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Executive Advance Program

# Global Mindset Skills

Become a mindful executive  
with the skills to navigate & operate  
smoothly around the globe

## Why ProtocolToday Academy?

ProtocolToday, The Hague, The Netherlands, enables organizations, embassies, companies, and individuals to meet the needs and expectations at national and international stages in public and private sectors. Our training programs enable your staff to represent themselves and the organization with excellence and distinction.

**All our programs and services are designed to share tailored information and “bridge” gaps.** Our clients are: ambassadors, diplomats, embassy staff, consulates, honorary counsels, government officials, and employees/managers of international organizations, entrepreneurs, directors, managers, public relations staff, protocol officers, board members, consultants and other professionals active in the international domain.

## The value of our programs

ProtocolToday, is a capacity development company connecting values, cultures, organizations, individuals, and societies around the world. We are specialized in business etiquettes, business protocol, diplomatic protocol, cultural intelligence, and soft power skills.

We train executives to use soft and hard power in profit, non-profit, public, and government sectors around the world. Through our training program, we enable them to feel comfortable in dealing with people from different backgrounds around the world.

## Executive Advance Program (EAP-21-A) Global Mindset Skills (GMS – 7 Masterclasses)

**Estimated Time To Complete: 80 Hours**

### Global Mindset Skills To Manage Across Cultures

The world is transforming into a global village, characterized by intensive interactions at multiple levels. Local companies are becoming international since they must deal with foreign business partners. At the same time, local executives must deal with international companies, colleagues, and stakeholders (business partners, clients, agents, employees, etc.).

Simultaneously, organizational structures are becoming less hierarchical, process-oriented, diverse and are driven by abilities for collaborative cooperation and co-creation.

The impact of this ongoing internationalization requires entrepreneurs, consultants, businesses, government, and other professionals



### Global Mindset Leaders have:

- Cosmopolitan outlook: an understanding of cultures, political and economic systems in other countries and how global systems work;
- Mindfulness skills: Passionate about diversity and ability to deal with multicultural people and be comfortable in building trusting relationships with people from different backgrounds.
- Knowledge about the application of protocol, handle and be aware of the sensitivities when seating corporates representatives another guest, how to navigate a formal dinner or a social networking events, handle writing communication, be aware and handle different cultures.

### Key Challenges

- Build the right images and perceptions about your nations and its qualities;
- Facilitate process for Twinned Cities with Dutch cities;
- Be instrumental in building business and cultural relations;
- Organize events that create impact and experience;
- Be the soft engine (first impressions) connecting stakeholders from your country with other countries stakeholders.

## Masterclasses Programs And Targeted Participants

### Masterclass Program

- GMS-1 International Business Etiquette;
- GMS-2 Business Ethics & Professionalism;
- GMS-3 International Business Protocol;
- GMS-4 International Cultural Intelligence;
- GMS-5 Diplomatic Writing Skills;
- GMS-6 Gift giving & receiving in Business & Diplomacy;
- GMS-7 Dine like a Diplomat.

### Targeted Participants

- Government Representatives: Ministry staff, Ambassadors, Diplomats, Honorary Consuls & Embassy Staff;
- Business Professionals: Entrepreneurs, Consultants, Business Development Professionals, Directors, managers & executives, Executives working in the private and public sector, Bank managers and executives,
- Executives & Professionals: National & Local Government's Officials, City Marketing & Investments Promotion Executives, International Organizations Staff; Professionals active in the Hospitality & Tourism Industry;
- Protocol and communication officers: VIP managers, PR consultants; Individuals interested in international protocol;
- Meeting & special events professionals, Human relation profession,
- Students of International Relations.

## Structure & Didactics

### Learn Today & Practice Today!

The ProtocolToday masterclass programs are one-day programs concluded with an integrated (personalized) assessment. It is delivered at EQF 7 level (EU Qualifications Framework, master level) and is based on the five Dublin descriptors (EU criteria for Higher Education).

ProtocolToday moderators consist of internationally experienced academics and professionals with a strong background in international business, global relations, and protocol. They are competent in connecting concepts and protocol to the daily practice of (international) directors, managers, and executives and can support this through their large international network and international references.

### Teaching / Learning

Teaching/learning takes place on the basis of the Action Learning Model. This learning concept requires the active and interactive participation of the participants. In a logical sequence, several topics are discussed through the integration of theory, cases, and assignments, enabling participants to develop a sound understanding of the underlying concepts and to share experiences.

Participants will develop their confidence and professionalism in international protocol and soft diplomacy skills.

### Assessment

- Demonstrate understanding of the content of masterclasses;
- Demonstrate facilitation skills through capstone assessment;
- Deliver training program and write self-evaluation report for review, assessment & feedback;

### Certification

Successful participants will receive a Certificate from ProtocolToday Academy.

### Participation

The Masterclass programmes can be delivered online or in-class in any city around the world

### It includes:

- Total program;
- Action learning method;
- Digital reading material;
- Personalised evaluation;
- Certificate. EQF 7 level of ProtocolToday Academy.

# General Program Content

## GMS-1

### International Business Etiquette

Relations in business and social domains are easier if the concerned individuals are perceived as trustworthy, respectable, and having proper business etiquette.

To achieve a professional image, it is important for executives to understand the different types of personalities, nationalities, cultures, and the associated etiquette and manners.

The three components of business etiquette (appearance, communication, and behaviour) are at the core of this masterclass.

Interactions, such as polite greetings, courteous conversations, and active listening have an important impact on how you're being perceived by others. Knowing how to make a great first impression, how to dress appropriately, read body language, etc. helps you to present yourself in an impactful way.

### Key topics include:

- Importance of business etiquette and the three most important components;
- The professional image you want to transmit;
- Dress appropriately, personal style and its influence on your communication;
- High level officials events business & diplomacy, formal and semi-formal dress;
- International dress-code;
- Dress-code in the Middle East and Japan;
- Introducing clients, colleagues and VIP's' in business context;
- International forms of greetings;
- Forms of greetings in Japan and in the Middle East ;
- The power of a personal presentation (elevator Pitch),
- Give a first impression with impact and content with influence;
- The power of Verbal – not verbal communication;
- Online Etiquette;
- Verbal & Not verbal communication during business meetings;
- The power of handle networking events & receptions with influence;

## GMS-2

### Business Ethics & Professionalism

Professionals and Executives must exercise specialist knowledge and skills. How the use of this knowledge should be governed when providing a service to the public can be considered a moral issue and is termed professional ethics.

Business Ethics and Professionalism are about the capabilities of individuals to making judgments, applying their skills, and reaching informed decisions in situations.

#### Key Topics Include:

- About ethics and the importance in business;
- Business ethics and social responsibility;
- Dealing with ethical dilemmas, personal issues, and difficult people;
- The importance to be tactful, What is the image you want to transmit;
- Tact as strongly influence by culture;
- How to develop tact\*;
- Professional & effective communication;
- Verbal and nonverbal communication;
- Communication with influence & diplomacy;
- The art of conversation both in person and on phone;
- Written communication;
- The pillars of understanding.

## GMS-3

### International Business Protocol

In today's global economy and cross-border operations, there is an increasing need for understanding business and diplomatic protocol and make the right impressions.

The modern protocol is knowing how to be comfortable and at ease, empowered with confidence and authority to make others feel truly welcomed and comfortable. It is about creating the right environment for business and making an impact while maintaining courtesy and politeness in international affairs; meetings with ambassadors, government officials, international organizations, multinationals, corporations, and companies.

#### Key Topics Include:

- Protocol vs Etiquette;
- Modern protocol vs classic protocol as the key to build a relationship;
- Protocol as the key to create and structure meaningful encounters;
- Different kinds of protocol;
- Seating arrangement of precedence of guest in business meetings;
- Seating arrangement of precedence in diplomatic and international organizations;
- Rules of the flags and applications in business and diplomatic protocol;
- Flags in the car;
- Business communication protocol with partners from all over the world;
- Business protocol in Japan and China
- Bilateral meetings, importance of rank & status;
- Bilateral meetings, make an effective entrance & mingle;
- Guest management protocols;
- Greeting and ushering;
- Security;
- Dealing with the Press;

### GMS-4

#### International Cultural Intelligence

The globalization of the world demands leaders, managers, and executives to deal with the complexities of merging corporate cultures as part of leadership, co-creation, production, marketing, planning, decision-making, recruitment, and task assignments.

The Masterclass International Cultural Intelligence enables participants to obtain an understanding of the power and dimensions of cultures.

It elaborates on the impact of cultures on negotiations, teamwork, contracting behaviour and management issues.

A core element of the masterclass is the Lewis Model, based on research analysis of the impact of culture in 135 countries. This model argues that humans, from any country in the world, can be divided into three clear behaviour-related categories: linear-active, multi-active and reactive.

#### Key Topics Include:

- Cultural intelligence;
- Emotional intelligence
- The Power of Culture in Business;
- Dimensions of cultures;
- Intercultural & multicultural;
- Mindfulness;
- Analysis of cultures and impact on professional behaviour;
- Commonalities between different cultures;
- Cultural communication context;
- Non-verbal communication differences;
- Power distance;
- Problems solving & decision making;
- Conflict/negotiation style;
- The model of Lewis;
- Using the Lewis model to manage your international teams.
- Effective collaboration strategy;
- Cultural aspects of doing business in The Netherlands, Middle East, Japan and China.

### GMS-5

#### International Business Protocol

Diplomatic communication and correspondence are the keys to formal contact between states and between states and international organizations (e.g. the UN). Diplomatic communication is about communicating decisions, expressing approval/disapproval, congratulations, arrangements, initiating contacts, making proposals, and threatening.

#### Key Topics Include:

- Critical thinking;
- Critical awareness of the right and wrong way to use language;
- How to observe protocol and corresponding language;
- The use of diplomatic language in management of international relations;
- Writing notes, letters, memoranda, and other documents;
- Resolutions, memoranda of understanding (MOUs), and treaties;
- Drafting of reports, speeches, statements and declarations;
- Symbols, logo's;
- Terms of address;
- Structure and layout of documents;
- Sign off documents.

**GMS-6****Gift Giving & Gift Receiving in business & Diplomacy****The Importance of Gift Giving**

Gift giving and gift receiving are vital parts of the current modern era of building and maintaining professional (business) relations. It's an expression of appreciation, goodwill and a tool to build a professional relation. Gift giving is an appreciation for the loyalty and a smart way to be in the mind and sight of your special relations.

**A gift is a statement to your relation: You are Important, We Appreciate You!**

**Key Topics Include:**

- The importance of giving;
- Why is gifting effective?
- A gift has to do with the person / company that will receive the gift;
- Reasons for offering a gift;
- When to deliver the gift?;
- Gifts presented in public;
- How and offer and receive a gift;
- Protocol & Etiquette aspects;
- Gift Giving does and don'ts

**GMS-7****Dine like a Diplomat**

Good dining skills are a must when conducting business abroad or entertaining international clients in your own country. Table manners (or lack thereof) can have an impact on how individuals, and the companies they represent, are perceived.

This masterclass will reinforce your talents and provide valuable skills to enable you to master the appropriate skills in dining with executives from around the world, including host and guest duties, styles of eating, host duties, mingling proficiency and creating appropriate conversations.

This masterclass uses discussions and a three-course meal to impart the knowledge and skills needed in a variety of dining situations.

**Key Topics Include:**

- Etiquette on the table;
- Host duties and his protocol;
- Receiving of guests: what should you do at the receiving line?;
- Organizing a proper business luncheon;
- What is the image you want to transmit;
- Protocol to make invitations: extending, accepting, and cancelling;
- Guest list, dress code, invitation card, and attendance confirmation (case study)
- International forms of address (titles);
- Dress code for formal dinners (white tie, black tie, lounge suits);
- Seating arrangement of precedence for business & diplomatic meal;
- Select restaurant and table setting;
- Greeting guests, and protocol aspects;
- Criteria for the placement of diner and protocol aspect;
- Tableware and decoration, service and presentation;
- Decoration on the table;
- Dining table protocol & etiquette;
- Handling table setting cutlery;
- Handling glassware;
- International variations on table settings as European, American, British
- Handling difficult dishes;
- Menus;
- Etiquette for wine and wine glasses;
- Handling a speech/toast;
- Impactful Business Dine like a Diplomat with Selected Executive Guest (Case study)
- How to use the theory in this case study;
- Protocol design: developing the program;
- Guest experience cycle (unforgettable events);
- Composing a guest list of invitation;
- Meet & greet;

## About ProtocolToday

ProtocolToday® in The Hague, The Netherlands is an expert organization in international protocol, diplomacy, soft skills, business etiquette, and international cultural intelligence. We offer customized, solution-based training programs in the public and private sectors.

We capitalize on our global network and large experience in doing business and dealing with people from around the world. We train executives to use soft and hard power in profit, non-profit, public, and government sectors around the world. Through our training programs, we enable executives to feel comfortable in dealing with people from different backgrounds in multiple settings.



## Team

### Adriana Flores MA

*Managing Director*

Adriana is the founder of ProtocolToday. She is an experienced consultant in Protocol and Soft diplomacy. She has worked with many distinguished people and companies in the Netherlands and abroad. She holds a Master of Arts degree in Protocol & Soft Diplomacy Skills and a Postgraduate degree in **Protocol and Ceremonial Belgium**.

Adriana has worked for **ambassadors** in the Netherlands and at the **VIP-Centrum** at Schiphol Airport Amsterdam where she was responsible for welcoming various national and international delegations including royal families, diplomatic corps, celebrities, political and religious leaders

### Dr. Dewanand Mahadew

*Program Director*

Dewanand is an international expert with business development experience in more than 60 countries. He is the managing director of NewEconomyStrategies, Dean of **International Business Development Academy** and Professor in **International Business and Strategic Management at UBIS University in Geneva**.

He has master's degrees in process engineering, industrial management, marketing, business management and a DBA degree in strategic management.

He speaks on different conferences around the world and is a visiting professor at different universities. His specialisations include concept development, business models engineering, innovation strategies, entrepreneurship, value propositions and strategic alliances.