Emotional Intelligence: Methods for Building Inclusion
Anita Rowe, Ph.D. & Lee Gardenswartz, Ph.D.

A key asset for professionals is the ability to understand and deal effectively with the emotions that are part of working in diverse, multicultural environments. Too often our differences result in disruption, misunderstanding, and exclusion. Emotional Intelligence is widely acknowledged as a critical component of interpersonal and professional effectiveness. However, additional dimensions of Emotional Intelligence are required to bridge the complex differences that exist between human beings in today’s global and diverse organizations. This developmental program presents a new paradigm of the critical intersection of Emotional Intelligence and Diversity. We strive to equip individuals working in diverse arenas an opportunity to gain insight, skills, and tools. This strategy is essential to build inclusive environments, to make the most effective use of differences and leverage the power of emotions to increase effectiveness.

This is an interactive and involving workshop that gives participants the insight, knowledge, and tools to use in their work with team members, clients and/or partners. Content is based in the academic disciplines of psychology, sociology, and anthropology, and processes are based on sound principles of adult education.

Lee Gardenswartz, Ph.D. and Anita Rowe, Ph.D., partners in Gardenswartz & Rowe and the Emotional Intelligence and Diversity Institute, began helping organizations with diversity in 1977 when they worked with the Los Angeles Unified School District to deal with its diversity challenges at the time of mandatory integration. Since that time they have specialized in diversity and inclusion consulting for a variety of regional and national clients, helping them manage change, build productive and cohesive work teams, create intercultural understanding, and leverage the potential of diversity in the workplace.
Inclusive Organizational Strategies in a Globalizing World
Amer F. Ahmed, Ph.D.

The world-wide connectedness has brought together people from all around the globe and contributed to some of the most diverse workforces that organizations have ever experienced. As a result, organizations face challenges to adapt to global realities. Solutions to these challenges often involve accounting for rapidly evolving local, regional, and global factors. Developing holistic strategies that embed equity and intercultural competence into organizational systems are essential.

Organizations that embrace diversity openly and quickly, learn to adapt to it and effectively manage it. As a result, these organizations are able to create unique opportunities and reap the benefits of new and exciting perspectives, greater creative problem solving, and innovation.

This workshop will equip participants with tools to develop processes and implement strategies that can be integrated into diverse organizational contexts.

Amer F. Ahmed, Ph.D. is an organizational strategist who helps institutions and leaders address diversity and inclusion, equity, and intercultural development through consulting, coaching, group facilitation, and keynote speeches. Amer’s approach is grounded in a commitment to Inclusive Excellence in organizations and communities. He brings his identity as the son of Indian Muslim immigrants and extensive years as an intercultural and diversity consultant as the sources of a pivotal understanding of the depth of diversity and inclusion work. Throughout his career, Amer has worked with large organizations, higher education institutions, non-profit agencies, schools, and community groups to create understanding and change among key constituents and institutional leaders. His thought leadership and keen sense of the latest trends informs his approaches to helping groups address potential areas of opportunity to grow and develop.
Intercultural Teaching and Training
Mary Meares, Ph.D.

In order to design effective intercultural learning opportunities, one must bring together knowledge of intercultural development and communication with an understanding of quality principles of training design. In this workshop we will look at how to assess learners’ levels of readiness, the organizational context, and the training goals related to culture, and use this information to design an appropriate learning experience, whether for students or professionals. More specifically, we will look at how to assess the learners’ level of intercultural sensitivity, how to use appropriate methods and approaches to keep them engaged, and how to structure the training experience to decrease learner resistance and maximize cultural learning. Regardless of the context of your work, this workshop will help you focus on developing participants’ intercultural competence in order to prepare them to engage with others effectively.

This workshop is designed for trainers, training managers, instructors, and others who are involved in developing global or intercultural diversity training in education, healthcare, social services, NGOs, and corporations.

Mary Meares, Ph.D. is on the faculty at the University of Alabama, where her research focuses on intercultural groups, workplace diversity, virtual teams, and perceptions of voice. She has taught intercultural and organizational communication in the U.S. and Japan, and served as the first intercultural specialist for the Semester at Sea comparative cultures study-abroad program. Mary has been recognized for her teaching, receiving the Faculty Mentor of the Year award at Washington State University, and the University of Alabama Alumni Association Award for Teaching. She is a board member of the Intercultural Communication Institute, and a long time Summer Institute for Intercultural Communication (SIIC) faculty member. Mary has consulted for educational, corporate, and public service organizations in the areas of intercultural transitions, team building, and conflict.
Emigration, Immigration and Identity

Véronique Schoeffel, MA

Migration touches and affects millions of people every year. The journey is far more than just a geographical move. It is a shift in people’s identity and energy as it puts on hold, for a long time, most of their fundamental human needs. Max-Neef and Hope’s Wheel of Fundamental Human Needs is a powerful tool used to explore the basics any person, and therefore society, needs in order to live a healthy life. This tool provides a framework for understanding the many and deep implications of migration on a person’s life energy. It also gives us an indication regarding the complexity of the challenge for the migrant and for the host community. Through the wheel, the concept of cultural integration gets a new meaning and a new perspective.

This workshop is designed for people who work in the field of migration and integration, and for those who want to understand the complexity of the experience through a new lens. We will explore the correlations between emigration and fulfillment of fundamental human needs at a personal, collective, and institutional level. We shall also explore the concepts of empowerment and of ubuntu, and their relevance to the migration and integration experience, the work of migration specialists, and the spirit of the host community in general.

Our objectives are to revisit and expand our concepts of migration, emigration, and integration, and to learn about the wheel’s applications to our own personal, cultural, and professional situations.

Véronique Schoeffel has more than 20 years of experience in international cooperations. She has lived and worked in many countries and on four continents as a trainer, coach, and facilitator of intercultural learning. Véronique has a Master of Arts in Intercultural Relations from Antioch University in Ohio in partnership with the Intercultural Communication Institute (ICI). Her passion for participatory and empowering training approaches grew when she was working in South Africa with Anne Hope. These dimensions are still central in her work today.

It was also in South Africa that Véronique discovered and cultivated the concept of Ubuntu. In 1999 the famous Archbishop of Cape Town, Desmond Tutu, reminded all of us that Umtu ungumtu ngabantu – I am human because you are human. He invited us to put goodness and shared humanity at the core of our interactions. Ubuntu inspires the name of Véronique’s consultancy and beyond, her whole professional commitment.

Over the past few years Véronique has shifted most of her work from international cooperations to working with leaders and teams in corporations, national administrations, educators, and health practitioners. A lot of her time is dedicated to empowering migration specialists.
One of the key pillars of every organization is performance management. Leaders and their teams are assigned to tasks and projects and evaluated based upon their goals achievement. Leading teams to goal fulfillment produce challenges when working in culturally diverse teams with greater level of exposure to different communication and working styles. To effectively lead teams or projects in such diverse settings, and meet expectations while integrating these differences, leaders need a certain set of skills. Cultural Intelligence (CQ) is a complex, multi-dimensional framework that helps managers and those in leadership roles understand their emotional reactions to differences and explore the cultural reasons behind their own and their teams’ working styles. Equipped with this insight, leaders can design strategies for maximizing effectiveness within their multicultural teams.

Participants will learn how biases impact the way they select new team members and evaluate their team’s performance. They will gain insights into their own cultural preference and the preference of their teams for communicating, delivering negative feedback, trust building, planning, decision making, and what the cultural expectation from a leader might be. In a very interactive way, participants will explore strategies for bridging cultural differences and for culturally sensitive problem solving. In addition, they will be using transferable technology that can be used in their own meetings, that respects everyone’s communication and time preferences.

This workshop translates psychology, neuroscience, ontology, and cross-cultural research into very practical leadership strategies. It is designed for leaders, people managers, and project managers who want to become more efficient in achieving their goals while leading culturally diverse teams and projects.

**Andrej Juriga** is an intercultural facilitator and the founder of Cultural Bridge in Slovakia and Hungary. He has developed strong cross-cultural competencies while living and working in six different countries across Europe, Africa, and America. Prior to launching his training company, Andrej worked for Dell and IBM as a Sales and Human Resources manager. He has designed and delivered development programs for teams across four continents in a variety of industries, from IT, finance, banking, and telecommunications, to manufacturing. His clients’ portfolio includes Amazon, Lenovo, Deutsche Telekom, Jaguar/Land Rover, ING Bank, Tate & Lyle, Swiss Re, and Middlebury Institute of International Studies in Monterey, California.

Andrej works with senior management, global project teams, and HR managers to help them navigate and solve complex challenges, and to train them on intercultural communication and emotional and cultural intelligence.

[Learn more about Andrej Juriga](#)
Embodied Multicultural Identity
Marcia Warren Edelman, MA, MA, LPC

We live at a moment in history in which significant social changes are happening at a pace that has not been seen before. Cultural shifts that typically take place over generations are being recognized and altered within years, often leaving individuals unsure of their place in a quickly changing world. The complexity of our existence today is also coupled with the rise of silenced voices and forgotten stories from peoples that were not supposed to exist, who are today standing up and gaining power. But, instead of cultivating curiosity and compassion for all our stories, too often division and reactivity determine how people approach what is new or different in one another.

Clearly, new skills are needed for this new era, but from where? The key may lie within our own embodied multicultural identities. For years the literature on multiracial and multicultural identity has focused on the difficulties and challenges of this population. But, what if the unique coping skills of being multicultural are in fact all we need to be more aware and more capable of understanding and integrating difference? And if so, what are the ways we can use these innate skills (body, mind and behavior) to help others experience diversity as a resource, and not a threat?

This three-day workshop will explore these possibilities through both structured and unstructured activities, as well as open discussion and personal processing. Participants are expected to hold their personal experiences with as much value and impact as any research or information that may be offered for discussion. The aim of this workshop is to begin building these skills and insights within ourselves first, then practice them in relationship with others, and finally create our own template to apply them within the systems and societies we wish to impact.

Marcia Warren Edelman is a Somatic Counselor/Body Psychotherapist with over 15 years of experience in international educational exchange and Native American policy and advocacy. She works with individuals and groups in the areas of cultural awareness and competency, social justice, and intercultural communication through a trauma-informed lens. In addition to her private practice, Marcia provides workshops on Embodied Code-Switching, a model she created that supports the expression of multicultural identities through somatic awareness. Her work, “Moving Between Identities: Embodied Code-Switching,” has recently been published as a chapter in the book Oppression and the Body: Roots, Resistance, and Resolutions. Marcia is an enrolled member of the Santa Clara Pueblo of New Mexico and is of Brazilian-Italian heritage.
Open Space: Intention and Transformation

Susanne Taylor, MA

Open space technology is often called an “unconference”, but at Cultural Global Labs, we will use it as a model and opportunity for all participants to take full ownership of their learning. Unlike a conventional conference, we won’t know the topics, speakers, or learning outcomes ahead of time. What we will know: when it begins and ends; that topics covered will have heart and meaning to participants; diversity is guaranteed; everything important will be discussed; and everyone will have more energy at the end.

The Open Space model/framework will follow four principles and have one law so that important topics and ideas, which will emerge during our time together, can be explored. They might be topics from deeper discussions earlier in the week. They might be questions that keep coming up and have had no time or space to be presented before now.

We’ll use the time and space to meet people we have not met yet, have conversations that resonate, and take ideas further. In the end, we’ll have a closing session, which provides the opportunity to share our learning and any outcomes from each session. Ultimately, we seek to co-create the next steps for our community. (Guaranteed to be self-organization at its best.)

Susanne Taylor has an MA in Intercultural Relations (MAIR) from the Intercultural Communication Institute’s program through Antioch and a coaching certification through CTI. Susanne has more than 20 years of experience, originally working closely with senior leaders and corporations as an independent consultant and coach. She currently plays the role of Agile Coach and primary faculty member in organizational development for a dynamic FinTech company called Gini, in Munich, Germany. When Susanne is not at Gini, she is coaching or helping individuals and organizations develop self-organization through the use of Liberating Structures, Appreciative Agile, or Open Space. “My clients are the context experts. I act as the GPS system, enabling teams and leaders to access untapped resources and explore new routes that lead to surprising results. We co-create the future.”

Susanne has lived and worked in Japan, Taiwan, Italy, and now Germany. She rarely calls herself an intercultural practitioner, but practices being curious, compassionate, and inclusive instead.