

# COMMUNICATION, COLLABORATION, COURAGE AND CONFRONTATION ACROSS CULTURES (5C)

*A HIGH-IMPACT INDIVIDUAL LEARNING EXPERIENCE*

Running a business – or professionally contributing to a business – means dealing constantly with differences in personalities and disagreements about content. Overcoming these differences requires tactful and diplomatic influencing, as well as courage and boldness to confront the differences and bring them out in the open, without holding back.

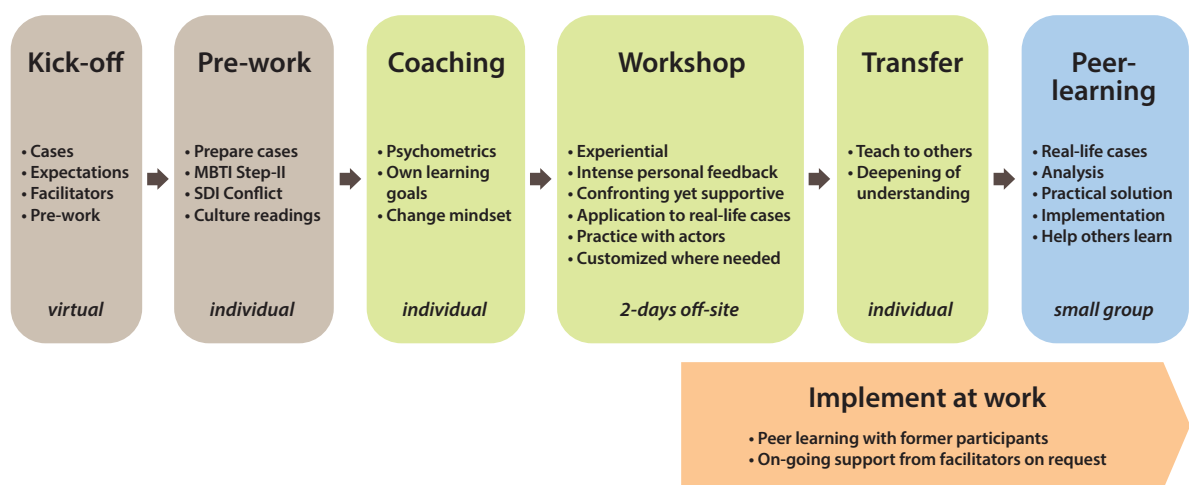
If we always operate within our own cultural comfort zone, we will not make a difference elsewhere. We have to adapt. In a cross-cultural context, personal differences can form barriers that have to be broken down before high-quality collaboration is possible. Similarly, disagreements about work have deep roots in cultural beliefs about the best way to do the work. Addressing this can be sensitive matter and requires a mix of delicate communication as well as courageous confrontation.

The interconnected and global workplace requires the ability to Collaborate, by Communicating clearly, diplomatically and sharply. It requires professionals who have the Courage to speak up and Confront differences and disagreements. Most professionals – experts in their chosen fields – did not learn the mindset and skills required to deal with these differences effectively. In this program, they will.

The 5C program targets professionals in NXP who contribute to the business with their specific expertise or skills. They are either individual contributors or they lead teams or departments. They know there is a difference between 'getting right' and 'being right', but they find it hard to deal with this nuance when involved in disagreement and confrontation.

The program also benefits project- and program managers who have to facilitate discussion and solve disagreements across cultural and functional boundaries. Participants to this program are willing to examine their own mindset and preconceptions. They are open to come to new insights about themselves and their communication- and collaboration styles.

## 5C PROGRAM SET-UP



- In phase 1, a virtual kick-off introduces the program and details the pre-work assignments. Participants receive instructions to work out in detail 3 real-life cases that will be used as study material in the context of the program. The psychometric elements include an in-depth personality profile (MBTI Step-II) and a tool that analyzes shifts in primary motivators when in conflict (SDI). Learning of cross-culture theory can be done at own speed and is entry knowledge for the classroom session.
- Phase 2 starts with an individual coaching session to analyze the results from the psychometric tests. Also, an individual learning goal for the program is formulated and mindset patterns characteristic for the participant will be discussed. The main workshop addresses the 4 focus themes of the program: Communication, Collaboration, Courage and Confrontation. The workshop is co-facilitated by 2 senior trainers who have solid experience in working in an international business. The workshop is entirely experiential. Participants will practice their real-life cases with actors. The style is supportive but can be confrontational at points to enforce new insights.
- In phase 3 participants transfer the learnings of the program back to the workplace. This is done by 2 facilitated peer-learning sessions (helping each other learn and work together on actual workplace cases with the help of a facilitator). Participants are also expected (and supported) to teach their learnings back to their direct work environment. This deepens individual learning, yet also transfers the knowledge to a wider group of people within NXP.

- After the program self-facilitated peer-learning will continue. Also, participants have access to the facilitators at any time for further support and guidance during half a year. The 5C-program closes with an evaluation call with NXP HR and/or the responsible manager(s).

## AS A RESULT OF THE 5C PROGRAM PARTICIPANTS WILL

- be more aware of their own role in and contribution to the business, and have been encouraged to take more ownership for results well beyond their job description.
- be more balanced and nuanced in their opinions about critical work issues. They will communicate more clearly and outspoken, while able to create larger acceptance for their ideas and opinions.
- take more ownership for (cross-cultural) conflict resolution.
- be more vocal and more effective in collaborating with their environment.
- have a changed attitude and have more tools and methods to respond to challenging work situations where differences of personality and disagreements play up.

## WHAT'S UNIQUE TO THIS APPROACH? FIVE THINGS

- The 5C program focuses on attitude and mindset to ensure change back at work. Knowledge is supportive and is taught outside the precious classroom time.
- We work with actors; a very intense and confronting learning experience, providing direct feedback and increasing influencing options in real-life situations back at work.
- Learning continues and intensifies in phase 3 with on-going interaction with trainers and participants during half a year and transfer of the learnings to others.
- We take responsibility for the program results through long-term support for participants and ongoing availability of the trainers.
- The 5C program has been designed with the Return-On-Learning principles as a starting point: the program design is optimized to yield results at the workplace of participants.

*The 5C program is offered by and contracted through Frank Garten BV and facilitated by a small and selective group of senior facilitators and coaches. They have experience in large-group interventions, in international business and in programs that address mindset and attitude in personal change. The program can be customized for specific target groups on request. Internationally, the main workshop can be set-up back to back to reduce travel costs. A 5C-light version of the program consists of the kick-off, the pre-work and the main workshop, and can be used in businesses where budget constraints limit the feasibility of the full program. This comes at a cost: personal impact will – although still significant – be less deep, and Return-On-Learning will be reduced when limited support is given to transfer learning to the workplace. Increased effectiveness through stronger communication and collaboration, showing courage and being able to confront differences and disagreements will obviously remain the central learning objective.*



**Frank  
Garten**

*This program has been designed based on my frequent work at many NXP sites over the past years. I worked with many knowledgeable and outstanding engineers and other professionals, who have great ideas they often do not speak up about, because of personal, cultural or organizational reasons. I'd like them to be more confident and comfortable to make their voices heard. I'd like them to confront where needed while communicating more balanced and nuanced, just like I had to learn myself when working in NXP, and in the years after. This 5C program – although complementary – does not compete with or replace other influencing skills or leadership programs within NXP.*