APPLIED BUSINESS SERIES

Working *with* India

Five focused seminars for important India-facing work.

Each 90-minute seminar takes the lenses of the Working with India briefing into one recurring business situation — and turns them into practice.

01	02	03	04	05
NEGOTIATING	DELEGATING	DECISIONS	FEEDBACK	TRUST

When the conversation is clear, but the work does not move.

Fluent English, familiar systems and experienced teams can create confidence before the practical agreement is secure. Start with the problem you recognise.

WHAT YOU MAY BE SEEING	WHERE TO START
A deal looks agreed. The commitment is not. Approval, conditions or next steps are understood differently.	01 NEGOTIATING Negotiating in India
The work is delegated. Delivery is still uncertain. Responsibility moved, but authority or early warning did not.	02 DELEGATING Delegating & Getting Follow-Through in India
A decision is announced. Nothing moves. The people who must act were not aligned before the meeting.	03 DECISIONS Decision-Making & Stakeholder Alignment in India
A concern was raised. It was not really heard. Polite exchanges leave the real issue and next steps unclear.	04 FEEDBACK Feedback & Difficult Conversations in India
The relationship is warm. Reliance is untested. Goodwill is taken as proof of capability, authority or commitment.	05 TRUST Building Trust & Commercial Relationships in India

Start with the problem you recognise. Each seminar stands alone.

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Focused application.
Not another cultural overview.

Each seminar works on one recurring India-facing situation, through practice rather than presentation.

ONE BUSINESS SITUATION · 90 MINUTES

From your own moment to a move you can use on Monday.



Gold points are takeaway slides that participants may screenshot.

HOW PARTICIPANTS WORK

01 EXAMINE

Look at situations where authority, meaning or commitment do not line up.

02 TEST

Compare readings and possible replies — without relying on national stereotypes.

03 APPLY

Plan how better judgement will shape a real negotiation, handover or conversation.

IN EVERY SEMINAR

- **A GSL tool** — one clear structure for the situation, on a takeaway slide
- **Real Indian business cases** — researched and sourced — such as Air India–Vistara or Delhi Metro
- **Short activities** — in every section, linked to participants' own work
- **A Monday move** — one thing to try in the next real conversation

NO PREREQUISITES · NO FORCED DISCLOSURE · CHATHAM HOUSE RULE

Each seminar stands alone. Participants work with supplied cases and private reflection — no one has to share confidential workplace information. The flagship briefing is useful context, not a requirement.

Read the research paper: Why Global Teams Misread India →

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Five seminars. One business situation each.

Each 90-minute seminar takes the lenses of the Working with India briefing into one recurring business situation and turns them into practice. Each stands alone: start with the problem you recognise.

01	Negotiating in India	NEGOTIATING
02	Delegating & Getting Follow-Through in India	DELEGATING
03	Decision-Making & Stakeholder Alignment in India	DECISIONS
04	Feedback & Difficult Conversations in India	FEEDBACK
05	Building Trust & Commercial Relationships in India	TRUST

90 minutes each · Live online · Private to your organisation · Up to 25 attendees · Chatham House Rule · No prerequisites

IN THE FULL BROCHURE

- Each seminar in detail: the problem, the GSL tool or route, and what participants leave able to do
- How the series connects to the flagship briefing
- Fees, format, and how to build a series for one group

LED BY



Malcolm Patrick McCluskey

For more than 25 years, Malcolm has worked where expert knowledge meets unfamiliar expectations, across Europe, the USA and Asia. He has coached and advised hundreds of senior executives for the Financial Times and Nikkei, including leaders at Tata, and founded and led N4MI, a London-based, 40-person political-risk consultancy.

His connection with India began in his twenties. He coordinated Western funding, government departments and international partners for tsunami relief near Chennai, and worked in New Delhi on a US venture's planned entry into India.

SELECTED CLIENT EXPERIENCE Financial Times · Nikkei · Tata · GSK · PwC · SoftBank · INPEX

THE FULL BROCHURE

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