

This sample illustrates the type of summary clients may receive after a training engagement. Content varies by engagement, but typically highlights objectives, participant insights, key themes, and facilitator observations.

Learning Program Brief: *Building Global Teamwork at <Company Name>*

Program Overview

The Building Global Teamwork program for <Company Name> consisted of four sessions:

Session 1 Working With Germany	Session 2 Working with Thailand	Sessions 3 & 4 Global Team Building
Thailand-based cohort 33 participants Sept 16, 2025	Germany-based cohort 34 participants Sept 23, 2025	Combined cohorts 67 participants Oct 7 & 14, 2025

Objectives

Each session was designed with tailored objectives:

- Deepen the knowledge of work cultures in the key regions (Germany and Thailand)
- Enhance mutual understanding and deepen trust among the team members
- Learn the best practices to work effectively with your global team members
- Establish working agreements for global collaboration in the key areas (communication, decision-making, giving feedback, etc.)

Participation & Engagement

Session 1 (Thai cohort): Engagement was high from the outset, possibly due to participants rarely having the opportunity to share their genuine opinions in such a safe environment. There was a lot of active sharing happening during the small-group discussions, and several participants linked the concepts to current cross-functional projects they're in the middle of. One team member noted how differing expectations around meeting preparation had created misunderstandings, sparking a useful exchange among her peers. That said, a few participants remained relatively quiet during the full-group debriefs,

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suggesting that additional time or prompting might help draw out broader perspectives.

Session 2 (German cohort): The group engaged pretty quickly, volunteering examples early on in the session. Energy was especially high during the GlobeSmart Profile debrief, where one participant had an “a-ha” moment upon realizing his preferred approach to decision-making was markedly different from the cultural average of Thailand. This insight prompted a lively discussion about how their varying styles show up in joint projects and what adjustments could improve collaboration.

Joint Sessions: The combined group interaction was constructive, with participants initially cautious but becoming more collaborative as the session progressed. During the Mutual Learning exercise, both groups exchanged observations about work-style differences and highlighted areas where assumptions often go unspoken. This activity generated meaningful discussion about aligning expectations around communication pace, role clarity, and project handoffs. By the close of the session, participants were actively building on one another’s ideas, with a shared recognition that greater transparency could support smoother collaboration going forward.

Session Topics

Sessions 1 & 2	Sessions 3 & 4
<ul style="list-style-type: none">• Impact of culture<ul style="list-style-type: none">• GlobeSmart Profile Cultural Dimensions• GlobeSmart Profile analysis• Communication<ul style="list-style-type: none">• High / Low context• Best practices in global communication• Best practices in global meetings• Breakout group discussion<ul style="list-style-type: none">• Questions for other regions• Advice to work with your region• Closing<ul style="list-style-type: none">• Next steps• Share key learnings	<ul style="list-style-type: none">• Opening• Review of regional sessions<ul style="list-style-type: none">• Live demo of the Aperian platform (GlobeSmart Profile and Guides)• Best practices on communication & meeting management• Regional group discussion to align responses• Mutual learning exercise<ul style="list-style-type: none">• Round 1: Thai cohort presents their responses to questions from Germany and provides advice on how to work with Thailand• Round 2: German cohort presents their responses to the questions from Thailand and provides advice on how to work with Germany• Closing<ul style="list-style-type: none">• Next steps• Share key learnings

Session Insights

Questions for the Thai cohort (asked by the German cohort)

- What are the preferred communication styles and channels?
- What behaviors or communication styles from German colleagues are perceived as too direct or potentially insulting?
- When indirect communication makes next steps unclear, especially if the team disagrees, what is the best method to move forward?
- How should we interact with colleagues who aren't fluent in English? Should we use a translator, a bilingual colleague, email, or live meetings?
- When there is a pause after a question, are participants thinking or translating? How long is appropriate to wait before moving on?
- How do you define a clear "Yes" versus "No"?
- What are the differences between long-term and short-term business relationships, and what are the foundational expectations for each?
- When a meeting reveals misalignment among participants, what's the best way to address it—in the meeting or afterward?
- How do you prefer to receive feedback?
- How can we encourage individual accountability, given the group-oriented mentality in Thailand?
- Why does it often take a long time to reach a formal decision?
- What meeting times are most acceptable or preferred—are early mornings or late evenings genuinely workable, or is agreement being given to avoid conflict?

Advice given by the Thai cohort

- Please share meeting materials in advance.
- When hosting meetings, indicate beforehand which points require our input or feedback.
- Encourage Thai team members to actively participate in discussions.
- When communicating with external partners, please familiarize yourself with Thai culture and etiquette in advance.
- When requesting work from us, provide background information and the rationale for the request.
- Set clear deadlines and allow sufficient lead time, taking time zone differences into account.
- Understand that decisions are typically made by consensus, and clarify who is responsible on the Thai side before making work requests.

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Questions for the German cohort (asked by the Thai cohort)

- How do Germans typically prefer to handle conflict or disagreement in the workplace? In a cross-department project, how do Germans usually decide who has the final say if teams disagree?
- Why do Germans often make decisions so quickly?
- What are your thoughts on our consensus-based decision-making style?
- How do Germans define independence and individualism?
- If a deadline is missed, how do Germans typically prefer to address it? Privately with the individual, or in front of the team?
- How do you feel about working with team members whose English is not very fluent?
- When giving negative feedback, is it common to be blunt and direct, or is it usually softened with praise first?

Advice given by the German cohort

- Be straightforward and direct - we value clarity over politeness. You won't hurt our feelings!
- If something can be handled via email, we prefer that to another meeting.
- Consider global time zones and working hours when planning.
- Reminders are helpful; Slack or email is fine.
- Alignment matters more than agreement.
- Over-communicate rather than assume we understand.
- Avoid scheduling meetings on Friday afternoons.
- During meetings, it's okay to openly challenge ideas or ask clarifying questions—this is seen as engagement, not disrespect.

Participant Commitments

At the close of the program, participants identified specific actions they will take to strengthen collaboration moving forward.

Thai cohort commitments:

- Intentionally share more context around proposals for new product development, ensuring colleagues understand the reasoning behind recommendations.
- Contribute initial ideas earlier in project meetings, rather than waiting until drafts are finalized (even if ideas feel “in progress”).
- Proactively clarify next steps after meetings to ensure alignment.
- Schedule brief check-ins during new development initiatives to confirm alignment on messaging and deadlines with the German team.

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German cohort commitments:

- Pause in meetings to invite input from colleagues who haven't spoken, particularly during discussions around timelines.
- Allow 24 hours after major decisions for additional reflection and input from overseas colleagues.
- Be explicit about deadlines, rather than assuming urgency is understood.
- Share meeting agendas at least two days in advance, to give colleagues more time to prepare thoughtful input.

Joint commitments:

- Align on decision-making responsibilities (e.g. RACI chart) for new initiatives *before* work begins, so approval processes are clear.
- Summarize agreements at the end of cross-regional calls to ensure both teams are aligned on next steps.
- Schedule a follow-up channel (shared doc or Teams thread) for additional input, so both immediate and reflective contributions are captured.

Recommendations

To sustain momentum:

- Revisit GlobeSmart Profiles in smaller groups, post-training. Spend time discussing the Team Dynamics insights as a group.
- Add the GlobeSmart Profile to onboarding all new team members to proactively identify potential challenges.
- Review GlobeSmart Guide pages on key topics regarding cross-cultural collaboration.
- Complete the Fostering Psychological Safety eLearning.
- Check in with each cohort after 6 months to gauge progress on commitments and identify any ongoing roadblocks.

Facilitators



Hans Jablonski
Senior Consultant,
Germany

Hans Jablonski is a Senior Consultant at Aperian and organizational development expert based in Cologne, Germany, specializing in change management, diversity and inclusion, leadership development, and coaching across multiple industries. He has designed and delivered culturally adapted D&I and leadership programs across Japan, India, Korea, Malaysia, Europe, and the United States. Previously, he held senior diversity and leadership development roles at Ford Motor Company, where he led the development and implementation of the company's diversity strategy and evaluation tools, and has worked with global organizations including Allianz, AXA, Bosch, Deutsche Bank, Microsoft, and Siemens. He facilitates in English and German and holds a degree in Economics from the University of Muenster, with certifications including Change Master (LaMarsh), Performance First Coach, and Six Sigma Greenbelt.



Mui Hwa Ng
Director of
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Mui Hwa Ng is a leadership development consultant specializing in culture, workstyle, team collaboration, and inclusive leadership across Asia-Pacific. She has delivered talent development programs for executives in Fortune 100 and FTSE companies across banking and finance, pharmaceuticals, manufacturing, electronics, education, and consumer goods. Previously, she spent 15 years in regional roles with leading international advertising firms in Asia and London and has a long-standing commitment to inclusion, including facilitating empowerment workshops for working women in Hong Kong and fair employment practice programs in Singapore. A Singaporean Chinese national, she facilitates in English, Mandarin, and Cantonese and is consistently rated as highly engaging. She holds degrees in Sociology and English Linguistics from the National University of Singapore, a postgraduate certification in Early Childhood Education, and certifications in MBTI, Workplace Big 5, and DISC.

Appendix

- [Attendance](#)
- [Feedback survey summaries](#)
- [Workshop slides](#)