
Cross-Cultural Leadership and Cultural Intelligence Training Course

26 – 30 October 2026
Tokyo





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Ref: 280_19998 **Date:** 26 – 30 October 2026 **Location:** Tokyo **Fees:** 6900 GBP

Programme Summary

Cross-cultural leadership and cultural intelligence is the subject of this one-week training course for directors and senior managers, ending in a cross-cultural leadership plan for one multinational team. Leaders who manage people across borders meet differences in feedback, decision-making and trust that standard management methods do not explain. The approach moves from cultural analysis, through leadership style and team practice, to conflict and performance, and then to a worked plan. Mars Training Centre UK delivers this programme in cross-cultural leadership and cultural intelligence.

The Business Case

When leaders misread cultural norms, instructions are followed literally, problems are hidden from managers and capable people withdraw from discussion. Organisations that give leaders a shared method for reading differences and adapting their style can resolve misunderstandings early, make decisions that the whole team supports, and keep talent that would otherwise leave. Global leadership then rests on evidence about people rather than on assumption.

- Cross-Border Project Delays: Fall as decision rights, meeting norms and feedback routes are agreed openly.
- Team Retention: Improves as members from different backgrounds see that their way of contributing is valued.
- Escalated Conflict: Reduces as disagreement is handled through a defined pathway rather than avoided.

Principles and Evidence Base

- Hofstede Cultural Dimensions: Its dimensions, including power distance and uncertainty avoidance, structure the cultural profile built in Session 1.
- GLOBE Study: Its cultural dimensions and global leadership styles frame the comparison of leadership expectations in Session 1.
- Culture Map by Erin Meyer: Its scales for communicating, evaluating, deciding, trusting and disagreeing guide the analysis in Sessions 3 and 4.
- Cultural Intelligence CQ: Its four capabilities of drive, knowledge, strategy and action shape the self-assessment and development work in Session 2.



Intended Participants

- Directors who are accountable for teams or business units spread across several countries.
- Senior managers who lead people whose working norms differ from their own.
- Regional and programme leaders who coordinate partners, suppliers and project teams across borders.
- Senior officials who work in international committees, missions or joint ventures.

The programme serves multinational manufacturing, financial services, energy and public-sector organisations.

Learning Outcomes

1. Participants will be able to compare the leadership expectations of different cultures using recognised dimensions.
2. Participants will be able to evaluate their own cultural intelligence and construct a development plan.
3. Participants will be able to diagnose where communication, feedback and decision habits cause friction in a team.
4. Participants will be able to construct feedback and decision approaches that fit differing cultural norms.
5. Participants will be able to prioritise actions that build trust and resolve conflict in multicultural teams.
6. Participants will be able to justify a cross-cultural leadership plan to a team sponsor.

Programme Structure

Day 1: Cross-Cultural Leadership Foundations

How do cultural differences shape what people expect from a leader?

- Hofstede Cultural Dimensions Profile
- GLOBE Study Leadership Styles
- Culture Map Scales Overview
- Personal Cultural Self-Assessment
- Case Review of Two Cross-Border Leadership Failures

Day 2: Cultural Intelligence and Team Diagnosis

How is cultural intelligence assessed and developed in a leader?

- Four Capabilities Model of Cultural Intelligence
- Team Cultural Profile Map
- Assumption and Bias Check
- Stakeholder Expectation Matrix
- Observation and Enquiry Protocol



Day 3: Communicating, Deciding and Giving Feedback

How do communication, decision and feedback habits differ between team members?

- Culture Map Communicating and Evaluating Scales
- Direct and Indirect Feedback Scripts
- Deciding Scale and Decision Rights Analysis
- Meeting and Scheduling Norms Charter
- Virtual Team Communication Plan

Day 4: Trust, Conflict and Team Performance

How are trust and disagreement managed when members hold different norms?

- Culture Map Trusting Scale
- Trust-Building Action Plan
- Disagreement and Conflict Pathway
- Inclusion and Voice Practices
- Team Performance Indicator Set

Day 5: Applying Cross-Cultural Leadership to a Multinational Team

Is the leadership plan ready for the team sponsor to approve?

- Applying the Session 1 Cultural Profile to the Chosen Team
- Testing the Session 2 Self-Assessment Findings Against Team Evidence
- Checking Session 3 Feedback and Decision Norms for Fit
- Applying the Session 4 Conflict Pathway to Open Issues
- Completing the Cross-Cultural Leadership Plan

Methodology

The programme is built around structured exercises and case analysis. Participants work with an anonymised multinational team scenario, profile cultural differences, rehearse feedback and decision conversations, and build their plan in small mixed groups, then defend it before a simulated sponsor panel. No prior study of culture is required.

- Suggested activity: Profiling a sample project team spread across four countries.
- Suggested activity: Rehearsing a difficult feedback conversation using direct and indirect scripts.
- Suggested activity: Resolving a simulated disagreement over a project deadline.



Capstone Output

Each participant completes a cross-cultural leadership plan for one multinational team. It contains a cultural profile, a cultural intelligence development plan, feedback and decision norms, a trust and conflict pathway and a set of team indicators. It is used to brief the team sponsor and to guide the first ninety days of leading the team.

Frequently Asked Questions

Is cross-cultural leadership training suitable for leaders with no background in cultural studies?

Yes. Cross-cultural leadership training is set at managerial level and assumes experience of leading teams, not academic study of culture or psychology.

Which models does cross-cultural leadership rest on in this programme?

Cross-cultural leadership rests on Hofstede's cultural dimensions, the GLOBE study, Erin Meyer's Culture Map and the cultural intelligence CQ model.

How is the cross-cultural leadership plan used at work?

You use the cross-cultural leadership plan to brief a team sponsor, agree feedback and decision norms with your team and track team indicators over time.

How does cross-cultural leadership differ from general diversity training?

Cross-cultural leadership focuses on how a leader adapts decisions, feedback and trust-building to differing norms, while general diversity training addresses awareness and policy more broadly.