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CULTURAL DETECTIVE®
Switzerland



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Welcome to the preview packet for the **Cultural Detective®: Switzerland!** This document is for product preview purposes only, and includes an overview of the **Cultural Detective® Model** and five out of the 71 pages in the complete **Cultural Detective®: Switzerland** package.

Cultural Detective® is a new approach to a centuries-old challenge—how to better understand and collaborate with people from other cultures. What is new is that rather than memorizing a long list of do's and don'ts, the facilitator assists participants' discovery of core values that have been derived from research by cultural insiders and experts in intercultural communication.

Values motivate behavior in all sorts of different ways. Once participants understand the core values of a culture, they are more likely to accurately decipher the intentions behind the actions of their international colleagues, and see them as unique individuals influenced by culture rather than as stereotypical representatives of a culture.

Cultural Detective® uses storytelling, music, props, posters, and small group discussion of real-world situations to enable participants to quickly understand a culture's core values and how they impact real life. Participants will leave your program better able to dialogue with their colleagues about cultural similarities and differences, and better able to create methods for more effective intercultural collaboration.

Cultural Detective is designed for use with a facilitator and a cultural resource person in a face-to-face training situation, or virtually as an online group. It provides a minimum of two hours of ready-to-go training that can be expanded to a full day or even a longer learning event.

Obtaining a **Cultural Detective Series** package is simple, quick, and easy through www.culturaldetective.com/purchase, where you purchase a license to download and use materials for the number of participants in your training session. Each culture-specific **Cultural Detective** package includes three things: the *Series Facilitator Guide*, which explains the overall method; a *Facilitator Guide* for the individual culture you have selected; and *Participant Materials* you will print and bind for the number of participants for which you are licensed. Each time you use the materials, you simply go online and purchase a license for the number of participants in your training session.

The 18-page **Cultural Detective Series Facilitator Guide** provides an introduction to the **Cultural Detective Method**, definitions of culture and intercultural communication, step-by-step instructions for facilitating a culture-specific learning session, and information on alternate facilitation methods.

The culture-specific **Cultural Detective Facilitator Guide** includes a sample story that you may use to introduce the role of cultural values in guiding behavior and the negative perceptions they may generate in observers, sample answers for each of the critical incidents in the *Participant Materials* as a supplement to what your participants/cultural detectives-in-training discover, several common proverbs and sayings that illustrate the culture's values, and a list of culture-specific music appropriate to play during the learning event.

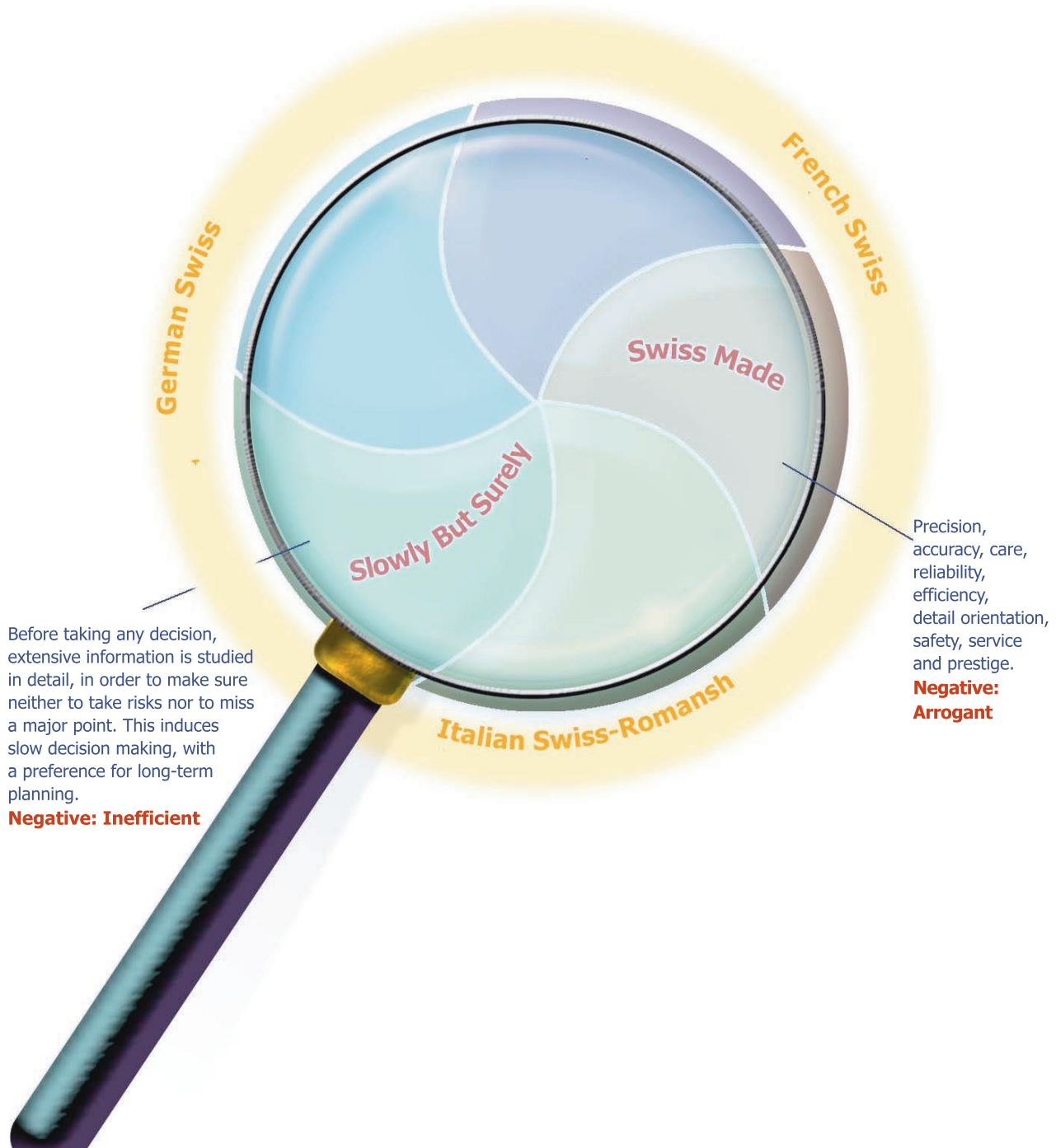
The **Cultural Detective Participant Materials** include a values lens for the culture, explanations of each value and some negative perceptions it may generate, a minimum of five culture-specific critical incidents, a sample debrief worksheet, a list of *A Dozen Ideas for Enhancing Intercultural Excellence*, and a bibliography of additional resources.

Thank you for taking the time to preview the **Cultural Detective Series**. We hope you will find these packages useful for your training needs. Please send your questions or comments to: info@culturaldetective.com.

Swiss Values Lens

The **Cultural Detective Method** uses the core values of a culture as a “magnifying lens” through which participants learn to interpret the behaviors, actions, and communication of individuals from another culture in a meaningful way. For each of the core values presented, frequent negative perceptions are offered as a way to contrast worldviews.

Throughout the **Cultural Detective Series**, the core values are consistent for each specific culture, making it easy for facilitators to relate the learning from different packages. The lens below is incomplete, as this document is a free preview.



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Introduction to *Cultural Detective®*: Switzerland

Cultural Detective: Switzerland contains the following stories and critical incidents:

1. Sample Story—**The Confusing Boss**: A Swiss expatriate engineer adjusts to his new position in the U.S.A.
2. Incident 1—**An Urgent Request**: A U.S. American expatriate in Lausanne responds to an urgent request from U.S. headquarters.
3. Incident 2—**Adding Swiss Value**: A Swiss engineering team in Indonesia to assist with a joint venture.
4. Incident 3—**A European Training Program**: A Swiss woman responsible for rolling out a sales training program receives input from the British head of sales.
5. Incident 4—**The Coffee Break**: A German-Swiss and Indian IT team introduce themselves as they begin working together.
6. Incident 5—**A Meeting That Went Better Than Expected**: A German multinational acquires a family-owned Swiss engineering firm in St. Gallen.
7. Incident 6—**The Bicycle Ride**: Cultures collide on a Swiss-U.S. bicycling tour.
8. Incident 7—**A Saturday of Many Surprises**: Expatriates from Taiwan Republic of China living in Geneva become puzzled by the local laundry and car dealership.
9. Incident 8—**Moving to Switzerland**: An expatriate couple from Puerto Rico, newly arrived in Zurich, are troubled by the neighborhood welcome.
10. Incident 9—**Weekly Shopping**: An expatriate from Ghana living in Zug has difficulty grocery shopping.
11. Incident 10—**An International Art Exhibition**: A bicultural team of French-Swiss and German-Swiss organizes an international art exhibition.

Included in the **Cultural Detective: Switzerland** *Facilitator Guide* are a sample debriefing for each incident, examples to illustrate each of the core values and the negative perceptions they may generate in others, and a list of traditional and popular Swiss music that can be played during training.

The **Cultural Detective: Switzerland** *Participant Materials* include an introduction to the culture and its core values including specific values by linguistic region, ten critical incidents, a worksheet for debriefing the incidents according to the **Cultural Detective Model**, a list of *A Dozen Ideas for Enhancing Intercultural Excellence*, a bibliography of additional resources, and short biographies of the authors.



An Urgent Request

Darrel Warren, a U.S. American director, has been in Lausanne and on the job for three weeks. His responsibilities include managing a Swiss team at the European center of operations for his American company. Late one afternoon an urgent request arrives from headquarters in the United States asking for a new type of report on the activities of his department.

Darrel rushes to his team and asks who could produce this document straight away. "We'll need time," "Don't have an adequate program," "Has never been done before," are the replies he receives. He finally grabs a chair, sits in front of a computer, and starts to look for the required data by himself. Darrel manages to put together a quick report in time.

The next morning, he is surprised to find an email from a member of his team, sending him the job descriptions of all the team members.



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Worksheet

Sample Debrief: An Urgent Request

Swiss Team's Words and Actions

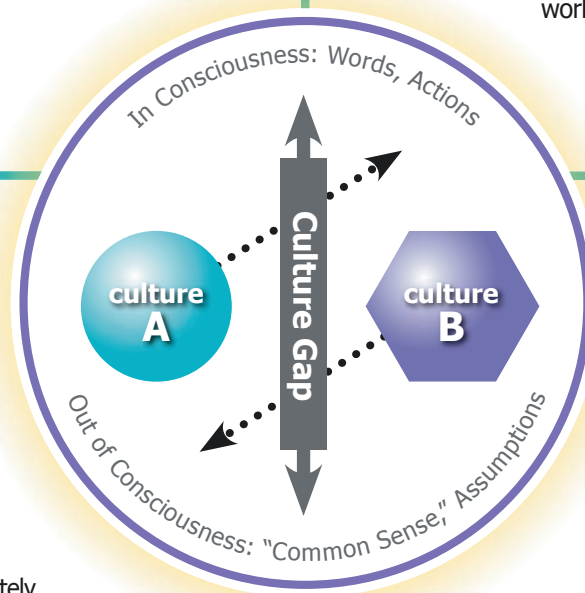
- Do not volunteer to produce the requested document.
- Give various reasons why it cannot be done: timeframe, lack of program, new type of report, etc.
- One member sends their job descriptions to the director the next morning.

Darrel Warren's (U.S. American Manager) Words and Actions

- Receives urgent request from U.S. headquarters for a new report.
- Rushes to his team and asks for a volunteer to produce the needed report.
- When no one volunteers, he does the work himself.

Swiss Values, Beliefs and Personal Cultural Sense

- **Sticking to the plan:** Procedures and job descriptions exist and should be followed.
- **Slowly but surely:** Needs to be given full information and details to understand the validity for such an urgent task. Unable to respond accurately without having enough time and information.
- **Swiss made:** Desires to do all things "properly," which will take time. Process as important as the product.
- **ConsenSwiss:** No one should stand out. A boss should know everyone's job description, give clear instructions, and ask the best-qualified person to carry out the task.



Darrel's Values, Beliefs and Personal Cultural Sense

- **Self-reliance:** When no one responds to his request for help, he produces the report himself.
- **Speed:** Response to headquarters is needed as soon as possible, even if it is not perfect.
- **Law and Order:** You do not question an urgent request from headquarters.
- **Speaking Up:** State your opinion directly at the moment, rather than sending an "indirect" email the next day.

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Cultural Bridges — Skills and Systems

- Darrel could have provided more details regarding the purpose and the reasons for the emergency request, while the Swiss could have expressed their need for clarification immediately and clearly.
- Darrel could have invested time in understanding the existing working procedures.
- Darrell could help bridge the cultural gap with the U.S. headquarters by helping them understand the difficulty the Swiss have with requests without sufficient time to fulfill them properly.
- All parties concerned could benefit from intercultural training prior to collaboration.



The following is an excerpt from a list of a dozen *Best Practices* included with the **Cultural Detective Participant Materials**. We recommend you use this list to generate ideas and/or reinforce discussion about ways for participants to apply their learning after the training.

Best Practices: A Dozen Ideas for Enhancing Intercultural Excellence

1. Realize that it takes hard work to shape effective intercultural workspaces, to create conditions that encourage every employee to contribute his or her best. Each of us brings a perspective or piece of the picture that we need to build a workable solution. It takes everyone's efforts and expertise to make our organizations and communities as successful as they can be.
2. Remember that cultures affect not just individuals but whole organizations or systems. Be sure to address needed organizational or systemic changes as well as encouraging and supporting individual professional development.
3. Ensure that the perspectives of those with less power in the relationship or situation are heard, understood, and incorporated.

"Create new ways of working. The best solutions usually involve leveraging diverse insights and approaches... and incorporating all 'truths.'"

Cultural Detective® provides a mental model and a shared vocabulary so that everyone familiar with the **Cultural Detective Model** is better able to talk about and work with cultural differences. It quickly increases both personal and organizational competence with intercultural issues. For example, once participants are familiar with the **Cultural Detective Model**, they find it easier to take a ten-minute "detour" during a work meeting to assess cultural disconnects and create new and more productive ways to use everyone's unique talents.



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Thank you for taking the time to preview this **Cultural Detective** package. Whether working with virtual teams, sending managers to distant offices, or helping to ease the adjustment of visiting colleagues, **Cultural Detective** can be a valuable part of your training program, whether for an individual or group.

Participants using **Cultural Detective** materials identify and explore a specific culture using key values as “clues” to solve realistic cross-cultural situations and develop practical strategies for more effective intercultural collaboration. Participants practice a shared vocabulary and methodology for understanding and bridging differences in an organization or community, and come to realize they all have a role in intercultural effectiveness, and that strategies involve systemic as well as individual approaches.

The **Cultural Detective** Series provides the facilitator with materials to use as the basis of a training program or as a supplement to a more extensive learning opportunity. It fosters practical skills and a sense of non-evaluative curiosity that participants can use in a variety of situations from multicultural work teams to company picnics.

Much more information on the **Cultural Detective Method** is available at www.culturaldetective.com, including biographies of all authors and the series creator. If you have questions or need more information, please contact info@culturaldetective.com. If you wish to purchase a **Cultural Detective** culture-specific package now, please visit www.culturaldetective.com/purchase.