
Cross-Cultural Communication Skills

21 – 25 December 2026
Tokyo





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Cross-Cultural Communication is a five-day senior cross-cultural course delivered by Mars Training Centre on four continents — in London, Dubai, Istanbul, Kuala Lumpur, Nairobi and Tokyo — designed for senior managers, directors and executives who lead, sell to, negotiate with or work alongside people from different national, regional and organisational cultures.

The senior leaders who do well across cultures are not the ones who know the most country facts. They are the ones who have built the underlying habits of attention: noticing what is different, suspending judgement, asking better questions and adapting their style without losing their voice. Most leaders have picked up some of this on the road; few have done it deliberately. This programme is built for senior professionals who want a structured grounding in working across cultures, focused on the live business challenges they face.

Across five focused days you will work through validated cultural frameworks, case work drawn from Europe, the Middle East, Africa and Asia, and practical scenarios in cross-cultural meetings, negotiation, team leadership and customer relationships. The programme is delivered by senior practitioners with international leadership and consulting experience.

What You Will Learn

- Apply validated cultural frameworks to real business situations.
- Recognise the cultural assumptions inside your own working style.
- Lead and develop teams of people from different national and regional cultures.
- Communicate in meetings across cultures without losing nuance or direction.
- Negotiate effectively across cultural boundaries.
- Adapt feedback, recognition and difficult conversations across cultures.
- Build trust and credibility with senior counterparts from different cultures.
- Manage virtual and hybrid teams across time zones and cultures.
- Recognise and respond to cultural friction in cross-border projects.
- Coach others on cross-cultural effectiveness.

How You Will Benefit

You will leave with practical cross-cultural frameworks, sharper attention to cultural signals and stronger working relationships across borders, together with a Mars Certificate of Completion.

Your organisation will gain a senior leader who builds trust faster with international counterparts, runs cross-border projects with less friction, and represents the business with cultural credibility.



Who This Programme Is For

This programme is designed for senior professionals, including senior managers and directors with international remits; heads of function leading cross-border teams or projects; senior consultants and partners on international engagements; senior commercial leaders selling internationally; country managers, regional directors and general managers; senior public-sector executives with international engagement; family-business principals operating across borders; and senior leaders relocating internationally for a new role. The seniority floor is senior manager or director level and above.

How the Week Unfolds

Day one lays the foundations of cross-cultural effectiveness, introducing validated frameworks and surfacing the cultural assumptions inside each delegate's own working style. Day two applies those frameworks to communication and meetings across cultures, where nuance and direction are most easily lost. Day three addresses leading cross-cultural teams, including feedback, recognition and difficult conversations that do not travel well without adaptation. Day four covers negotiation, customers and cross-border projects, including the cultural friction that quietly derails international delivery. Day five consolidates the week with virtual and hybrid team leadership, coaching others, faculty feedback and a personal action plan.