SELECTED PRIOR ENGAGEMENT · FINANCIAL TIMES / NIKKEI

Working *with* India

Helping international coaches read India from their own cultural position, and alongside Japanese expectations.



Watch a short extract from the seminar (5 min) →

A 60-minute seminar for the Financial Times / Nikkei business coaching team, exploring Indian business practice in relation to the coaches' own cultural assumptions and Japanese business expectations.

PROVENANCE

Designed and delivered by Malcolm McCluskey before founding Global SIM Labs.

WHO	FORMAT	HOW
Business coaches	**60-minute seminar**	**Live online**

THE BUSINESS QUESTION

India was not the only culture in the room.

The coaches came from different cultural backgrounds and supported professionals working across Japan and India. Understanding Indian business practice needed more than knowledge of India. It also meant noticing the assumptions each observer brought to the comparison.

WHAT WAS ALREADY STRONG

International coaching experience

Knowledge of Japanese business

Cross-cultural exposure

Professional coaching skill

WHAT NEEDED TO BECOME VISIBLE

The observer's own position

Each coach's cultural reference point

India seen alongside Japanese expectations

How the meaning of a behaviour changed

The task was not to learn a formula for India. It was to see the positions from which India was being read.

THE ENGAGEMENT

Three cultural positions. One practical test.

The 60-minute seminar moved from perspective to practice. The coaches first looked at their own cultural assumptions, then at Indian business practice alongside Japanese expectations, and finally tested both through negotiation.

01 **Locate the observer**

Notice how each coach's own cultural reference point shapes what seems normal, effective or unusual.

02 **Read India in context**

Look at communication, trust, relationships, hierarchy, decision-making and time as business expectations, not cultural rules.

03 **Compare without reducing**

Compare Indian and Japanese expectations without turning either into a fixed formula.

04 **Test it through negotiation**

Apply the comparison to emotion, information, influence, pressure and the move towards agreement.

Negotiation made the difference real: the same action could look direct, emotional, flexible or final, depending on the observer and the relationship.

THE PARTICIPANT PERSPECTIVE

The room became part of the case.

As the seminar moved into negotiation, the coaches saw how the same behaviour could carry different meanings for different observers. The discussion drew on their own professional experience, rather than treating culture as a ready-made explanation.

01 · PERSPECTIVE BECAME VISIBLE

The coaches looked at how their own communication norms shaped what they noticed, trusted or questioned.

02 · COMPARISON BECAME PRACTICAL

Their experience of Japanese and Indian business brought abstract differences into real working situations.

03 · THE QUESTION CHANGED

The focus moved from whether a behaviour was right or wrong to what it might mean, and how to respond well.

The value was not agreement on a cultural formula. It was a more disciplined way to question the first interpretation.

SEE THE SEMINAR

Watch a five-minute extract from the seminar.

Live discussion, real interpretations: see the session in action.

FROM PRIOR ENGAGEMENT TO GSL

The seminar ended.
The need did not.

Knowing about India does not automatically become effective work with Indian colleagues, clients or partners.

People can understand cultural patterns and still misread who can decide, what has been agreed, or whether a commitment will hold.

READ THE SITUATION.
CHECK THE MEANING.
RESPOND TO THE REALITY.

RELATED GSL OFFERINGS TODAY

- **Working *with* India**
  A private 120-minute executive briefing: Read India, Authority, Meaning, Trust and Commitment.
- **Applied Business Series**
  Five 90-minute seminars, each bookable on its own, on specific working situations.
- **Advisory Desk**
  Confidential, clearly scoped support for live India-facing work.

BOOK A BRIEFING

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Watch the seminar extract →
How we work →