The BASIS Leadership Programme. Leading culturally diverse teams.

Practical leadership and management training for team leaders, senior managers and CEOs of global, international and culturally diverse teams. Three levels. One-to-one. Built around your real team.

> Lead your culturally diverse team more efficiently: clearer communication, decisions that stick and less time lost to friction — built up session by session, with your real team.

3	1:1	3 formats	Teams	Certificate
LEVELS	ONE-TO-ONE	ONLINE, BARCELONA, YOUR OFFICE	BETWEEN SESSIONS	EACH LEVEL



Brendan Thomas Quinn

Independent cross-cultural consultant and trainer, based in Barcelona, working with companies across Spain and worldwide.

brendanthomasquinn.com

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WHY THIS PROGRAMME

Most managers were trained to lead people like themselves

Your team isn't like that. One person pushes back in every meeting; another never says a word and then doesn't deliver. Feedback that motivates one person flattens another. Deadlines mean a fixed date to some and a rough target to others.

None of this is bad performance. It's **cultural friction**: the gap between how different people expect work to get done. Left alone, cultural friction costs teams time, trust and money. Handled well, the same differences become the team's advantage.

- Decisions are agreed in the meeting, then quietly reopened or ignored.
- The same few voices dominate, and silence is mistaken for agreement.
- Feedback lands as brutal for some people and too vague for others.
- Trust takes far longer to build than anyone planned for.

> This programme teaches managers to handle it, one practical step at a time.

WHAT WE MEAN BY CULTURE

Culture is more than a passport

Culture is everything that has shaped how someone works. That's why this programme is for any diverse team — not only international ones.

01
National and regional
Directness, hierarchy, time, trust

02
Professional
What counts as rigour, evidence and "done"

03
Organisational
Decision habits, pace, appetite for risk

04
Sector
Rules, accountability, vocabulary

05
Education and generation
Attitudes to authority, preferred channels

06
Life path
Migration, languages, growing up between cultures

THE PROGRAMME

Three levels. One path.

The levels build on each other. Where you start depends on your experience, not your job title. We agree it on a free discovery call.

1 — 2 — 3

LEVEL 1 · FOUNDATION

Leading across difference

Where most leaders start

Understand your own style and how you react under pressure, then communicate, set goals, delegate, give feedback, coach and run meetings in ways that work for everyone — and leave with a written operating agreement for your team.

6 sessions · 9 hours

€1,650

LEVEL 2 · PRACTITIONER

Managing friction and performance

Builds on Level 1

Trust, conflict, decisions, performance, influence and remote working — plus an applied project on a real friction point in your team.

6 sessions · 9 hours

€1,950

LEVEL 3 · STRATEGIC

Culture as a leadership asset

Organisation-wide

How your leadership is read across the organisation, how to set direction and lead change, and how to hire, develop and keep people in a diverse workforce, and how to handle values and ethical grey areas across sites.

6 sessions · 12 hours

€3,600

> All three levels together: €6,500 (ex VAT).

HOW EVERY SESSION WORKS

Every session ends with something you do on Monday

1 — 2 — 3 — 4 — 5

Review
What happened when you tried last week's action?

One idea
A single concept, explained briefly.

Your situation
Applied to a real person, meeting or decision.

Build the tool
A template, script or checklist for your team.

Commit
One specific action for the coming week.

You keep a Leadership Practice Log throughout. It's how sessions turn into habits.

> **Between sessions:** you can reach Brendan on Microsoft Teams with questions as they come up, so you're not waiting for the next session when something happens with your team.

> **Measure the change (optional):** your team can complete the BTQ Team Pulse before and after each level — ten short questions on clarity, feedback, fairness, trust and follow-through. You see what changed; your employer sees the return.

THE FRAMEWORK

Built on BASIS

BASIS is the framework behind all of Brendan's work with teams. Each level of the programme takes you further through it.

B	A	S	I	S
Build Safety	**Acknowledge**	**Slow Down to Speed Up**	**Integrate Perspectives**	**Sustain the Practice**
LEVEL 1	LEVEL 1	LEVEL 2	LEVEL 2	LEVEL 3

Level 1 builds safety and acknowledges difference. Level 2 slows down to speed up and integrates perspectives. Level 3 makes it last across the organisation.

It draws on peer-reviewed intercultural research and on years of practice, but the programme stays practical: every idea arrives with a tool you can use.

A 2026 GLOBE study of 44,971 managers in 134 societies found that, on average, the country people came from explained only about 14% of the differences in what they expect from an outstanding leader. The rest is the individual, which is why BASIS treats culture as everything that has shaped how someone works, not just where they come from. (Javidan, Dorfman, Cotton et al., 2026, GLOBE working paper, SSRN)

WHAT MAKES IT DIFFERENT

Not coaching. Not a lecture.

It's a structured programme with set outcomes, tools and a certificate — delivered one-to-one, so it's built around your real team, not a case study.

COMPARED WITH BUSINESS SCHOOL

Changes how you lead, week by week

A week at business school gives you insight away from work. This programme changes how you lead your actual team, over several months.

LEVEL 1 · FOUNDATION

Leading across difference. The foundations.

Where most leaders start, whatever their role: from first-time team leaders to senior leaders new to this kind of training.

Sessions	6 × 90 min
Duration	8–10 weeks
Price	€1,650 ex VAT
Intensive week	€2,750

By the end of Level 1, you can

01 Describe your own cultural layers and leadership style, and how they shape the way you lead.

02 Adapt how you communicate, give feedback and delegate for different people in your team.

03 Run meetings where quieter and second-language colleagues contribute.

04 Set clear goals and priorities with each team member.

05 Hold regular one-to-ones and use a simple coaching conversation.

06 Put a written team operating agreement into practice.

The six sessions

	SESSION	THE PROBLEM	WHAT YOU LEAVE WITH	TRY IT THIS WEEK
1	**Culture, style and me as a leader**	"My way is just normal." Your own habits look neutral to you but not to your team, and under pressure you fall back on reactions you don't notice.	Your Cultural Layers map, a leadership-style self-assessment, an under-pressure check, and a map of your team (from their CAT profiles, if they take part)	Ask two team members how things worked in their last job, and log one moment you reacted under pressure.
2	**Communicating and running meetings everyone contributes to**	People nod, then deliver something else, and the same voices dominate every meeting.	Team communication rules (one message, one ask; decisions in writing; a recap at the end of every meeting; share the important information and the reason behind decisions) and an inclusive meeting checklist	Close every meeting with a written recap, and use a go-round at least once.
3	**Goals, priorities and deadlines**	People are busy on the wrong things, and "deadline" means a fixed date to some and a target to others.	A one-page goals and priorities sheet for your team, plus a deadline agreement (fixed or movable, check-ins, what "done" means)	Agree the top three priorities with each person.
4	**Authority and delegation**	Some people won't push back or take initiative; others challenge everything.	The expectations conversation and a delegation checklist that names the level of autonomy	Hold the expectations conversation with one team member.
5	**Feedback that lands**	Criticism sounds brutal to one person and too vague to another.	A feedback planner you adjust for each person	Give one piece of corrective feedback with the planner.
6	**One-to-ones and coaching conversations**	You end up solving everyone's problems for them, or one-to-ones turn into status updates.	A one-to-one rhythm and agenda, plus a four-step coaching conversation: goal, reality, options, next step	In one conversation this week, coach instead of giving the answer.

What you leave with: your Team Operating Agreement

The tools from sessions 2–6 combined into one written agreement for your real team. Mixed teams work best when the rules are spelled out, not assumed. If your team takes part, you also get your Team Pulse results.

Before you start

You complete the Cultural Assessment Tool. Optionally, your team does too, with the Team Pulse and a 60-minute team debrief between sessions 1 and 2: included for up to 10 people, €60 per extra person. One-to-one, online, in Barcelona or at your office.

LEVEL 2 · PRACTITIONER

Managing friction and performance.

Builds on the foundations. For managers who want to handle friction, trust and performance across difference.

Sessions	6 × 90 min
Duration	10–12 weeks
Price	€1,950 ex VAT
Intensive week	€3,250

By the end of Level 2, you can

01 Tell whether a trust problem is about the work or the relationship, and act on the right one.

02 Take a team disagreement from escalation to a workable agreement.

03 Set a decision rule before deciding, and get buy-in.

04 Handle underperformance and career conversations, and tailor motivation to each person.

05 Build support from stakeholders you don't manage, including your own boss.

06 Resolve one real friction point in your team, and show the result.

The six sessions

	SESSION	THE PROBLEM	WHAT YOU LEAVE WITH	TRY IT THIS WEEK
1	**Trust that holds**	People don't trust each other, and nobody says why.	A trust plan for each key relationship	Take one task-trust and one relationship-trust action.
2	**Disagreement and conflict**	Conflict either explodes or goes underground.	A conflict map and a de-escalation script	Map one live tension and have the first conversation.
3	**Decisions and buy-in**	Decisions get reopened, or people feel steamrolled.	A decision rule card (who decides, how, by when) and a staged process for big decisions. Always consult on key decisions; adapt how you consult, one-to-one or in the group, before or during the meeting.	Announce the decision rule before the next team decision.
4	**Performance, motivation and development**	Praise that motivates one person embarrasses another, underperformance gets avoided, and good people leave because nobody talks about their future.	A motivation profile for each person, including how much personal care they expect from a boss, an underperformance conversation plan and a career conversation guide	Hold one career conversation, or the underperformance conversation you've been putting off.
5	**Influencing across and upwards**	You need support from people you don't manage: your boss, peers, other departments.	A stakeholder map and an influence plan for one key person	Have the first conversation from your influence plan.
6	**Leading at a distance and team wellbeing**	Hybrid teams split into in-groups, and overload goes unseen, especially in remote team members.	A dispersed team charter (channels, response times, overlap hours) plus a workload and wellbeing check-in	Agree channel and response norms, and use the wellbeing check-in in your next one-to-ones.

Your applied project

Pick one real friction point in your team at session 1. Work it through the dilemma canvas across the level: describe the situation, surface the assumptions on each side, generate both/and options, then pick one and test it. Report before, action and result at session 6, with your Team Pulse results if your team takes part.

Format

One-to-one, online or in person in Barcelona. Or an intensive week at your office, plus travel and expenses. Certificate of completion.

LEVEL 3 · STRATEGIC

Culture as a leadership asset.

Takes it organisation-wide. For senior leaders and CEOs with the foundations in place. One-to-one executive work built around your own organisation.

Sessions	6 × 2 hours
Duration	About 3 months
Price	€3,600 ex VAT
Intensive week	€4,500

By the end of Level 3, you can

01 Assess how your leadership is read across the cultures in your organisation.

02 Diagnose your organisation's culture and where it creates friction.

03 Set a clear direction and lead a change or integration with culture built in from the start.

04 Adapt at least one people system — hiring, appraisal, promotion or retention — so it works across the whole workforce.

05 Lead one organisation-level initiative and show the result.

The six sessions

	SESSION	THE PROBLEM	WHAT YOU LEAVE WITH	TRY IT THIS WEEK
1	**Leadership that travels**	Decisive in one place reads as dictatorial in another.	Leadership expectations audit: what people expect from a leader everywhere, what damages a leader everywhere, and what varies across the cultures in your organisation.	Three structured conversations with your direct reports.
2	**Reading your organisation's culture**	Head-office culture is assumed to be everyone's.	An organisational culture map with friction hotspots	Map two units and name one hotspot.
3	**Setting direction and leading change**	People can't follow a direction they can't see, and change stalls because parts of the business work differently.	A one-page direction statement (where we're going, why, what changes) and a culture-aware change plan, including a merger and acquisition integration checklist	Draft both for a change already underway.
4	**From diversity to synergy**	Diversity becomes a compliance box, and inclusion fatigue sets in.	A synergy review: where difference already adds value and who your bridge people are	Give one bridge person a formal role.
5	**People systems: hiring, performance and retention**	Hiring, appraisal, promotion and reward assume one way of working, and good people leave.	A people-systems check covering bias-aware hiring, appraisal, promotion and retention: what's global, what's local	Review one system, such as your interview process or appraisal form.
6	**Values, ethics and leading beyond the Western playbook**	Imported management models fail locally, values clash, and ethical grey areas get handled case by case.	A hybrid-practice review, a values-clash guide, and an ethics guide for cross-border grey areas: gifts and hospitality, favours to family and network, and loyalty vs rules. Plus a speak-up route that works where people don't contradict the boss	Apply all three to one site, market or partner, and agree the speak-up route.

Your leadership initiative

Choose one organisation-level initiative at session 1, lead it across the level, and review the evidence at session 6. **Sustaining yourself:** your practice log includes a short reflection on energy, pressure and support, and you leave with a plan to sustain yourself as well as the organisation.

Why Brendan for this level

Session 6 draws directly on eight years as a CEO leading organisations in Ghana, with partnership work in Togo and Burkina Faso — management where the Western playbook often didn't apply.

FORMATS

Online, in Barcelona, or at your office

Online

Six sessions, every one to two weeks.

In person in Barcelona

Six sessions, every one to two weeks.

Intensive week at your office

Five consecutive days, three hours a day, plus two online follow-ups. Travel and expenses at cost.

INVESTMENT

Prices

	LEVEL 1	LEVEL 2	LEVEL 3	ALL THREE
One-to-one (online or Barcelona)	€1,650	€1,950	€3,600	€6,500
Intensive week at your office	€2,750	€3,250	€4,500	—
Founding price (first five participants)	€1,250	€1,450	€2,700	€4,900

Prices exclude VAT. Intensive weeks: travel and expenses extra. Payment: 50% on booking and 50% before session 4, or 5% off a single level when paid in full. Founding places are offered in return for honest feedback and a short testimonial. Optional team CAT profiles and a team debrief are included for teams of up to 10; €60 per additional person. Group and in-company cohorts of 6–10 managers: on request. Full programme terms: brendanthomasquinn.com/terms-and-conditions (Schedule A).

For the person approving the budget

- ✓ Set outcomes for every level, agreed at the start
- ✓ Work applied to your real team from session 1
- ✓ A tangible deliverable: operating agreement, project or initiative
- ✓ Around 90 minutes every one to two weeks — little time away from work
- ✓ An optional before-and-after Team Pulse from the participant's own team
- ✓ A certificate showing hours, outcomes and a unique number
- ✓ Optional team CAT profiles and a team debrief, included for up to 10 people
- ✓ Invoiced to the company, with staged payment
- ✓ Direct access to Brendan on Microsoft Teams between sessions

WHO YOU'LL WORK WITH



Brendan Thomas Quinn

Brendan Thomas Quinn is an independent cross-cultural consultant and trainer based in Barcelona, working with companies across Spain and worldwide. He began as a project manager in the UK, then spent eight years as a CEO leading organisations in Ghana, with partnership work in Togo and Burkina Faso. He now lectures in business communication for global teams at Harbour.Space (Barcelona and Bangkok), on its bachelor's and master's programmes, and in cross-cultural communication at SBS Swiss Business School Barcelona. He's a member of SIETAR Europe and hosts the Cultural Friction podcast.

- Project manager, UK
- CEO in Ghana, 8 years
- Independent consultant · Spain & worldwide
- Lecturer, Harbour.Space (Barcelona and Bangkok)
- SBS Swiss Business School
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- Cultural Friction podcast

Start with a conversation

A free 30-minute discovery call to talk about your team and find the right level. We use the Cultural Assessment Tool to agree your starting point.

Book a discovery call →

PROGRAMME
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BASED IN
Barcelona, Spain
Online worldwide