
Different perspectives.
Real leadership challenges.

**How do you bring people
together and get the best
from these differences?**



**A practical,
interactive
workshop for
global leaders**



Greater
understanding



Stronger
trust



Better
collaboration



Higher
performance

WORKSHOP OVERVIEW

Today's leaders increasingly manage teams whose members bring different national cultures, values, communication styles and expectations of leadership.

These differences can be a tremendous source of innovation, creativity and collective intelligence. But they can also create misunderstandings, frustration, reduced trust and ineffective collaboration.

The challenge is not simply understanding different cultures. It is knowing how to lead people from different cultures so they can work successfully together.

This highly interactive workshop is built around the **DARC Cultural Intelligence Model – Detect, Audit, Reconcile, Connect** – a practical approach that helps leaders recognise cultural influences, understand differences, bridge competing expectations and create effective multicultural teams.

Participants bring their own real cross-cultural leadership challenges to the workshop. These become the foundation for learning and problem-solving throughout the programme.

Rather than memorising cultural characteristics or relying on stereotypes, participants learn to apply cultural intelligence to the situations they actually face.

WORKSHOP OUTCOMES

By the end of the workshop, participants will be able to:

1

Resolve real cross-cultural leadership challenges

Analyse issues from their own workplace and develop practical solutions using the DARC model.

2

DETECT cultural influences

Recognise when differences in expectations, values and behaviours may be affecting team performance.

3

AUDIT cultural differences

Understand how culture influences hierarchy, communication, decision-making, trust and conflict.

4

RECONCILE different expectations

Adapt leadership approaches and develop solutions that respect different cultural perspectives.

5

CONNECT people across cultures

Build belonging, shared purpose, effective collaboration and stronger multicultural teams.

6

Develop a personal action plan

Identify specific leadership behaviours and team practices, to implement following the workshop.



MODULE 1: YOUR CROSS-CULTURAL LEADERSHIP CHALLENGES

Starting with real issues, not abstract theory

Participants begin by identifying cultural issues they are currently experiencing in leading or working with multicultural teams.

- How our own cultural background influences the way we lead.
- Recognising assumptions we make about people from different cultures.
- Identifying cultural misunderstandings and barriers to collaboration.
- Exploring where cultural differences have strengthened or weakened team performance.
- Selecting specific leadership challenges to work on throughout the workshop.



Activity:

Participants bring and share their own cross-cultural leadership challenges. These become the real-life cases they will work through using the DARC model.

MODULE 2: DETECT – RECOGNISING CULTURAL INFLUENCES

Learning to notice what may be happening beneath the surface

Cultural differences are not always obvious. Leaders may interpret behaviour through their own cultural expectations without recognising that others see the same situation differently.

Participants explore:

- Recognising situations where cultural expectations may be influencing behaviour.
- Noticing differences in verbal and non-verbal communication.
- Identifying cultural assumptions behind apparent misunderstandings.
- Distinguishing possible cultural influences from individual preferences and organisational practices.
- Developing curiosity before making judgements.



Activity:

Participants revisit their own leadership challenges and identify cultural signals, assumptions and questions that need further investigation.

MODULE 3: AUDIT – UNDERSTANDING FIVE CRITICAL CULTURAL DIFFERENCES

Understanding why people may think, communicate and behave differently

Once leaders detect possible cultural influences, they need to examine what may be driving them. Participants explore five cultural dimensions that frequently affect multicultural leadership.

1

Hierarchy and Authority

How do leaders manage people who expect clear direction alongside those who expect consultation?

2

Communication and Feedback

How do leaders work effectively with direct and indirect communicators?

3

Decision-Making

How do leaders reconcile quick individual decisions with preferences for consultation and consensus?

4

Trust and Relationships

How do leaders build trust when some cultures prioritise relationships while others emphasise tasks?

5

Conflict and Disagreement

How do leaders encourage clear and respectful discussion when cultural expectations about harmony differ?

Beyond National Culture

Leaders also need to recognise that national culture is only one influence on behaviour. Individuals bring different personalities, strengths, experiences and working preferences.

Effective cultural intelligence requires understanding both cultural patterns and individual uniqueness without stereotyping people.



Activity: Participants use the five dimensions to AUDIT their own workplace challenges.

MODULE 4: RECONCILE – BRIDGING CULTURAL DIFFERENCES

Finding ways forward when expectations differ

Once leaders understand the cultural factors, they need to find practical ways to reconcile different perspectives and expectations.

Participants explore:

- Identifying areas of alignment and common purpose.
- Exploring different perspectives with curiosity and respect.
- Finding solutions that meet the needs of different cultural expectations.
- Adapting leadership and communication approaches.
- Managing difficult conversations across cultures.
- Building agreements and shared ways of working.



Activity: Participants work on their own leadership challenges to develop practical solutions using the DARC model.

MODULE 5: CONNECT – BUILDING HIGH-PERFORMING MULTICULTURAL TEAMS

From cultural awareness to stronger collaboration

The final module focuses on creating the conditions for effective, sustainable multicultural teams.

Participants explore:

- Building trust and psychological safety across cultures.
- Creating a sense of belonging and inclusion.
- Developing shared team purpose and goals.
- Establishing effective cross-cultural communication practices.
- Leveraging diversity for innovation and better decision-making.
- Developing team practices to sustain high performance.



Activity: Participants design practical team strategies to strengthen collaboration, inclusion and performance.

PROGRAMME FORMAT



One-day interactive workshop
(also available as half-day or two-day)



Designed for team leaders, managers and senior executives



Highly practical with real-world team challenges, tools and exercises



Virtual or in-person
(customised to your organisation)

WHY ORGANISATIONS CHOOSE THIS WORKSHOP

- ✓ Practical tools that can be applied immediately
- ✓ Engaging, interactive and relevant to real challenges
- ✓ Tailored to your industry and organisational context
- ✓ Delivered by an internationally recognised expert
- ✓ Proven track record with global organisations

YOUR FACILITATOR



Dr Philip Merry, PhD

- 43 years international experience
- 63 countries
- 49 United Nations workshops
- Expert in team leadership, synchronicity and cultural intelligence
- Belbin specialist and creator of the DARC Cultural Intelligence model
- Ideas from research are only useful if they solve problems in real life