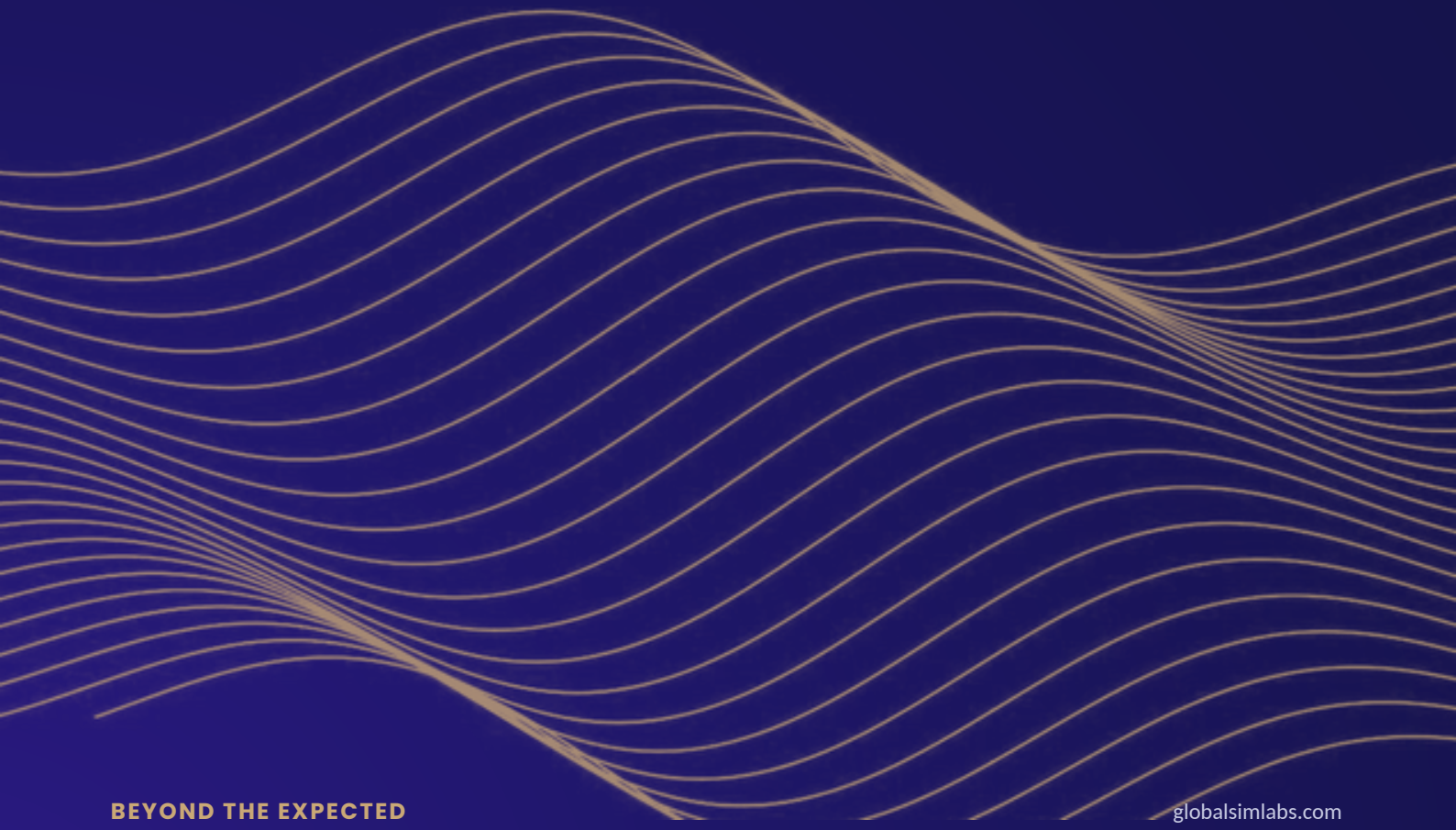
GLOBAL BRIEFING

Working *with* the West

Making professional judgement visible across Western-influenced systems.

A 120-minute executive briefing for leaders across Asia, Africa, the Middle East and Latin America, and for global teams, working with Western colleagues, clients, headquarters and decision systems.



Capability can be present. Its value can still be missed.

GSL FRAMEWORK

In international work, expertise and good intentions may not be enough. Leaders may have the judgement the organisation needs — yet colleagues can still miss it when the system expects it to be expressed differently.

WHAT IS INTENDED	WHAT MAY BE HEARD
01 **Careful context** — The background is strong.	→ *No clear point* — The decision or action needed stays hidden.
02 **Diplomatic concern** — A real warning, said politely.	→ *Agreement* — The concern is heard as mild caution.
03 **Evidence without a position** — All the facts, no recommendation.	→ *Weak judgement* — The audience cannot find your view.
04 **Respectful waiting** — Holding back until asked.	→ *Lack of ownership* — The sponsor thinks the work was handed over.
05 **Quiet problem-solving** — Fixing it before raising it.	→ *Late escalation* — Serious risk reaches the system too late.

THE VISIBILITY GAP

If value stays implicit, the organisation cannot use it.

The business cost: false alignment, rework, stalled decisions, bypassed expertise and late intervention.

WHAT IT AFFECTS **Credibility** **Access to decisions** **Performance assessment** **Leadership opportunity** **Trust**

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Five operating demands

GSL FRAMEWORK

Not five Western personality traits — five moments when professional judgement must become visible and usable.

01

Clarity

Can people understand what matters — and what happens next?

02

Challenge

Can disagreement improve the decision without stalling the work?

03

Influence

Can decision-makers follow your recommendation and reasoning?

04

Ownership

Can others see what you will decide, deliver and drive?

05

Escalation

Can risk become visible while options remain?

Make it clear › *Test the thinking* › *Move the decision* › *Own the outcome* › *Protect delivery*

WHERE JUDGEMENT GETS LOST · FIVE HANDOVERS

WHAT I SEE	WHAT I THINK	WHAT I SIGNAL	WHAT OTHERS HEAR	WHAT THE SYSTEM DOES
Facts, context and risk	Interpretation and judgement	Language, timing and emphasis	Meaning and confidence	Decision and action

The gap opens at the signal and closes — or not — in what the system does.

One question connects all five:
can other people see enough of your judgement to use it?

Five operating demands. Not five personality traits.

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A private, live briefing for your organisation.

Executive cases, short exercises, contrasting interpretations and practical language, applied to participants' own work. Not a catalogue of national etiquette.

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

PARTICULARLY RELEVANT FOR

- Executives in Asia, Africa, the Middle East and Latin America working with Western counterparts
- Global and regional leaders balancing headquarters and country-team expectations
- Government, multilateral, university and NGO teams in international work
- HR and leadership teams preparing people for international roles

IN THE FULL BROCHURE

- Where Western-influenced expectations live, and the research behind them
- The seven-part route through the 120 minutes
- Five tools for live work, with worked examples
- Language that works, from the briefing
- Fees, format and what is included
- The Applied Business Series and Advisory Desk

LED BY



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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

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