

Master Cultural Intelligence.

Help global teams turn difference into trust,
better decisions and stronger results.



NATIONAL CULTURES & GLOBAL TEAM SUCCESS

Train-the-Trainer Certification

**BUILT AROUND SOLVING PARTICIPANTS'
CURRENT CHALLENGES**

TEAM COACH

4 DECADES

63 COUNTRIES

Philip Merry PhD

**Global Thought Leader in TeamSynchronicity,
Team Leadership & Cultural Intelligence**

Build the capability to work creatively with national cultural issues in global teams

National cultures shape how global team members communicate, build trust, make decisions, handle disagreement and deliver results. When cultural differences are misunderstood, teams pay the price through slower decisions, unnecessary conflict and lost opportunities.

This certification moves beyond theories and models. Participants bring current cross-cultural challenges, then use proven tools, peer experience and expert guidance to develop practical solutions they can apply immediately.

"I rate Philip Merry among the top ten percent of consultants I have ever worked with - and the best on leadership issues in cross-cultural settings."

Prof. Dr. Frank R. Rijsberman

KEY BENEFITS

- Communicate clearly across cultural differences
- Build stronger trust, belonging and psychological safety
- Improve decision-making, innovation and collaboration
- Reduce conflict and misunderstandings
- Turn cultural diversity into collective strength
- Leave with solutions to a current team challenge

THE DARC MODEL

A practical four-step process for working with culture and strengthening team performance.

- D DETECT**
Notice cultural differences before judging behaviour.
- A AUDIT**
Explore the values, assumptions and norms shaping behaviour.
- R RECONCILE**
Work creatively with differences - achieve the best of both.
- C CONNECT**
Build shared understanding, agreements and stronger bonds.

TWO-DAY PROGRAMME AGENDA

A practical journey from understanding cultural influences to creating stronger global-team collaboration, belonging and results.

DAY ONE

UNDERSTANDING CULTURE & TEAM DYNAMICS

- 09.00 Welcome and team challenges**
Bring a current global-team issue into the workshop.
- 09.30 National cultures and team success**
How culture shapes teamwork, collaboration and performance.
- 10.45 The global team as a system**
Purpose, roles, relationships, norms and ways of working.
- 12.00 Leading thinkers on culture**
From cultural models to practical team diagnosis.
- 13.45 Philip Merry's DARC Model**
Detect, Audit, Reconcile and Connect.
- 15.15 Speaking up across hierarchy**
Status, participation, challenge and shared responsibility.
- 16.15 Team challenge clinic**
Detect and audit the cultural and team dynamics.
- 17.00 Day One integration**
Insights, application and preparation for Day Two.

DAY TWO

BUILDING COLLABORATION & RESULTS

- 09.00 Reconnect and review**
Move from cultural understanding to team action.
- 09.20 Direct or indirect communication**
Clarity, diplomacy, face and team agreements.
- 10.35 Decision-making across cultures**
Leadership-led or consensus-based decisions.
- 11.35 Building trust across cultures**
Trust first, task first and repairing misunderstandings.
- 13.35 Belonging and psychological safety**
Create a team where everyone can contribute.
- 14.35 Reconciling cultural differences**
Create the best of both cultural approaches.
- 15.35 Designing lasting interventions**
Turn insight into sustainable team practices.
- 16.20 Global team intervention lab**
Apply DARC and present a practical action plan.
- 17.00 Certification and next steps**
Feedback, commitments and programme evaluation.

BRING A REAL CHALLENGE. LEAVE WITH A PRACTICAL SOLUTION.

Use DARC, peer experience and Philip Merry's expertise to strengthen a global team you lead or support.

REAL WORLD. GLOBAL REACH.

Insights and experience from projects across 63 countries, with multicultural teams in Asia Pacific, Europe, the Middle East, Africa and the Americas.

49 UN WORKSHOPS

400+ FACILITATORS CERTIFIED



FOUR REAL-WORLD CULTURAL CHALLENGES

Participants practise DARC using these common global-team situations - then apply the same process to the challenge they bring.



SPEAKING UP

Balancing respect for hierarchy with open contribution.



DIRECT VS INDIRECT

When direct honesty is valued by some but experienced as rude by others.



DECISION MAKING

Leadership-led decisions versus consensus and consultation.



TRUST FIRST OR TASK FIRST

Relationship-building versus getting straight to work.

WORK ON YOUR CURRENT ISSUE

Bring a live cross-cultural challenge from a team you lead or support.

Detect | Audit | Reconcile | Connect | Create an action plan

Better relationships. Better teams. Better results.

PROGRAMME FORMAT

A highly interactive certification experience

The programme combines short inputs, practical tools, real cases, peer consultation, facilitation practice and structured work on participants' current cross-cultural challenges.

1

UNDERSTAND

Explore how national culture shapes behaviour, trust, communication and results.

2

PRACTISE

Use the DARC Model with realistic global-team cases.

3

SOLVE

Apply the tools to a current challenge from a team you lead or support.

4

FACILITATE

Practise helping others reconcile cultural differences.

5

ACT

Leave with a practical intervention and immediate next steps.

PARTICIPANT PROFILE

- Trainers and facilitators who work with multicultural teams
- Consultants and coaches supporting global leaders
- HR and L&D professionals building cultural capability
- Leaders and managers responsible for international teams

DELIVERY OPTIONS

- Two-day public certification workshop
- Online or face-to-face delivery
- In-house certification for organisations
- Tailored application to your teams and regions

WHAT YOU RECEIVE

- Practical cultural intelligence tools and facilitation resources
- Mastery of Philip Merry's DARC Model
- Guided work on your own current challenge
- Learning from a multicultural community of practitioners
- Certificate of Completion

**BRING THIS PROGRAMME
TO YOUR ORGANISATION**

WHY PEOPLE HIRE PHILIP MERRY

Cross-cultural leadership, facilitation and team development



FONS TROMPENAARS

"I am grateful to Philip Merry, he is one of the few people I trust to make presentations on major points of this book without feeling too anxious."

Fons Trompenaars - Author (with Charles Hampden-Turner) of Riding the Waves of Culture

THE BEST ON LEADERSHIP ISSUES IN CROSS-CULTURAL SETTINGS.

I rate Philip Merry among the top ten percent of consultants I have ever worked with, and the best on leadership issues in cross-cultural settings.

Prof. Dr. Frank R Rijsberman - Director General, International Water Mgt Institute

RESPONDS TO THE UNFOLDING LEARNING NEEDS

Having lived in Asia since 1988, Philip is good at establishing rapport with all levels, disciplines and cultures. Asian participants often comment on his ability to get people relaxed and talking about important issues which have previously been ignored. He has the confidence and flexibility to respond to the unfolding learning needs of participants when required, rather than rigidly sticking to a timetable.

Micheal Bickel - Training Manager, UNICEF

PEOPLE STILL TALK ABOUT THE MAGIC THAT PHIL WAS ABLE TO WEAVE

Phil was the orchestrator for 6 Global Leadership Programmes, held in Singapore, Tokyo, Shanghai and Istanbul, with representatives from Germany, US, UK, France, Holland, Sweden, Brazil, Mexico, Venezuela, China, Japan, South Korean, Indonesia, Malaysia, Singapore, Thailand, Philippines, India, UAE, Tunisia, South Africa and Turkey. Phil received very strong feedback on his skill to bring people together from different cultures, and participants still talk about the magic that Phil was able to weave during the programme.

Penny Lee, Senior Manager Corporate OD, Boehringer Ingelheim

PHIL MIRACULOUSLY TURNED THE GROUP AROUND

Phil facilitated a strategic retreat for a multi-cultural senior group of highly eminent individuals with divergent views of their collective roles and responsibilities. Against some early dissension Phil miraculously turned them around and was able to have them engaged and constructively focusing on the substance of the retreat.

Dr. Meryl J Williams - Executive Officer, CGIAR

MAKES MISSION IMPOSSIBLE HAPPEN

Philip Merry is like an artist/magician who understands the joy and sorrow in the cross-cultural scene and how to meet change and challenges. For a lot of Japanese businessmen at the international business scene P Merry is a good help at the good times and bad times!

H Tsukamoto - Project Manager, Reuters Japan

I ALWAYS TURN TO HIM FOR CROSS-CULTURAL TEAM BUILDING AND LEADERSHIP

Philip's forte is cross-cultural teambuilding, leadership and the development of senior-level managers. Over the years, I have always turned to him for cross-cultural team development and coaching for top managers/teams in very difficult situations.

Shahrukh Marfatia - Former HR Manager Singapore, Nokia

THE MOST POPULAR MODULE ON OUR MBA PROGRAMME

Our programme in International Business has students from all over the world, and Philip designed and conducted Managing People - Empowering Others for a Change, which has become one of the most popular courses in the whole programme by convincing them that cultural diversity is a major asset in management and business success.

Gill Coleman - MBA Director of Studies, University of Bristol, UK





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BUILD STRONGER TEAMS.**

For information about the next public programme or bringing this certification to your organisation, contact:

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43 years facilitating teams | 63 countries | 49 UN workshops

TeamSynchronicity | Belbin | Cultural Intelligence | Psychological Safety

PHILIP MERRY CONSULTING GROUP - SINGAPORE