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Responsable du module
"Intercultural management"
dans le MS CM



Testimonial to the Executive Master Critical Materials (CM)

Module : Intercultural management

<https://ecoledesponts.fr/en/critical-materials>

" I am Christophe XERRI, president and senior consultant at the Sailing Brain Consulting. My grandparents were French, Maltese and Italian. My wife is Japanese. I studied in France, England, Japan. I lived and worked in Japan, Luxembourg and Austria. In this module I will share the theory and the practical approach of intercultural management.

Why is that important? Because managing critical materials or assessing critical technologies takes place in a varied environment with various cultures at play. A mineral resource is often extracted in one country, turned into a product in another one, and this product or component is used somewhere else. Engineers, lawyers, diplomats and several other professions are involved.

Whether you will be addressing critical minerals or critical technologies from a government administration or a private sector enterprise, designing a country or region level policy or managing an industrial supply chain, you cannot escape dealing with colleagues, partners, counterparts or competitors from a different country.

Depending on your position and assignment, you will be based in your home country and relate with counterparts in other countries; and/or you will take part in international working groups; or you will be based in a subsidiary or office abroad as an expert or a manager; or you may work as a local employee or contractor in another country. All these situations are similar: there is a need for intercultural management. All these situations are different: as an example living abroad does require much more intense intercultural management than a two days business trip.

In this module, I will first introduce the "theory" of intercultural management, i.e. what are the aspects to pay attention to when you discover a new culture: shy or outgoing, high or low hierarchical organizations, and a few more. Then, we will take real life examples of the several situations you may encounter, from business travel to long-term posting in a joint venture, and understand which intercultural skills and approaches each case requires.

And we will not stop there. Culture is not only a matter of countries. In a project team, there are engineers, lawyers, political scientists, financial specialists, marketing experts and maybe more. Each has its own professional culture. Using a similar framework than for mapping national cultures, I will introduce a tridimensional matrix to map professions. Being more aware of the culture influencing behavior is an essential step to running projects and teams smoothly. And I did experience many times project teams where I had to combine understanding of national culture and professional culture !

I am also teaching the "Overview of Critical Materials, minerals and industrial products. Importance within the Global Economy" module and coordinating the module addressing "Engineering Processes & Innovation for sustainable mining and industrial".