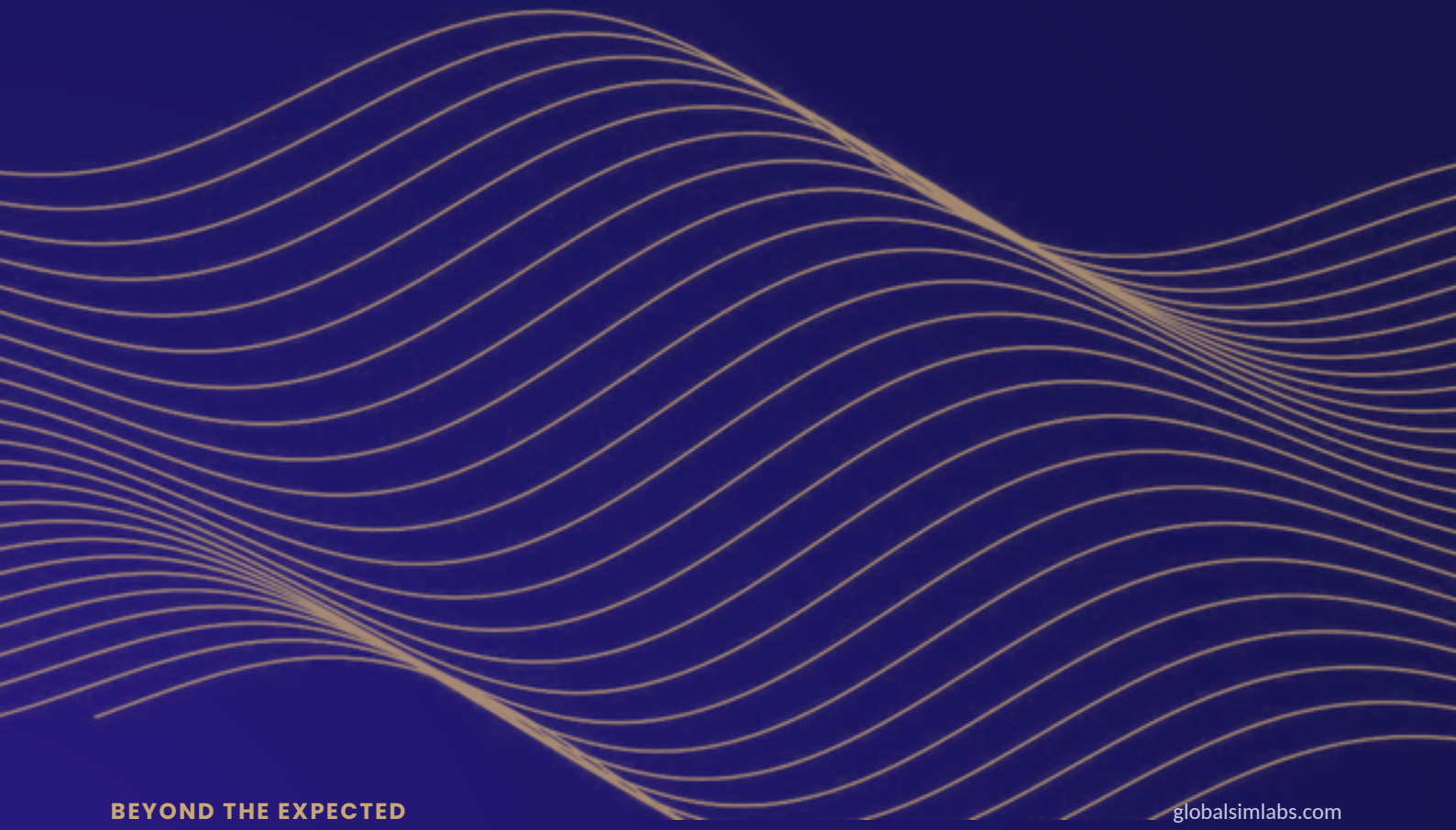
GLOBAL BRIEFING

Working *with* India

Reading authority, meaning, trust and commitment before they become expensive.

A 120-minute executive briefing for headquarters, global teams, partners and institutions working with colleagues, clients, suppliers and centres in India.



Everyone thought the meeting went well.

GSL FRAMEWORK

English was fluent. The agenda was completed. Nobody objected. Yet people may have left the room with different ideas of what was agreed — and who will deliver it.

WHAT WAS SEEN	WHAT MAY BE ASSUMED
01 **A clear explanation** — Fluent English, no questions.	→ *We share the same meaning* — Shared words are not always shared meaning.
02 **A positive response** — "Yes, we can do that."	→ *Firm agreement* — "Yes" may mean heard, understood or agreed.
03 **A senior person in the room** — Access to the right level.	→ *This person can commit* — Access is not the same as authority.
04 **Silence in the meeting** — No objections raised.	→ *No serious concern* — Concerns may travel later, or privately.
05 **A date on the plan** — "We'll do our best for Friday."	→ *A secure commitment* — Effort is not yet a commitment.

THE COST OF EARLY CERTAINTY

Most problems do not start at the deadline.
They start when assumptions go untested.

The business cost: false alignment, avoidable delay, rework, weaker trust and surprises that arrive when the options have narrowed.

WHAT IT AFFECTS **Decisions** **Delivery dates** **Client confidence** **Escalation** **Trust**

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Five operating lenses

GSL FRAMEWORK

Not five Indian personality traits — five places where an untested assumption becomes expensive.

01

Read India

What did we observe — and what meaning did we add?

02

Authority

Who can actually advise, decide and commit?

03

Meaning

What has been heard, understood, agreed — or committed?

04

Trust

Will difficult news reach you while you can still act?

05

Commitment

What must be true for a promise to deliver?

Locate yourself › *Map it* › *Test it* › *Build it early* › *Make it explicit*

FROM WORDS TO DELIVERY · THE MEANING LADDER

HEARD	›	UNDERSTOOD	›	AGREED	›	COMMITTED
The message arrived		The meaning is shared		We accept the plan		Someone owns delivery

A positive reply can sit on any step. The briefing shows how to find out which one.

One question connects all five:
what are we relying on — and have we tested it?

Five operating lenses. Not five cultural stereotypes.

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A private, live briefing for your organisation.

Live and facilitated online. Real cases, short whole-group exercises, contrasting interpretations and practical language, applied to participants' own work. Not a list of dos and don'ts.

120 minutes | **Two 55-minute parts** | **Live online** | **Private to your organisation** | **Up to 25 attendees** | **Chatham House Rule**

PARTICULARLY RELEVANT FOR

- Headquarters teams in Europe, the Americas, Asia and the Middle East working with India-based teams
- Global capability centres, delivery partners and outsourcing relationships
- Client, supplier and commercial alliance teams
- Government, multilateral, university and NGO teams, and leaders opening operations in India

IN THE FULL BROCHURE

- Why India is not a personality type, and the research behind it
- The route through the 120 minutes
- Tools for live work, including the Commitment Contract
- Language that works, from the briefing
- Fees, format and what is included
- The Applied Business Series and India Advisory Desk

LED BY



Malcolm Patrick McCluskey

Founder & Principal, Global SIM Labs

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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