GLOBAL *Intelligence*

FRAMEWORK™ · EXECUTIVE PORTFOLIO

Interpret contexts. Understand perspectives. Decide in a changing world.

We help leaders and organizations see what they are not yet seeing, before important decisions.

Decision Intelligence | Cultural Intelligence | Negotiation Intelligence



Designing better decisions
in complex global environments

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THE THESIS

Access to information is no longer enough. The challenge is to interpret what is changing while decisions cannot wait.

01

Contexts change and assumptions become outdated.

READ THE WORLD · DECISION

02

Cultures read the same facts in different ways.

READ YOURSELF · CULTURAL

03

Interests diverge — and are rarely on the table.

READ THE OTHER · NEGOTIATION

GLOBAL Intelligence was born from this reality: three complementary perspectives for better decisions.

WHERE GLOBAL INTELLIGENCE BECOMES CRITICAL

Three situations in which the quality of interpretation defines the quality of the decision

STRATEGIC DECISIONS

CEO · Strategy · Board

When the context changes, how do you know which assumptions still hold?

Example: An international expansion whose viability shifts with geopolitics — leaving capital tied to an outdated assumption.

→ **Read the world · Decision Intelligence**

GLOBAL LEADERSHIP

CHRO · HR · L&D

Why do global teams interpret the same situation in different ways?

Example: A post-merger integration in which divergent interpretations undermine alignment and execution.

→ **Read yourself · Cultural Intelligence**

COMPLEX NEGOTIATIONS

Sales · Procurement · M&A

Why do seemingly rational negotiations fail, even when both sides are interested?

Example: A strategic negotiation that leaves value on the table because interests were misread.

→ **Read the other · Negotiation Intelligence**

THE FRAMEWORK · 3 PERSPECTIVES · 1 DECISION

One integrated framework. Three dimensions of intelligence.

1 READ THE WORLD

Decision Intelligence

Interpret signals, scenarios and assumptions before deciding.

2 READ YOURSELF

Cultural Intelligence

Recognize the lenses that shape trust, risk and authority.

3 READ THE OTHER

Negotiation Intelligence

Understand interests and build agreements that last.

Strategy, leadership, influence and persuasion are **applications** of the framework — not parallel components.



IN PRACTICE

In a real decision, all three perspectives come into play.

Example: negotiating a contract with an international supplier.

READ THE WORLD · DECISION

What dependencies, risks and alternatives does this negotiation involve — and what could change in the context?

READ YOURSELF · CULTURAL

How do our assumptions and the counterpart's codes shape the perception of trust and risk?

READ THE OTHER · NEGOTIATION

What interests lie behind the supplier's position — and how do we structure a sustainable agreement?

Focusing on only one dimension may lead to decisions that are technically sound but strategically incomplete. **That is why the framework is integrated.**

SOLUTIONS MAP

The three intelligences on one page

	1 · READ THE WORLD Decision Intelligence	2 · READ YOURSELF Cultural Intelligence	3 · READ THE OTHER Negotiation Intelligence
KEY QUESTION	What has changed — and how does it change my decision?	Which lens shapes my interpretation?	What interests lie behind the position?
FOR WHOM	C-suite, boards and strategy	Global leaders, HR and L&D	Sales, procurement and M&A
METHOD	Global Convergences · Strategic Context Radar	Cultural Triangle and Cultural Mirror	8 strategic negotiator profiles
HANDS-ON EXPERIENCE	**Scenario Lab**	**Leadership Lab**	**Negotiation Lab**
REFERENCE PROGRAM	**12h · 3 modules**	**16h · 4 modules**	**16h · 7 modules**

TRACK 1 · READ THE WORLD

Decision Intelligence

Make clear decisions when AI, geopolitics, economics and technology rewrite the rules mid-game.

KEY QUESTION

What has changed — and at what point should it change my decision?

WHAT IT SOLVES

Outdated assumptions

Plans built on a scenario that has already changed.

Information overload, limited insight

Too much data, too little clarity on what actually affects the business.

Delayed decisions

Committees wait for certainty while risks keep moving.

Narrowing strategic options

Choices that look efficient today but reduce flexibility tomorrow.

01

RECOMMENDED FOR

Strategic plan reviews · new markets, suppliers or partners · geopolitical and regulatory risk · high-uncertainty investments

REFERENCE ARCHITECTURE · 3 MODULES · 12H

From interpreting change to making strategic decisions

01 — 4h

Strategic Context Analysis

Which forces are changing the game — and how do they combine?

Tool: Global Convergences

Deliverable: Map of forces and critical convergences

Capability: Separate signal from noise

02 — 4h

Scenario Architecture

Which assumptions do not survive another scenario?

Tool: Strategic Context Radar

Deliverable: Scenario matrix with review triggers

Capability: Anticipate second-order effects

03 — 4h

Decision Architecture

Which option preserves room to maneuver?

Deliverable: Options and trade-offs framework, with reversibility

Capability: Recognize decisions that close future options

Each stage feeds the next. The 12-hour program provides a reference structure: the scope adapts to the challenge and the organization's calendar.

THE METHOD IN ACTION · ILLUSTRATIVE EXAMPLE

From an isolated signal to the convergence that changes the decision

THE DECISION Should we source a critical component exclusively from a single supplier in Asia?

1 · ISOLATED SIGNALS

GEOPOLITICS
Tariffs and export restrictions

TECHNOLOGY
Automation erodes the cost advantage

ECONOMY
More volatile exchange and interest rates

REGULATION
Traceability requirements

2 · CONVERGENCE

Together, the four forces turn "lowest cost" into "high-risk dependency".

What the method adds: trends are not read one by one, but in combination — and each signal is linked to an assumption behind the decision.

3 · ASSUMPTION AT STAKE

"The single supplier will remain the cheapest and safest option."

4 · REVIEW CRITERION

A material change — or the convergence of relevant signals — undermines a critical assumption and triggers a review of the decision.

5 · OPTIONS THAT PRESERVE ROOM

Split volume between two regions · exit clause · nearshoring pilot

Hypothetical situation, created to demonstrate the method — not a client case.

WHAT THE PROGRAM AIMS TO CHANGE

Decisions that preserve room to maneuver

BEFORE		AFTER · EXPECTED CHANGE
Implicit assumptions, never reviewed	→	**Critical assumptions map, made explicit and tested**
Trends read in isolation	→	**Convergences and critical signals read together**
A single plan, betting on one scenario	→	**Scenario matrix with review triggers**
Alternatives compared on cost alone	→	**Trade-offs and reversibility on the table**
Decisions that close future options	→	**Decisions that preserve room to maneuver**

HANDS-ON EXPERIENCE

Scenario Lab

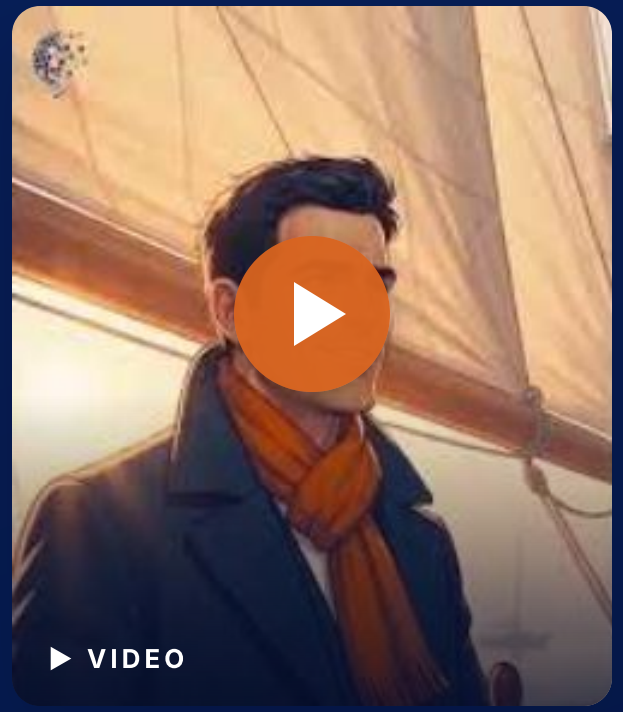
The method applied to a real organizational challenge, with facilitator feedback at every stage.

WHAT YOU TAKE AWAY

- Critical assumptions map
- Scenario matrix
- Options and trade-offs framework

READ THE WORLD · DECISION INTELLIGENCE

Deciding when certainty is not an option.



GLOBAL INTELLIGENCE | LEARNING CAPSULE

The captain and the fog

A reflection on decisions under uncertainty.

▶ Watch the video

REFLECT

What information are you waiting for before you decide, and what does waiting cost?

TRACK 2 · READ YOURSELF

Cultural Intelligence

Recognize your own lens, interpret others accurately and adapt leadership across global teams and markets.

KEY QUESTION

Which lens is shaping my interpretation — and what am I treating as universal?

WHAT IT SOLVES

Friction between teams

The same message sounds clear to some and abrasive to others.

Misinterpretations

Cultural differences read as incompetence or bad faith.

Integration without alignment

Plants and subsidiaries operate side by side, not together.

Leadership styles that fail to travel

What works at home loses authority in other cultures.

RECOMMENDED FOR Post-acquisition or expansion integration · teams spread across countries · expatriation and arrival of foreign leaders · leadership and inclusion programs

ARCHITECTURE · 4 MODULES · 16H

Recognize biases. Interpret differences. Adapt behaviors.

01 — 4h

Cultural Triangle

Context · Self · Self–Other: a framework for intercultural situations.

CAPABILITY DEVELOPED

Read the situation before reacting.

02 — 4h

Cultural Mirror

Personal cultural assumptions, biases and blind spots.

CAPABILITY DEVELOPED

See your own lens before judging the other.

03 — 4h

Cultural Dimensions

The 8 dimensions that shape communication, leadership and decision-making.

CAPABILITY DEVELOPED

Anticipate where friction will arise.

04 — 4h

Leadership Lab

Complex real-world cases and an individual action plan.

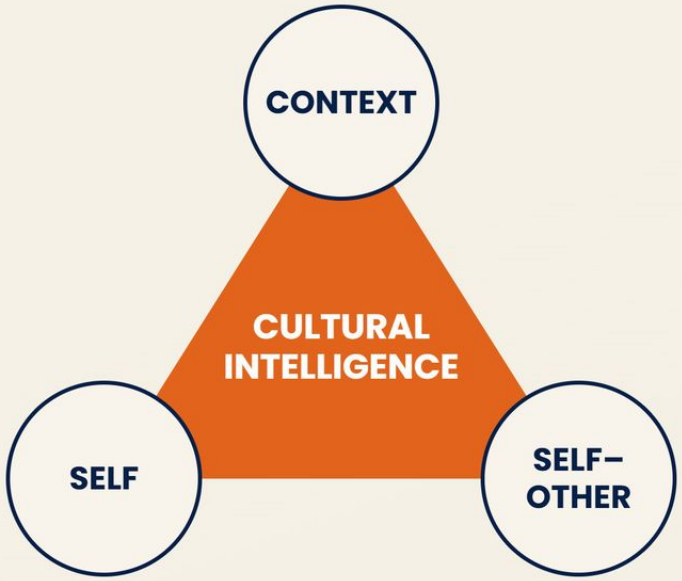
CAPABILITY DEVELOPED

Adapt without losing authenticity.

Culture is not a soft skill. It is the infrastructure of decisions — and of negotiation.

METHOD

Cultural Triangle: Context · Self · Self–Other



SELF–OTHER IN BUSINESS · 8 DIMENSIONS

Communicating	Low-context	High-context
Evaluating	Direct negative feedback	Indirect negative feedback
Persuading	Principles-first	Applications-first
Leading	Egalitarian	Hierarchical
Deciding	Consensual	Top-down
Trusting	Task-based	Relationship-based
Disagreeing	Confrontational	Avoids confrontation
Scheduling	Linear-time	Flexible-time

Proprietary · Cultural Triangle and Cultural Mirror, by Angelina Bejgrowicz.

External model · Erin Meyer's 8 scales (The Culture Map), adapted as a reflection tool — not a psychometric test.

WHAT THE PROGRAM AIMS TO CHANGE

Building a shared language across cultures

BEFORE		AFTER · EXPECTED CHANGE
Differences read as incompetence or bad faith	→	**Differences named with a shared vocabulary**
Feedback that creates noise or silence	→	**Feedback calibrated to each counterpart's style**
Trust assumed to be universal	→	**Trust built in ways that resonate with each counterpart**
Decisions stalled between hierarchy and consensus	→	**Clear, agreed decision zones**
Teams that coexist but do not collaborate	→	**A shared language across leadership**

HANDS-ON EXPERIENCE

Leadership Lab

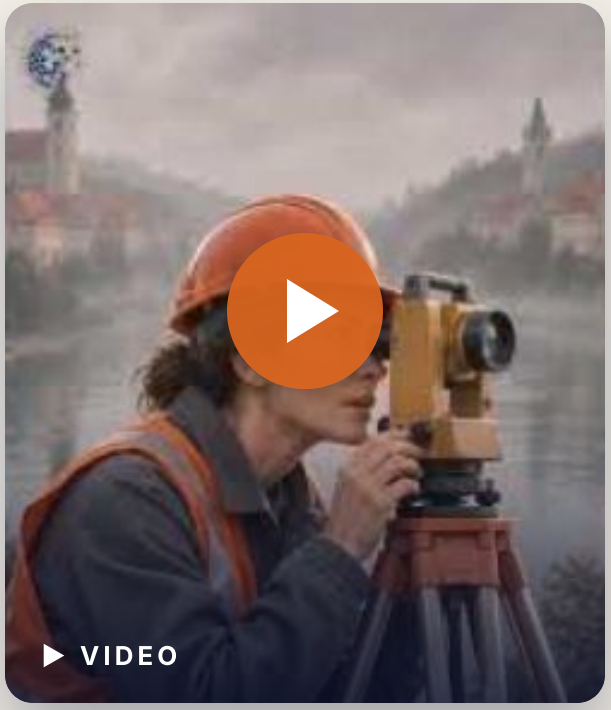
The team interprets the same situation through different cultural lenses and identifies where interpretation becomes distorted.

WHAT YOU TAKE AWAY

- Blind-spot map
- Team cultural profile across the 8 dimensions
- Intercultural action and development plan

READ YOURSELF · CULTURAL INTELLIGENCE

The problem is not always competence.



GLOBAL INTELLIGENCE | LEARNING CAPSULE

The Laufenburg bridge

How different reference points can compromise a shared project, even among highly competent teams.

▶ Watch the video

REFLECT

Which reference points are we treating as universal in our international projects?

TRACK 3 · READ THE OTHER

Negotiation Intelligence

Prepare, influence and adapt your strategy to the counterpart — for agreements that last.

KEY QUESTION

What interests lie behind the position — and what changes under pressure?

WHAT IT SOLVES

Arriving at the table without a map
Unclear objectives, limits and alternatives.

Arguing positions, not interests
Discussing what the other side asks for without understanding what they need.

Influence without credibility
Good arguments that do not convince without trust.

One style for every counterpart
Negotiating the same way with people who decide and build trust differently.

RECOMMENDED FOR Strategic contract renewals · international suppliers or clients · alliances, partnerships and M&A · conflicts between areas, partners or stakeholders

ARCHITECTURE · 7 MODULES · 16H

Prepare, influence and adapt

MODULES 1–3 — 7h

Strategic Core

The Negotiator's Mindset	2h
Strategic Negotiation Preparation	3h
Foundations of Persuasion	2h

CAPABILITY DEVELOPED

Come to the table with interests and limits mapped.

MODULES 4–6 — 6h

Influence Engineering

Building Credibility and Authority	2h
Global Negotiation Strategies	2h
Non-Verbal Communication and Tone of Voice	2h

CAPABILITY DEVELOPED

Build trust and influence.

MODULE 7 — 3h

Intelligent Adaptation

Profile Reading and Strategic Adaptation, with the 8 profiles	3h

CAPABILITY DEVELOPED

Adapt strategy to the counterpart in real time.

Interconnected modules — or applicable independently, depending on the challenge.

PROPRIETARY METHOD

Strategic negotiator profiles

Logic · each profile combines motivators, styles and relational dynamics.

Use · adapt strategy to the counterpart — not label people.

Limit · a reflective self-assessment, not a psychometric test.

What's your negotiation profile?
Scan and take the quick online assessment.



Direct Leader



Inspirational Intuitive



Relational Empath



Precise Analyst



Visionary Leader



Harmonic Pragmatist



Strategic Diplomat



Global Adapter

WHAT THE PROGRAM AIMS TO CHANGE AT THE TABLE

Influence through insight, not persistence

BEFORE		AFTER · EXPECTED CHANGE
Improvised preparation, the night before	→	**Interests and limits mapped before the table**
Focus on the stated position	→	**Reading the interests and criteria behind the position**
Persuasion through persistence	→	**Influence based on credibility and trust**
One style for every counterpart	→	**Strategy adapted to each counterpart's profile**
Posture and tone on autopilot	→	**Nonverbal communication used with intent**

HANDS-ON EXPERIENCE

Negotiation Lab

A simulation with diverging interests, multiple stakeholders and shifting context.

WHAT YOU TAKE AWAY

- Negotiator profile
- Interests and stakeholder map
- Preparation plan for a real negotiation

READ THE OTHER · NEGOTIATION INTELLIGENCE

The same proposal. Three interpretations.



GLOBAL INTELLIGENCE | LEARNING CAPSULE

The Lion, the Owl and the Dolphin

Why the argument that convinces you may not convince the other side.

▶ Watch the video

REFLECT

Was your argument built for you, or for the person on the other side of the table?

STARTING POINT

Global Intelligence Diagnostic

A proprietary executive reflection tool: an initial reading of how you interpret contexts, recognize cultural lenses and handle relationships and negotiations.

1 **Answer**
15 executive scenarios · about 5–7 minutes, online.

2 **Receive**
A snapshot report highlighting patterns and possible asymmetries across the three intelligences.

3 **Talk**
The team's results inform an executive conversation and a tailored proposal.

It is not a psychometric test or an absolute measure of intelligence: it is a structured starting point for prioritizing development.

Discover your profile

Start the Diagnostic →

abglobalconnections.com/
global-intelligence-diagnostic-en

HOW WE WORK

Two ways to develop GLOBAL Intelligence

01 · EXECUTIVE EDUCATION

Executive Development

Collective development of leaders and teams.

Keynotes	1h to 90 min
Workshops	2h to 8h
Executive programs	12h to 16h per intelligence
Integrated learning journeys	20h or 44h
Learning Capsules	short videos

02 · STRATEGIC SUPPORT

Mentoring & Advisory

Strategic guidance for real-world challenges.

Intercultural executive mentoring	individual
Group mentoring	teams and leaders
HR Global Partner Lab	international HR
Strategic advisory	real decisions and negotiations
International mobility	on request

Two entry points: the Global Intelligence Diagnostic, to map priorities, or a challenge already identified. In person or online, in English or Portuguese.

One core methodology.
Different ways to apply it.

BUSINESS LINE 02 · EXECUTIVE MENTORING & ADVISORY

Strategic support for leaders working across cultures

AB - Global Connections offers executive mentoring and advisory for leaders and HR professionals facing challenges in international contexts. The approach combines structured reflection, specialist knowledge, proprietary tools and strategic guidance applied to real situations.

INDIVIDUAL

Executive mentoring

Executives facing leadership, adaptation, communication and decision challenges in international environments.

GROUP

HR Global Partner Lab

HR professionals as strategic partners to international operations.

ON REQUEST

Strategic advisory

Decision Sessions, scenario analysis and preparation for real negotiations.

COMPLEMENTARY

Global mobility

Intercultural and psychological support for expatriates and their families, through specialist partners.

Who it is for: executives, leaders of international teams, HR professionals and HRBPs, and people moving between countries. Sessions are confidential.

EXECUTIVE INTERCULTURAL MENTORING · 4 MONTHS · 8 SESSIONS OF 75 MIN

From assessment to sustained adaptation

Week 1

01

Diagnosis

90-minute interview, Global Intelligence Diagnostic and a map of critical contexts and relationships.

DELIVERABLE

Development map

Week 2

02

Alignment

60 minutes with participant, mentor and HR to define 2 to 3 goals and success criteria.

DELIVERABLE

Individual plan

Months 1 to 4

03

Development

Sessions on real situations: decisions, meetings, conflicts and relationships between units.

DELIVERABLE

Decision journal

Month 4

04

Integration

Closing session and feedback to HR on progress against the goals.

DELIVERABLE

6-month plan

TOOLS

Global Intelligence Diagnostic · Cultural Triangle · 8 cultural scales (Erin Meyer) · 8 strategic negotiator profiles · stakeholder map · pre-mortem

WHAT HR RECEIVES

Progress against the agreed goals, never the content of the sessions. Diagnosis, alignment and closing come in addition to the 8 sessions.

HR GLOBAL PARTNER LAB · SIX 2-HOUR SESSIONS · UP TO 8 PARTICIPANTS

Capabilities HR teams develop

The Lab prepares the professionals who will support the company's own international leaders: the most strategic starting point for building internal capability.

01
Interpret cultural differences in people-management practices

02
Adapt corporate policies to local contexts

03
Support leaders in intercultural conflict

04
Align headquarters and international operations

05
Prepare and support expatriates

06
Tell cultural problems apart from organizational, individual or governance issues

Not every international conflict is cultural. Separating culture from structure, people or governance avoids the wrong solution to the right problem.

COMPLEMENTARY SERVICE · ON REQUEST

Global Mobility & Expatriate Support

Specialist support for the cross-cultural adjustment of executives and their families

As a complement to its proprietary programs, AB - Global Connections can design tailored intercultural and psychological support for professionals on international assignments.

Through its international professional network, including specialists affiliated with **SIETAR** (Society for Intercultural Education, Training and Research), AB - Global Connections can identify qualified professionals according to the destination country, the language and the needs of each expatriate.

FORMAT AND INVESTMENT

Tailored proposal, according to the context, the professionals involved and the scope.

SUPPORT MAY INCLUDE

- Intercultural preparation before the assignment
- Professional and family adaptation in the host country
- Psychological support from duly licensed professionals
- Intercultural integration strategies
- Support for repatriation and reintegration

CLIENT CASE STUDY 01

Adient & HSM: a shared language of quality



Cultural Intelligence · context, leadership and culture

AB's role: diagnostic and workshops led by Angelina Bejgrowicz, through HSM.

Challenge: five plants in Argentina and Brazil interpreted "quality" differently.

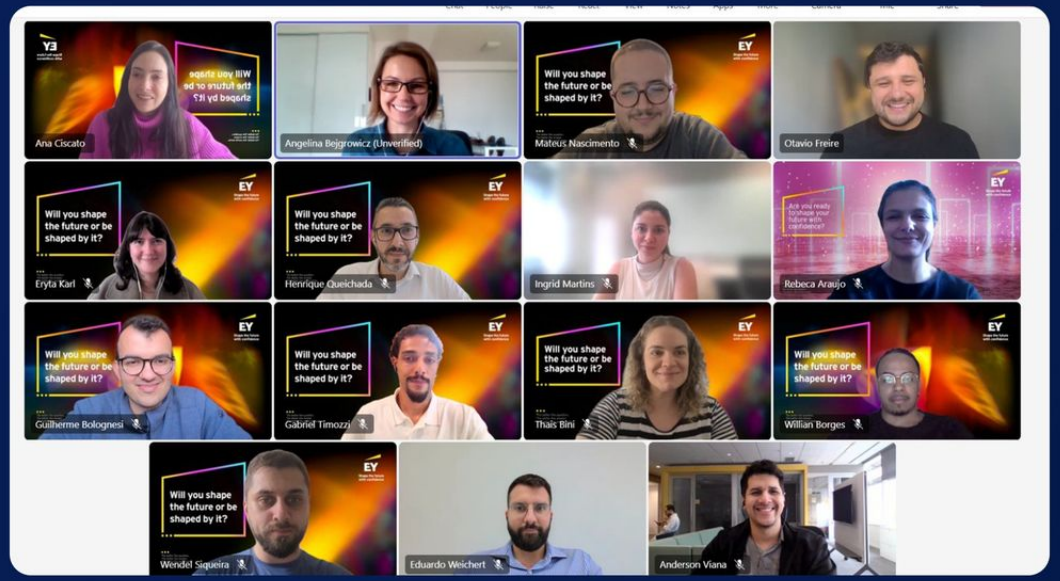
Intervention: executive assessment of quality culture and an 8h workshop for senior leadership.

Immediate outcome: a shared quality vocabulary, a Behavior Guide and higher-than-expected attendance.

Next phase: rollout across the five plants, with a pulse check in each session and later consolidation with HSM and Adient.

CLIENT CASE STUDY 02

EY: strategic negotiation and persuasion with senior managers



Negotiation Intelligence · in person and online

AB's role: program delivered by AB · Global Connections.

Challenge: senior managers leading proposals and complex client conversations.

Intervention: strategic preparation, reading of interests and influence based on credibility.

> *"The training opened horizons on how to conduct a proposal, meeting or conversation with the client, considering the many technical, behavioral and relational aspects."*

— participant, EY (translated from Portuguese)

Also: Thales · KPMG Business School · FGV · FAAP

CLIENT CASE STUDY 03

Skolkovo & FDC: negotiating across cultures with C-level executives



Cultural + Negotiation Intelligence

AB's role: module led by Angelina Bejgrowicz in the international program of the Skolkovo Moscow School of Management with Fundação Dom Cabral.

Challenge: international C-level executives preparing to do business in cultural contexts unlike their own.

Intervention: a module on cultural intelligence and intercultural negotiation: how negotiation dynamics shift across cultures and how to adapt strategy to the counterpart.

Material used: the "Mastering Negotiation Dynamics Across Cultures" matrix: negotiation tactics, when to use them and how they vary across cultural contexts.

TRUST

Trusted by leading organizations and institutions



AUTHORSHIP

Proprietary methodology. Published and applied.





BOOK · BRAZIL, 2024

Inteligência Cultural (Cultural Intelligence: Developing Global Competencies for International Success)

BOOK · POLAND, ONEPRESS

Inteligencja kulturowa (Polish edition)

ONLINE COURSE

Cultural Intelligence, launched in 2024

PROPRIETARY TOOLS

GLOBAL Intelligence Framework™ · Cultural Triangle · Cultural Mirror · 8 strategic negotiator profiles · Global Intelligence Diagnostic

SPEAKING & PUBLICATIONS

Columnist for HSM Management · speaker at HSM+ 2026 and the 9th SIETAR Brasil Conference

FORTHCOMING BOOK

Negotiation Intelligence

WHO DEVELOPED THE FRAMEWORK

Angelina Bejgrowicz

Founder & CEO, AB · Global Connections. Polish strategist, creator of the GLOBAL Intelligence Framework™, guest professor at Fundação Dom Cabral (FDC), HSM consultant and author of *Inteligência Cultural* (Cultural Intelligence: Developing Global Competencies for International Success).

15 years
of international experience

30+
markets

6
languages



Education: Executive MBA, FGV · Postgraduate degree in Sales Management · Management and Production Engineering · Management, University of Évora · Master's in Biotechnology



NEXT STEP

Which of your organization's decisions depends on a sharper interpretation of context, cultural lenses and counterparts?



RECOMMENDED NEXT STEP

Schedule an executive consultation

Write to the address below. Together, we will map the challenge and the best entry point.

contact@abglobalconnections.com

OR START ON YOUR OWN

Take the Global Intelligence Diagnostic · 15 scenarios, about 5–7 minutes.

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