



Philip Merry PhD

Global Thought Leader in TeamSynchronicity,
Team Leadership & Cultural Intelligence



NATIONAL CULTURE & GLOBAL TEAMS

Train-the-Trainer Certification

**BUILT AROUND SOLVING PARTICIPANTS'
CURRENT CHALLENGES**

Master Cultural Intelligence.

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

TEAM COACH

4 DECADES, 63 COUNTRIES

Build the capability to work creatively with cultural differences

National culture shapes how people communicate, build trust, make decisions, handle disagreement and deliver results. When cultural differences are misunderstood, organisations 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.

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.



DETECT

Notice cultural differences before judging behaviour.



AUDIT

Explore the values, assumptions and norms shaping behaviour.



RECONCILE

Work creatively with differences - achieve the best of both.



CONNECT

Build shared understanding, agreements and stronger bonds.

"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

"Ideas from research are only useful if they solve problems in real life."

Philip Merry

Programme Leader



PHILIP MERRY PhD

43 years facilitating teams; 63 countries; 49 UN workshops; 400+ facilitators certified.

Philip brings four decades of practical experience working with culture, teams and leadership across Asia Pacific, Europe, the Middle East, Africa and the Americas.

FROM KNOWLEDGE TO ACTION

The programme connects cultural insight directly to better communication, stronger trust and improved team results.

PROGRAMME CONTENT

- How national culture influences global teamwork
- The evolution of leading thinkers on culture
- Philip Merry's DARC cultural intelligence model
- Speaking up across hierarchy and status
- Direct versus indirect communication
- Decision-making: leadership-led or consensus-based
- Trust first versus task first
- Culture, belonging and psychological safety
- Designing interventions that create lasting change

LEARNING THAT MOVES FROM INSIGHT TO ACTION

Participants use DARC, the experience of the group and Philip Merry's expertise to develop practical solutions to their own current challenges.

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**

FEEDBACK ON 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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**MASTER CULTURAL INTELLIGENCE.
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