APPLIED BUSINESS SERIES

# Working *with* the West

## Five focused seminars for important international work.

Each 90-minute seminar takes one operating demand from the flagship briefing and turns it into practice — through one realistic case that develops as the session goes on.

| 01 | 02 | 03 | 04 | 05 |
|---|---|---|---|---|
| CLARITY | CHALLENGE | INFLUENCE | OWNERSHIP | ESCALATION |

# Understanding the difference is not the same as acting on it.

International teams can see that expectations differ — and still struggle when a real decision, conversation or commitment has to move forward.

| WHAT YOU MAY BE SEEING | WHERE TO START |
|---|---|
| **A clear analysis. No clear decision.**<br>The input is heard, but the judgement or action needed is missed. | → **01 CLARITY**<br>Decision Clarity & Executive Communication |
| **A concern is acknowledged. Nothing changes.**<br>Disagreement is expressed but never properly examined. | → **02 CHALLENGE**<br>Constructive Challenge & Productive Disagreement |
| **The right people are present. Support does not follow.**<br>The decision depends on others whose authority or priorities are unclear. | → **03 INFLUENCE**<br>Stakeholder Influence |
| **The result is yours. The control is elsewhere.**<br>You are accountable, but decisions and dependencies are spread out. | → **04 OWNERSHIP**<br>Ownership, Autonomy & Accountability |
| **The warning arrives when choices have narrowed.**<br>A risk becomes visible only after useful options have gone. | → **05 ESCALATION**<br>Early Warning, Escalation & Recovery |

*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 operating demand, through practice rather than presentation.

ONE REALISTIC CASE · 90 MINUTES

*The case develops as the seminar goes on.*




Case cards are posted in the chat at set points — so participants decide with the facts available at that moment.

## HOW PARTICIPANTS WORK

### 01 EXAMINE

Look at situations where expectations, authority or information 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 conversation, decision or handover.

## IN EVERY SEMINAR

- **A GSL working lens** — one clear structure that carries through the session
- **Language that works** — phrases to swap, so the judgement is easy to see
- **Short activities** — in every section — done together, in the main session
- **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 the supplied case and private reflection — no one has to share confidential workplace information. The flagship briefing is useful context, not a requirement.



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# Five seminars. One operating demand each.

Each 90-minute seminar takes one demand from the flagship briefing and turns it into practice. Each stands alone: start with the problem you recognise.

| | | |
|---|---|---|
| 01 | Decision Clarity & Executive Communication | CLARITY |
| 02 | Constructive Challenge & Productive Disagreement | CHALLENGE |
| 03 | Stakeholder Influence | INFLUENCE |
| 04 | Ownership, Autonomy & Accountability | OWNERSHIP |
| 05 | Early Warning, Escalation & Recovery | ESCALATION |

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, founded and led N4MI, a London-based, 40-person political-risk consultancy, and designed communication programmes for senior officials at the European institutions.

**SELECTED CLIENT EXPERIENCE** Financial Times · Nikkei · GSK · PwC · SoftBank · INPEX · European Commission

THE FULL BROCHURE

*See each seminar, the tools, and the fees.*

*Free on request. Sent to you directly.*

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