



York Associates

Driving global performance

- ✦ Consulting
- ✦ Training
- ✦ Coaching
- ✦ Team building
- ✦ Authoring



Who we are

Established in 1980, York Associates is a leading provider of international team and leadership training and coaching, delivering to a range of clients globally.

York Associates is run by Bob Dignen, Mike Hogan and Fiona Mee, its three UK-based directors, supported by an international network of associate and freelance trainers and coaches. It has a training centre in York, UK, and also delivers on-site at client locations worldwide.



Bob Dignen
Director

- Senior leadership coaching
- International team and leadership training
- International project consulting
- Intercultural competence
- International project team building



Mike Hogan
Director

- Global virtual teams training and support
- International leadership training
- Executive coaching
- Consulting on digital learning programmes



Fiona Mee
Director

- People management
- International sales
- Intercultural competence
- Change management
- Latin American cultures



Sean LeGault
Claret Group CEO

- Corporate leadership
- Strategic merger and acquisition
- Financial governance

Member of
CLARET
GROUP
learn • grow • achieve

We are a member of the Claret Group of international educational companies.

Our trainers and coaches



Jeremy Comfort
Former Director

- International leadership
- Executive coaching
- International team building
- Intercultural competence



Professor Peter Franklin
Associate Trainer

- International HR
- UK-German cooperation
- International leadership



Steve Newsome
Associate Trainer

- International team and leadership
- Intercultural competence
- Business skills e.g. writing
- Train-the-trainer



Ben Dobbs
Associate Trainer

- Executive and academic coaching
- Intercultural competence
- Interpersonal skills
- Trainer training



Susan Kraus
Associate Trainer

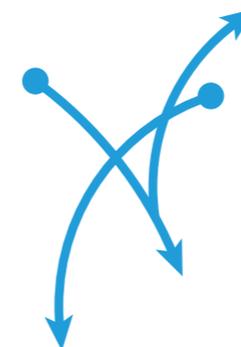
- International leadership
- International project working
- Business skills e.g. presenting



James Chamberlain
Associate Trainer

- German-American cooperation
- Intercultural competence
- International team building
- Train-the-trainer

In addition to the above team, we have an international network of trainers and coaches who support us to deliver to clients across the world.



Consulting and supporting organisations to succeed in today's global environment

What we do

Our partnership approach and learning philosophy

York Associates prioritises understanding clients' needs so we can align our experience and services to specific international contexts and requirements. We develop partnerships with our clients as individual and organisational development requires long-term commitment.

York Associates' learning philosophy is based on a cycle of reflection, action and feedback to drive high performance via continuous learning. We help international leaders and team members to reflect on their own behaviour and their environment, and to act collaboratively with feedback to achieve sustainable results.

Our continuous learning approach (Reflection-Action-Feedback) empowers people to become more proactive and take responsibility for driving international results.

Reflection

- Be open to new ways of thinking
- Understand opportunities in own international role
- Analyse the needs and skills of stakeholders: self, team and wider network
- Plan successful cross-cultural communication behaviours

Action

- Build relationships and trust
- Define clear goals and roles
- Build a positive communication culture and shared cross-border processes
- Provide support to others to help drive performance
- Deliver results quickly and find opportunities to celebrate success

Feedback

- Maintain a feedback culture to identify ways to improve collaboration
- Communicate success in the organisation to inspire higher levels of performance
- Develop people to reward, retain and inspire
- Use diversity as an opportunity to innovate and excel
- Support wider organisational learning and performance

How we work with you

Delivering results

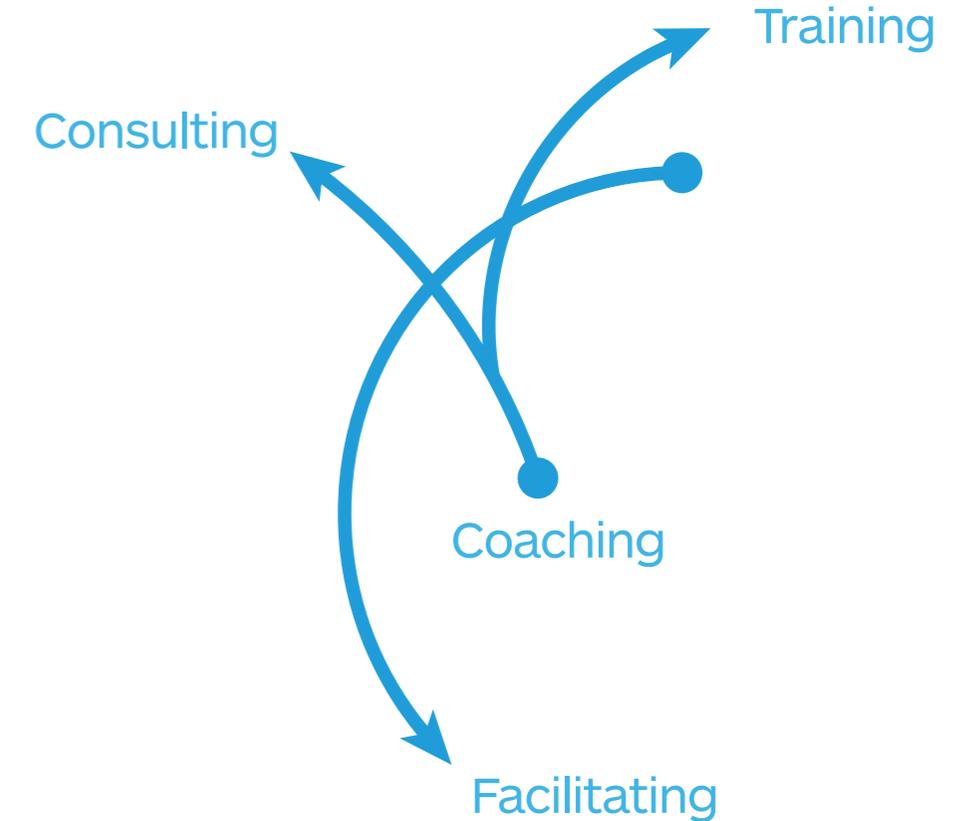
Our mission is to support professionals working internationally to collaborate more effectively and deliver better results.

We consult organisations and support international team and leadership performance with:

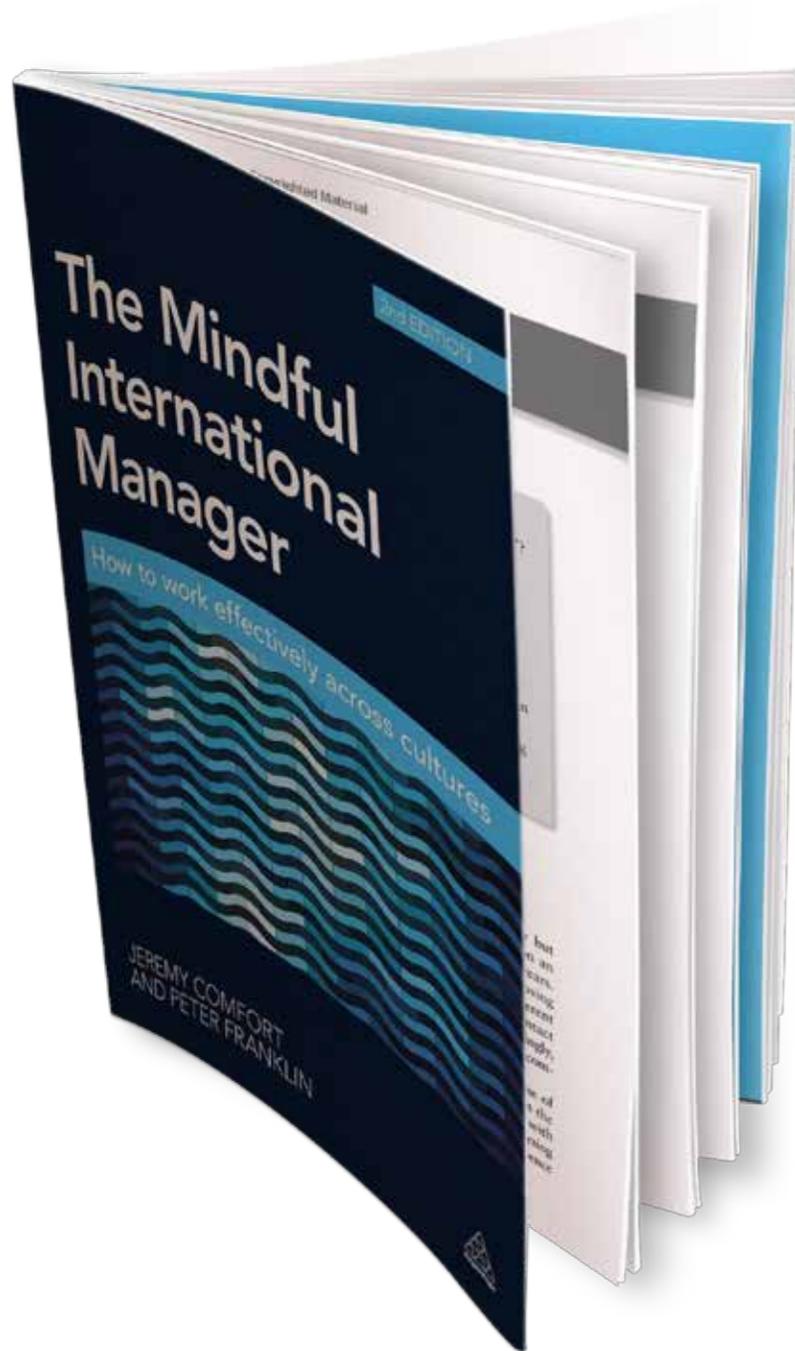
- international leadership training
- international executive coaching
- international team building, conflict management and facilitation

York Associates is a thought leader in the field of international leadership and team development with numerous publications on cross-border management and intercultural communication.

We also develop e-learning content for our clients which supports international leadership development, and we deliver training virtually to global audiences through webinars and in virtual classrooms.



Developing People Internationally (DPI)



A unique approach

York Associates' international training is based around its own Developing People Internationally (DPI) model of success factors for international leadership.

The DPI model was created by Jeremy Comfort, founder of York Associates, and outlined in his book *The Mindful International Manager*, which was co-authored with Peter Franklin, Professor of Cross-Cultural Management at the University of Applied Sciences in Konstanz.

The model is the basis of York Associates' dynamic Developing People Internationally training programme, developed and tested with a global multinational.

The course integrates a video case study of an international team and authentic interviews with global professionals on key success factors for international leadership.

Success factors for international leadership

Our DPI model

Cooperation

Establishing trust and unlocking innovation using team synergies

Conflict

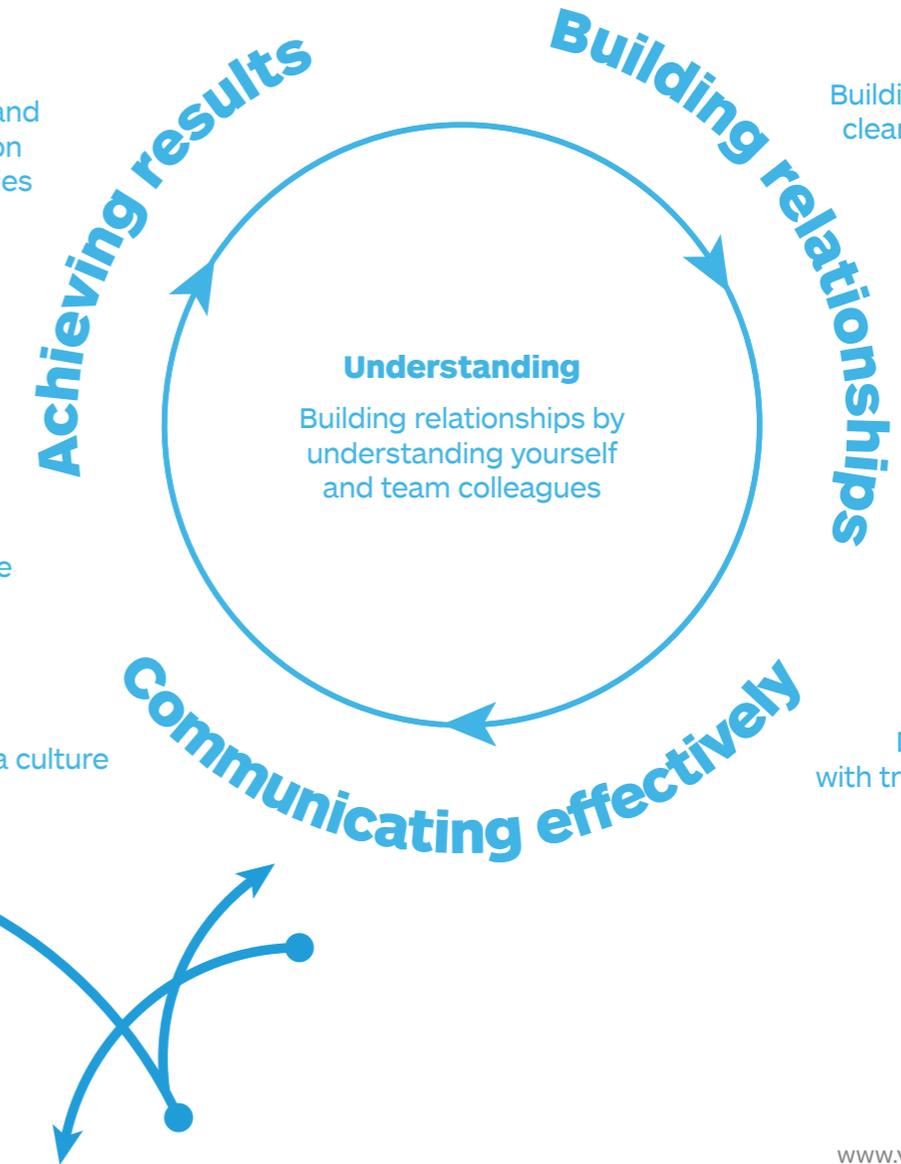
Dealing with conflict and resistance

Representing

Promoting the team and its activities across the organisation

Feedback

Building high performance with a culture of open feedback



Direction

Building commitment to a clear vision and common goals

Organisation

Establishing clear processes and coordinating tasks effectively

Roles

Clarifying roles and responsibilities for leader and team members

Support

Developing the team with training, coaching and mentoring

International leadership training

Developing People Internationally (ILM-endorsed)

Developing People Internationally (DPI) is our flagship programme. The course is for those in an international leadership position who wish to develop their skills to drive performance. It develops an understanding of diverse international leadership styles, and helps participants to identify which communication style (push or pull) can deliver the best results in which situations. DPI is available in a range of formats and is endorsed by the Institute of Leadership and Management.

Course content

- ✦ Getting to know the team – building rapport and understanding
- ✦ Direction – working to common goals
- ✦ Organisation – structuring team work
- ✦ Roles – clarifying responsibilities of team members
- ✦ Coaching – developing individual team members
- ✦ Feedback – motivating and inspiring team members
- ✦ Representing – managing the interface between the team and the outside
- ✦ Conflict – handling conflict between team members
- ✦ Cooperation – working together

More courses:

- ✦ Situational Leadership for the Defence Sector
- ✦ Fierce Conversation®

Benefits

Participants will

- ✦ understand culture and its impact on behaviour in international teams
- ✦ understand themselves better, and learn reflective techniques which develop openness to others' perspectives
- ✦ appreciate better the needs and talents of other team members
- ✦ learn ways to inspire commitment and engagement
- ✦ develop flexible communication strategies and skills to get the best results with their international teams

Skills for international collaboration

Working in International Projects (ILM-endorsed)

This two-day course is for professionals leading or working in international project teams. It supports individuals to develop practical skills to handle the key people challenges of their international project environment in order to deliver better results. We also run a range of courses for professionals working in international networks or groups who wish to improve their international communication and team collaboration skills.

Course content

- ✦ Identifying critical success factors for working internationally
- ✦ Profiling your team and building relationships to achieve results
- ✦ Leading and influencing others in an international project
- ✦ Leveraging diversity in my team
- ✦ Communicating virtually (case study of conflict in a virtual team)
- ✦ Peer coaching with own case studies
- ✦ Profiling personal intercultural competence and creating an individual action plan

More courses:

- ✦ Communicating in Virtual Teams (ILM-endorsed)
- ✦ Working Internationally

Benefits

Participants will

- ✦ understand key principles and practices of effective international teamwork and communication
- ✦ have developed more flexible thinking to cope with project uncertainty and complexity
- ✦ be better able to work through conflicts and build effective working relationships
- ✦ have strategies to influence international stakeholders
- ✦ be able to drive higher performance in their project teams



Developing People Internationally is endorsed by the Institute of Leadership and Management, and is available with certification.



Working in International Projects is endorsed by the Institute of Leadership and Management, and is available with certification.

International executive coaching

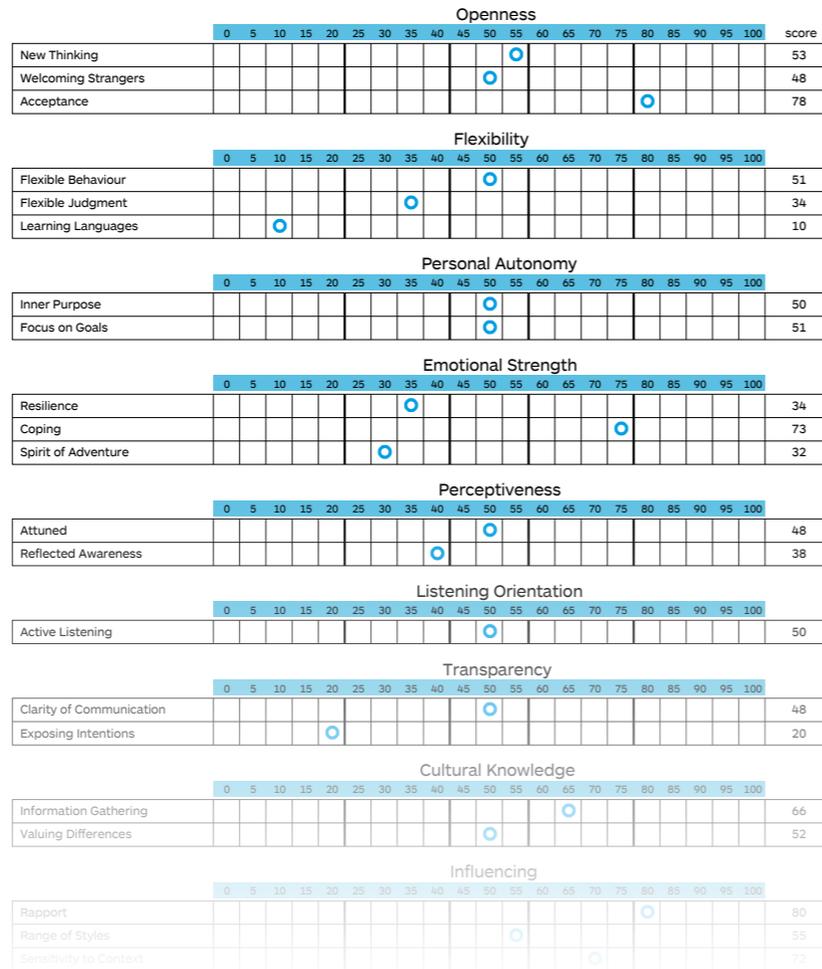
Coaching processes which deliver results

We provide international coaching to professionals in a range of contexts: leaders entering executive succession pools, newly-appointed international project leaders, or those managing cross-border challenges in their current role.

Our coaching is performance driven, typically has a duration of six months and is focused on a range of client-specific objectives such as:

- effective self-leadership (goal / priority setting) through increased self awareness
- communicating better across cultures
- influencing stakeholders across the organisation
- creating a high performing international team

We use a range of tools to support self-reflection and profiling of international competence, including The International Profiler, with its online questionnaire and report which identifies an individual's approach to working across cultures.



The International Profiler report, profiling intercultural competence across 22 dimensions.
www.york-associates.co.uk 10

International team building

High performing international team workshops

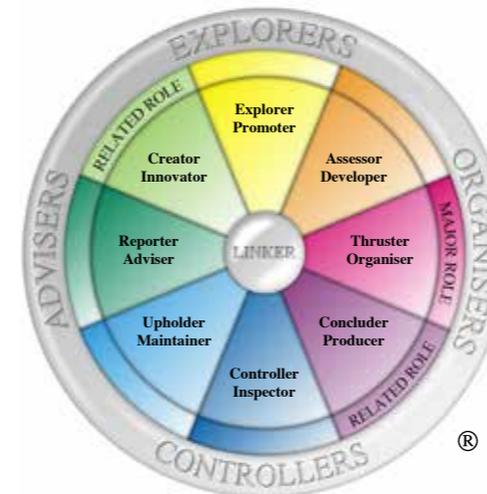
York Associates has a long experience of supporting international teams and project teams by:

- running international team building sessions
- facilitating international project kick-off meetings
- supporting (project) team review meetings
- mediating team conflicts
- keynote speaking at senior leadership team events

For team building, we integrate the internationally-recognised Team Management Profile from TMSDI. The Team Management Profile is a psychometric tool used worldwide for teambuilding and to find ways to increase individual performance in a dynamic workshop process. Many of our team interventions can be delivered in one-day workshops and integrate individual feedback sessions.

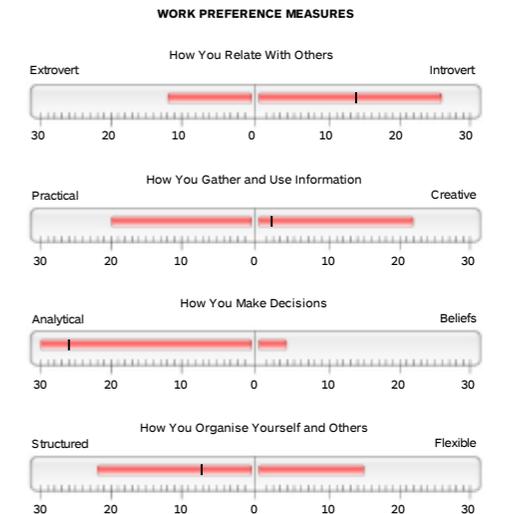
Developing the team

The 'Team Wheel' model allows international teams to identify strengths and development areas, and to focus their energies on essential cross-border tasks.



Developing the individual

A validated psychometric profile which helps individuals to understand their own preferences and competences for international teamwork.



Team Management Profile (TMP)

Delivering training globally



Classroom training

- Barcelona
- Brazzaville
- Chicago
- Dubai
- Duesseldorf
- Hong Kong
- Kuala Lumpur
- Lisbon
- London
- Milan
- Moscow
- Oslo
- Paris
- Reykjavik
- Sao Paulo
- Stockholm
- Sydney
- Tokyo
- Toronto
- Zurich

Virtual training and e-learning

York Associates delivers training virtually to global audiences through webinars and in virtual classrooms. This training can be delivered as standalone events or across a number of sessions which touch on themes connected to international leadership such as managing cultural diversity, building trust in virtual teams or developing an international network.

We also design and author e-learning content for our clients which supports international leadership development, creating customised solutions which can support classroom training sessions as a blended learning solution.

Networking for success



With over thirty years of experience in the field of international training, we have developed a global network of expert professionals to support our clients globally.

We also train practitioners in the field of international team and leadership development. Since 2006, we have accredited over 200 professionals in York Associates' DPI approach to international leadership.

Our DPI network of accredited trainers, coaches and consultants forms a community of associate international trainers and coaches which helps us to deliver worldwide.



Thought leadership



New thinking

Our current and former directors are authors and thought leaders in the field of international leadership and cross-border communication.

They can provide focused and impactful speeches to support internal management events, or deliver in-house webinars on international leadership.

York Associates' award-winning publications are used in training, and read by professionals across the globe to support development of international leadership skills.

why not let us help you?

York Associates

Peasholme House
St Saviours Place
York, YO1 7PJ
United Kingdom

training@york-associates.co.uk

+44 1904 624246

www.york-associates.co.uk

Stefanie Anzinger (German office)
Königswinterstrasse 4
50939 Cologne
Germany

stefanie.anzinger@york-associates.co.uk

+49 221 22 20 60 12



York Associates



YorkAssociates

Terms and Conditions

When a course is cancelled less than 14 days before it is due to begin, we reserve the right to charge a cancellation fee of 50% of the course price. However, if the course is rebooked to take place within 42 days of the original course, there will be no cancellation charge. A course can only be postponed once. Costs incurred for visas, flights and materials produced will be charged if a course is cancelled within 14 days of course commencement date. For ILM coaching qualifications, see www.thechapelhousegroup.co.uk/terms-and-conditions. For all other courses, please refer to www.york-associates.co.uk/courses.