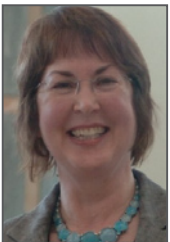


# Successful Business With The Chinese

Developing cultural intelligence to thrive in the Chinese business environment

:: 21<sup>st</sup> September, 2010  
SYDNEY  
:: 27<sup>th</sup> September, 2010  
BRISBANE  
:: 29<sup>th</sup> September, 2010  
PERTH  
:: 1<sup>st</sup> October, 2010  
MELBOURNE

## COURSE DIRECTOR



Dr Margaret Byrne,  
Principal Consultant,  
UGM Consulting



**You sense a business opportunity, have struck a deal, or may have been taken over. Now what?**

China is a dynamic and fast-growing market. But it is also littered with short-lived success stories and long-term failures. Early optimism can be dashed in the face of the seemingly endless challenge of how to get things done in this huge and very different economy. In the midst of cultural complexity, even the simplest things can become hard, causing frustration, disappointment and failure.

Gaining access to this vast market turns out to be only the first step on your journey inside the Chinese mind! By understanding how the Chinese think – including how they think about you – you can start to build the skills that will deliver enduring success in China.

This one day workshop takes you beyond simple cultural awareness which is often disarmingly inadequate! It draws on the latest research and practice from international business and cultural neuroscience to explore:

- What does the West look like through Chinese eyes?
- What is it about us and how we do business that frustrates and confuses our Chinese counterparts?
- What is unique about Chinese thinking and how do the Chinese make sense of the world?
- What are the predictable areas of communication clash between East and West that you will need to tackle?
- How can you build trust and rapport in the face of these deep seated and often subtle differences?
- What do you need to do in order to shift from mere 'cultural awareness' to the skilled and sophisticated platform of 'cultural intelligence'?

### Who should attend?

All Managers and Executives looking to China for investment and/or growth opportunities, or working within a Chinese-owned company.

“If you know the enemy and know yourself, in a hundred battles you will never be in any peril. When you are ignorant of the enemy but know yourself, your chances of winning and losing are equal. If ignorant both of your enemy and of yourself, in every battle you are certain to be in peril!” Sun Tzu”



## ABOUT THE COURSE

Australia has experienced unprecedented growth in Chinese investment in the past five years and this growth looks set to continue. The number of Australian businesses seeking opportunities in China is also growing rapidly. While culturally intelligent executives have thrived in this business environment, many are daunted by the unfamiliar customs and strategies potential Chinese business partners use to negotiate the best deal possible. A lack of appropriate cultural understanding also constrains the ongoing business relationship, diminishing potential benefits.

A valuable first step you need to take to gain advantage in this lucrative market is to understand the Chinese business landscape, including the way relationships are developed and deals are struck. The innovative **Successful Business With The Chinese Masterclass** will help you bridge the cultural gap between you and your Chinese business partner. You'll understand key factors that can make or break a deal and build or destroy trust in ongoing business relationships.

**UNDERSTAND** how the Chinese communicate with business partners

**BUILD** credibility, mutual respect and trust for long-term business success

**ANALYSE** the strategies used by the Chinese and how they negotiate

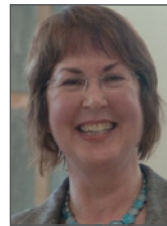
**EXPLORE** the differences in the way information is processed and interpreted

**ASSESS** the behaviours or communication styles that may confuse the Chinese

**UNDERSTAND** the business landscape and the factors that influence business success

## ABOUT THE COURSE DIRECTOR

**Dr Margaret Byrne, Principal Consultant, UGM Consulting**



Margaret has a BA and MA from Oxford, and postgraduate qualifications in adult learning from Bristol University. In 2005, she completed her PhD, exploring how leadership potential is identified in meetings.

Margaret holds three awards for innovation in the design of executive development and change management programs. Career highlights include securing \$1 million in sponsorship for her research, getting three of her films broadcast on SBS and winning a contract with the PRC Government in Beijing.

Margaret is known for the way she balances intellectual rigour with a passion for practical outcomes that make a measurable difference to leaders and their organisations. Clients value her ability to stimulate strategic thinking and change at all levels. In 2004, Wollongong University appointed her Honorary Advisor on Leadership and Change.

Outside Australia, Margaret has worked and consulted in China, Indonesia, Hong Kong, Vietnam, Singapore, UK, New Zealand, France and Italy, as well as in four Pacific nations. She is a qualified and highly experienced executive coach. Margaret is a member of the Oxford Business Alumni.

In 2007, Margaret was ACT winner of the Telstra Business Women's Awards in the Corporate Sector Category and a National Finalist.

Hear what delegates said about the **Doing Business in China Masterclass** in February 2010:

“Well worthwhile attending for all levels of the organisation.

Great overview of the opportunities and pitfalls of doing business in China.

Good practical advice on China.”

### ABOUT TONKIN ACADEMY'S GENERAL MANAGEMENT SERIES

The Tonkin Academy General Management Series has a host of courses available at all knowledge levels. Starting from Introductory series and moving through to Advanced levels we are sure we have a course that caters to your needs. An example of courses available in the series are listed below:

101: Pocket MBA

104: Finance and Budgeting for Executives

105: Contract Law for Non-Lawyers

202: Management for Technical Professionals

301: Advanced Procurement



**GENERAL MANAGEMENT  
SERIES**

# COURSE OUTLINE

21<sup>st</sup> September, 2010 | **SYDNEY** :: 27<sup>th</sup> September, 2010 | **BRISBANE**  
29<sup>th</sup> September, 2010 | **PERTH** :: 1<sup>st</sup> October, 2010 | **MELBOURNE**

8:30 Registration 9:00 Start

## MORNING SESSIONS

### Developing The Insight And Objectivity That Will Help You Look At Australia Through Chinese Eyes

- Understanding the personal qualities and attributes that make us culturally adaptable and successful in China
- Knowing the vital importance of being conscious of our own cultural assumptions and expectations
- Realising that our behaviours – while normal for us – can seem odd or confusing from the Chinese perspective
- Gaining insight into the way the English language expresses the history and culture of a people and its identity
- Recognising the key concepts we take for granted in Australia such as 'fair', 'reasonable', 'compromise', 'opportunity', 'challenge' and 'efficiency'. These have no equivalents in other languages. They are fraught with hidden assumptions and cultural risk when we collaborate with Chinese counterparts

### Building A Cognitive Map To Help You Navigate The Key Differences In Thinking Between China and Australia

- Examining the distinctive features of Mandarin as a language system and the implication for thinking and behaving that neuroscientists are discovering
- Understanding the present day impact of key cultural traditions drawn from Confucius, Daoism and the Law of Yin and Yang
- Exploring the concept of 'midstream living' and how it affects managing a Chinese team
- Analysing constructs of the 'self' and the complexity of 'face'
- Examining the 'shadow side' of working with Chinese counterparts: the 36 stratagems and how to subdue your enemy without fighting
- Applying this knowledge to accurately interpret Chinese behaviour in common business situations

*Morning and Afternoon Tea and Lunch will be provided*

## AFTERNOON SESSIONS

### Decoding The Chinese Way Of Communicating, Relating And Behaving

- Analyse the cultural ideals that influence Chinese communication style
- Understand why Australians' need to 'argue a case' or 'analyse the facts' can leave the Chinese cold
- Dissect how Chinese are taught to organise and link their ideas – a very different system!
- Understand Chinese ideas about the purpose of talk and how interactions should be designed, for instance in meetings and negotiations
- Scrutinise the vexed question of politeness (and rudeness!) in Australia and China

### Bringing It All Together Into A Practical Action Plan That Will Reduce Cultural Risk And Deliver Sustained Results

- Explore the role of trust and rapport in building and keeping your key relationships – differences between China and Australia and how to bridge the gap
- Understand how to clarify meaning and repair misunderstanding in an ongoing way
- Adjusting your typical style of leading and managing to suit Chinese preferences – yet still be authentic as an Australian
- Apply the core skills in your toolkit: information structuring; establishing shared meaning; decoding what's really going on; emotion regulating and building a shared platform for action.
- Drawing up your personal action plan for long term success in China

5:00 Close of Masterclass

[www.TonkinCorporation.com](http://www.TonkinCorporation.com)

**REGISTER TODAY!** • Ph: 61 2 9224 6055 • Fax: 61 2 9224 6066 • Email: [capricornia@TonkinCorporation.com](mailto:capricornia@TonkinCorporation.com)

