

Handshaikh Ltd



Cross-cultural seminars and consultancy for business with Arabs

Do you have business interests in the Arab world?

Uncertain of the Gulf and the wider Arab world? Do you think Arabs are all the same? Unsure how to behave and what to wear? Don't understand Gulf protocol and personal etiquette? Unsure of the meaning of expressions such as 'Wasta', 'The Middle East', 'The GCC', 'The Magreb' and 'The Levant'? Confused and frightened by Islam? Do you know that Allah is simply Arabic for God? Not sure how to address or write to an Arab business leader? Don't know what a business woman should wear in the Gulf? Don't know how best to give a presentation to Gulf Arabs?

Don't know why meetings fail to take place? Uncertain of race, gender, same-sex and safety issues in the Gulf? Confused by Muslim name structures? Unclear why Palestine is important to all Arabs, everywhere? Unsure how Al-Qa'ida and 'radicalisation' works? Should Ms Smith offer her hand for Mr Abdullah to shake? How should your reception staff greet Arab businessmen and women as they arrive at your offices? Do you think Iranians are Arabs? Can I serve wine if Arabs/Muslims are present? How do I negotiate? - how will they negotiate? Does my proposal have to be in Arabic? Don't know how to check out an Arab business person? Do you know how to chase Arab debtors? Do you know how to select the right people for work in or with the Gulf?



For 15 years Handshaikh Ltd has been helpful to Westerners engaged in business with Arabs generally and with Gulf Arabs from Kuwait, Saudi Arabia, Bahrain, Qatar, UAE and Oman in particular. Handshaikh Ltd's seminars are useful not just for those executives in active contact with Arabs but also to those at 'Head Office', who select, manage or support those who cope with the stresses of business with Arabs. Seminars, specially designed for your circumstances, are normally given at your premises worldwide. They are informal, amusing and relaxed – and address all the items above and many other matters. The audience is encouraged to ask many questions.



- "Thank you very much for two great sessions, shame that we didn't invite you earlier. The feedback I got from each and everybody couldn't have been better. My colleague would like you to [do two days in] Geneva." **MF, UBS Zurich**
- "Anecdotes about Westerners & Arabs imitated like Peter Ustinov." **JC, CFEL**
- "This was the best cross-cultural presentation I have ever heard [on Saudi Arabia]" **BA, UK Trade & Investments Yorkshire & Humber.**
- "He didn't make a single mistake on Islam and he explained it better than our Imam at our mosque." **Mohd A, Leeds.**
- "Having heard your briefing, I've made a note of about ten things that I am now going to have to really re-think in terms of how I go about my time in Dubai as the company's Gulf Regional Director. Thank you so much for alerting me to how business is done in the Gulf". **DW, BASF France.**
- "Thanks a lot for an exciting day "doing the Arabic things"! I can see from the feedback form that people appreciated your session very much. You were really a good team! Thanks a lot for a super cultural day in Helsinki!" **OH, Borealis Helsinki.**
- "Really enjoyed today, thank you. The surprise dinner with the Libyans confirmed all that you had said!" **SP, BP Gulf Regional Director.**
- "Thank you for recommending [Handshaikh]. He was wonderful" **MB, NBC New York "Street Signs".**
- "Very helpful indeed. Can you do a [sixth] briefing for my people who missed the Qatar seminar yesterday?" **RS, Chief Executive Ansbacher Bank Ltd, London.**
- "Excellent course, very enjoyable; well organised and presented". **CC, Amadeus London Heathrow.**
- "How did you learn to imitate so well how Arab men negotiate?" **SN, Saudi lady diplomat, London.**
- "Extremely good combination of presentational skills and knowledge". **DG, BAe Systems Frimley**
- "I was amazed at your understanding of our way of life" **FA, Qatari.**
- "He's a sort of Sir David Attenborough in the way he explains Arab matters." **SD, TV producer**
- "Whilst many PowerPoint presentations cause [one] to steel [oneself] for an onset of boredom, Jeremy Williams, the guest speaker, kept guests gripped in their seats as though it was the opening night of Wall Street the movie." **KJ, CityWealth.**
- "Thank you for the great training day yesterday. The feedback was excellent." **TH. FINTRA (Helsinki).**

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Cross-cultural seminars and consultancy for business with Gulf Arabs

TYPICAL HANDSHAIKH LTD DRAFT PROGRAMME

Programmes are adapted to your circumstances and are delivered at any location world-wide

1	0930?	The Aim and Objectives.	What happens today? Setting the scene. One statistic. Your friend Patience! The cultural minefield.
2		Your painless Arabic lesson.	4 Arabic words, 2 statistics & a question to ponder.
3		The ABC and the where and what of The Middle East.	\$\$\$/£££. An overview of the Middle East. The Arab Spring. Some definitions: GCC, ME, The Arab World. 3 Tiers. Your own interests. Company interests. US-UK interests. Arab Democracy.
4		<i>We're not foreign - we're normal!</i>	Who do you think you are? Is ours the only way? We are normal - and everyone else is not? Cross culture itself. Arab (and other) behaviours/structures. Clashes. Hassle. What forms you? What formed the Gulf Arab? What's normal?
5		Islam - and its effects. Arab education – and its effects.	Importance to Arab/Muslim life. Common ground with two other religions. People of the Book. Successors (Caliphates). Sunni/Shi'a. Why it all matters so much. The power of Islam. How it affects your time with Arabs. Arab/Muslim education. Understanding the background of your Arab colleagues. The effect on relationships. Arab rote learning. <i>"It's not my job to learn; It's your job to teach me!"</i>
6		Islam video.	
7		Working with Arabs.	What expatriates think of Arabs today. The Arab: Who is s/he? Hopes. Fears. Attitudes. Annoyances. Problems. Hospitality. Heritage. Adapting to Arab 'Do's & Don'ts'. Coffee drill.
8		The countries themselves.	Past, present and future.
9	1230?	Lunch break. 30-45 mins only?	Discussion on Arab food and your table manners!
10		The problems.	Business practice, how it all works. What happens to a Mr/s Smith, new to Arabs. Security, what to do. Al-Qa'ida; how it works. Radicalisation.
11		How Arabs see you; how we see Arabs.	Why don't moderate Arabs speak up more?
12		Video: How (and how not) to do it!	Business behaviour. Dubai TV's interview with Handshaikh Ltd.
13		Dubai TV Business channel video.	Arabs in business etc.
14		The grocer.	Video: a businessman gets it right in Kuwait – finally!
15		General conclusions.	11 Sep 01, Palestine, Iraq, Lebanon. 11 Jul 05 London, Danish cartoons: effect relationships with Arab colleagues.

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THE MAIN PRESENTER: JEREMY WILLIAMS OBE



Courtesy 'The National' Abu Dhabi

Jeremy Williams was the Defence, Naval, Military and Air Attaché in the British Embassies of Abu Dhabi and Bahrain at the times of both the Iran/Iraq (the Tanker) war and the Gulf (Kuwait) War. In an Army and diplomatic career of 35 years he lived for eleven years in five Gulf locations: Sharjah, Dubai, Riyadh, Abu Dhabi and Bahrain, and has visited most Arab countries particularly Kuwait, Qatar and Oman. He remains in contact with many government and commercial organisations and personalities throughout the Arab world. His access to a number of Gulf ruling families is good. His exposure to Gulf Arabs and Arab business practice spans 30 years.

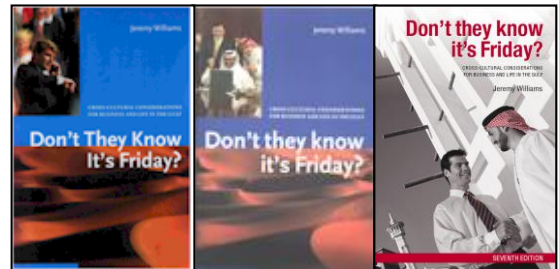
Jeremy Williams is a member of the Arab British Chamber of Commerce, the Saudi-British Society, the Anglo-Omani Society, the Royal Society of Asian Affairs and the Bahrain Society. He is a Director of the Dubai Society, a business network. He is Middle East Consultant to the Portsmouth University Language Centre. He has been a member of the Middle East Association and the British Business Group of Dubai & the Northern Emirates.

He taught Desert Operations at the US Armor Center, Fort Knox, KY, USA.

His book **'Don't they know It's Friday?'** (Motivate Publishing, Dubai, 1998) is now in its second edition and is regarded by many blue chip companies as their standard brief for behaviour in the Gulf. It is the publisher's www.motivate.co.ae best-selling business book. It is being translated into Korean.



2nd edition, 300 pages



1st edition, 113 pages, 13 reprints, 3 covers

His company, **Handshaikh Ltd**, is based near Bath in England but he travels frequently throughout the world, especially to the Gulf, to conduct consultancy, business seminars and negotiation training that focus on the cross-cultural aspects of life and work in the countries of the Gulf. He has counselled over 300 companies. Several banks, oil companies and law firms repeatedly use Handshaikh Ltd to prepare their staff and directors.

He has contributed to Gloria Huniford's in-flight audio programme *'Fully Reclined'* for the Emirates Airline and to Dubai TV's *'Arabesque'* and *'The Business Channel'* programmes. He is author of articles on Gulf Arab cross-cultural matters for the magazines *'The Treasurer'*; British Business Group Dubai's

'BBG Calling' and *'Britain in Business'*; Qatar's British Business Forum's *'Qatar Today'* and *'Forum'*; Kogan Page's *'Doing Business in the UAE'*; Kogan Page's *'Doing Business in Qatar'*, Financial Times Business *'Resident Abroad'*; BTI's Committee for Middle East Trade (COMET) magazine *'Opportunity Middle East'* and Trade Partners' *'Gulf Spotlight: an Introductory Guide to the Arabian Peninsula'*. He was a military analyst during the Gulf (Iraq) War broadcasting frequently for MBC2, an English-language Arab TV station based in Dubai and Bahrain. He has contributed on many occasions to BBC News 24 and BBC World, and to Sky News and CNBC New York as well as to BBC World Arabic. 'The Times' of London has published six of his letters on Arab and Islamic matters.

Handshaikh Ltd: *Cross-cultural seminars and consultancy for business with Gulf Arabs*

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Handshaikh Ltd's client list

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The following have had direct assistance or have attended a Handshaikh seminar:

ABC International Bank	Data General	Iridium Middle East Dubai	Ratheon Systems UK
Active Presence Ltd	Davis Total Cable Management, Dubai	ISTARO	Rediffusion
Airwork (Oman) Ltd (Seeb) x 3	Deborah Regal	Jane.'s Information Group	Remsdaq
Airwork (Oman) Ltd (Thumrait) x 3	Defence and Security Manufacturers Association	Jasmin Simtec Ltd	Renolds Boughton Ltd
Aker Maritime	Defence Evaluation & Research Agency	Jones Engineering Group	RESCO Dubai
Al-Futtaim Investments (Dubai)	Defence Export Services Organisation	Kaplan International Colleges	Resident Abroad magazine
Al-Jazeera (UK)	Defence Intelligence Service (MOD)	Kellogg Brown & Root, Inc	Right Track
Allen & Overy LLP	Defence Manufacturers' Association	Kellogg Middle East (Dubai)	Rio Tinto
Alvis plc	Deira Towers Estates, Dubai	Kemdent	Rotary Club, Alresford
Al-Yamamah	Deloitte & Touche	Khaleeg Times Dubai	Royal Bank of Scotland
AMEC Natural Resources	Delta Airlines, Atlanta USA	Kings College London	Royal Military College of Science
Amirani Films	Department for Business, Innovation & Skills	Knightsbridge Company Services Ltd	Royal Ordnance plc
Ansbacher Bank (London) x 3	Devonport Management Ltd	Kogan Page	RTKL-UK x 2
Ansbacher Bank Ltd (Guernsey)	Domino (UK) Limited Dubai	Kuwait Project Office MOD London	Rubicon (Fashion)
Ansbacher Bank Ltd (Jersey)	Dowty Marine Systems Ltd	Land Rover	S. Franklin Ltd
Arab-British Chamber of Commerce	DRS Technologies (UK) Ltd	Leyland DAF	SAS Hereford
Astra Holdings	DTCM Dubai (London)	Lightweight Body Armour Ltd	Saudi Arabian Armed Forces (Al Yamamah)
Aviation College Dubai	Dubai 24 hr TV Business Channel	Link-Miles Ltd	Project MODUK
Avimo Ltd	Dubai FM radio	Lloyds Bank plc	Saudi International Bank plc
Avionics Ltd	Dubai Polytechnic	Lloyds Register Group	Saudi-Hollandi Bank Riyadh
Avon Industrial Polymers Ltd	Dubai Shipping Company	London Chamber of Commerce	Schemuly Pains Wessex Ltd
Avon Inflatable	Dubai Society (London)	London School of English	School of African & Oriental Studies x 6
Babcock Infrastructure Services	Dubai TV	Lucas	Scott Wilson Kirkpatrick & Partners
BABEL Cross culture x 13	Dubai Cable Company (Private) Ltd	Lynxbourne (London) Ltd	Sedgewick Forbes Middle East
BAE Systems	Dunn & Bradstreet Credit Forum Dubai 2000	Management Consulting	Selex Sensors, Luton
Ballbrook College	East Mallng Research	Marconi Avionics Ltd	Severn Trent Services
Bank of China, London	East Midlands Int Trade Association	Marconi Command & Control Systems Ltd	Sheehan Medical
Barr & Stroud Ltd	Embassy of Kingdom of Saudi Arabia, London	Marconi Communications	Sheehan Medical/GMCVentures ME
BASF France	Emirates Airline Training & Development	Marconi Defence Systems Ltd	Shepherd Group Industrial Division
BBC News 24 x 2	Emirates Holidays Dubai	Marconi Electronic Systems	Sherborne-Qatar school
BBC World x 2	Emirates In-Flight Communications	Marconi Radar Systems Ltd	Short Brothers plc
Beaufort Air-Sea Equipment Ltd	Ernst & Young Abu Dhabi	Marshall of Cambridge Ltd	Siemens plc
Bedford Ltd	ESR Technology Ltd	Mass Institute	Simmons & Simmons
Bennett Group	Europe Arab Bank	Matra-Marconi Space Systems (UK)	Sir Alexander Gibb & Partners
Bertlin & Partners Ltd	European Finance House	Maybourne Hotel Group	Sir Jack Brabham OBE
Black Country Chamb of Comm, UKTI	Eversheds LLP	MBC TV Dubai/Bahrain	Sky News
Borealis Group (Abu Dhabi) x 2	Expat Network Ltd	Microsoft European Ops.	Sleeman
Borealis Group (Copenhagen)	F.H. Ltd	Middle East Association x 12	Slingsby
Borealis Group (EWC, Sweden, Norway, Austria)	Fairey Engineering	Militair Aviation Ltd	Smiths Industries
Borealis, Brussels x 3	Fairs & Exhibitions Ltd	Miltrain Ltd	Soundair (Fantasy Football) Ltd
BP (Gulf)	Farnborough Aerospace Consortium	Mohammad bin Masaood & Sons	Spearhead Training Dubai
BP Exploration North Africa	Farnham Castle International Briefing x 5	Morfax Ltd	Specialist Schools and Academies Trust x 2
Brewer Dolphin	Fenwick Elliott LLP	Motivate Publishing (Dubai)	Specialist Training & Technical Service Ltd
Bridport Aviation Products Ltd	Ferranti companies	Motorola (Saudi Arabia)	Speeclhy Bircham
British Aerospace plc	Financial Times Business	Motorola Storno	Suttons Group
British Business Group Dubai & Northern	Fintra (Helsinki)	Mouchel Middle East International	SW UK Ltd
Emirates (various)	Fleetside Services Ltd	Multi-Drive Ltd	Swire Pacific Offshore Ltd Dubai
British Business Groups.' conferences (Dubai & Bahrain)	Flight Refuelling Ltd	Murray Fenton (Middle East) Ltd	T.C.A. Consulting Ltd
British Short-Circuit Testing Station Ltd	Foden Trucks	Mirage Health Group Ltd	TDG (European Chemicals)
Broadbean Technology Ltd	Foreign & Commonwealth Training Dept	NBC New York ('Street Signs.')	TDG Chemicals (Manchester)
Brown & Root Services	Freshfields Bruchaus Deringer	NCR Ltd	The A Proctor Group
Brownell Ltd	FTSE	New Zealand Trade & Enterprise	Thomson Marconi Sonar Systems
Business Link Isle of Wight	Fujitsu Europe	NHG Timber	Thomson TUI cruises
Bywater plc	Gaunt & Sons	Nitor	Thomson-Thorn Missile Electronics
C.Q.C plc	General Dynamics (UK) Ltd	Noel Penny Turbines Ltd	Thorn EMI Electronics Ltd
Cambridge Regional College	General Dynamics (Canada)	Nord Anglia	Tom Walkinshaw Racing (T.W.R.)
Canning (Language & cross-culture)	General Dynamics (Wales)	North East Chamber of Commerce	Total (Aberdeen) x 3
Cartus, Kansas City	Getronics	Northern Offshore Federation	Towers Perrin
CASS Business School	Gieves & Hawkes	Nottingham University	Trimo UK Ltd
Celerant Consulting	Global Enterprise Technology Dubai	Nucleus	Trans-Aero Components & Supplies Ltd
Cendant Intercultural (Language & cross-culture)	Gloria Hunniford	Officers Association	Trans-Arabian Consultancy
Centre for Excellence in Leadership	GMC Ventures ME	One North East	Transglobal Languages Limited
Centre for International Briefing, Farnham	Going Places (Expatriate Briefings)	Ordnance Survey	Treasurer Magazine
Century Dynamics Ltd	Gomaco International Ltd	Oryx Advisors Ltd	Trinity Management Services Limited
Chalmers Engineering LLC Dubai	GQ Parachutes Ltd	Ove Arup & Partners Int Ltd	Trufllo Valves Ltd
Chemical Management Resources	Gracemoor Consultants (UK) Ltd	P & R Agency (Cruises)	U.K. Hydrographic Office Taunton
Chevron London	Greenwood Air Management Ltd	P.B.H. Group Dubai	UBS Geneva
Chevron UK	Greenwood Airvac	P.K.L. Ltd	UBS London
Churchill China	Gulf Air (London)	Palm Europe Ltd	UBS Zurich
CityWealth London	Gulf Dynamic Switchgear	Park Air Electronics Ltd	UK Trade & Investment (Gulf desks) x 2
Cleary Gottlieb Steen & Hamilton	Gulf News (Dubai)	Paxman	UKTI Black Country Chamber of Commerce,
CNN London	Halcrow Group Limited	Penguin Engineering Dubai	United Scientific Instruments Ltd
Colebrand	Hall & Watts Ltd	Perkins Engines Ltd	University of Portsmouth (Fac of Tech)
Commercial Union Dubai	Havering College	Perry Process Equipment Ltd	University of Portsmouth (Language Dept)
Communicaid x 12	Herbert Smith LLP	Pilatus Britten-Norman Ltd	V.A. Tech Reyrrolle
Compaq EMEA	Hewlett-Packard s.r.o	Pilkington PE Ltd	Valentech
Compton Webb Ltd	HMS Sultan (Gospport)	Plessey Defence Systems	Vickers Defence Systems
Connoco Middle East (Dubai)	Honeywell	Plessey Radar Ltd	Vinten Military Systems Ltd
Construction Equipment Association	Hunting Defence Ltd	PriCooRelocation Ltd	Vosper Thornycroft (UK) Ltd
Coopers & Lybrand Abu Dhabi	Hunting Engineering Ltd	PriceWaterhouseCooper	Westland Helicopters Ltd
Cooperative College	Ideal Hardware	Prima (UK) Ltd	Whitgift School (Croydon)
Countryman Defence Systems Ltd	Impression Management Unlimited	Protech	Wilkinson Sword Ltd
Courts & Co	Ingram Micro	Pure International	William Cook Defence
Creative Labs	Inspirational Development Group	R.B.R. (Armour) Ltd	Williams Fairey Engineering Ltd
Crown Agents	Institute of Cross-Cultural Communication	R.S. Components plc x 2	Windham International EML
Culturewise	International Risk Control	Racal Acoustics Ltd	Wood Group Aero Ltd
D.E.S./M.S	InterTrade Media	Racal Communications Ltd	Zengrange Ltd
D.U.G.A.S	Inverton Simulated Systems Ltd	Racal Marine Systems Ltd	
Daff Morrison Dubai	Invesco	Racal Tacticom Ltd	
	Investec	RAF Cranwell	

Handshaikh Ltd's clients' comments

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"I would just like to thank you for the Cultural Awareness day yesterday. There has been much discussion here today about the success of yesterday and I can only say that your knowledge and enthusiasm for the region comes across so strongly that you suck people into the subject." **IG**. "Great for a seminar where the course leader doesn't use hours of the day in audience workshops. Just wall-to-wall information. Listen to this man!" **PS**. "[He] was amusing, concise, and informative, and showed a great deal of experience in the field. A most rewarding and enjoyable presentation." **L D-H**. "I have found this day very interesting and now feel that I have the foundation knowledge should I travel to [the Gulf] to conduct business." **SW**. "It would be helpful to have an expansion of how Technical Committees work." **S C-B**. "Very good. Reinforced and explained many of my experiences of the Middle East. Essential background for people contemplating business in the Arab world." **TM**. "Far better than the last course of this type I attended. Well organised, well presented, entertaining and engaging." **PT**. "Excellent course, very interesting." **AC**. "Very useful and applicable. Could have done with [this lecture] a long time ago." **SF**. "Enjoyed the artwork! All points reinforced with anecdotes [and] illustrations from experience [plus] a lively, irreverent/fun delivery." **AS**. "Excellent presentation material and teaching points. Made it [all] practical and less daunting!" **HP**. "Excellent videos to bring home the salient points. Could have spent more time talking about cultural differences. I gained more insight into Arab culture than I ever expected. Thanks for teaching me Patience." **DD**. "Excellent presentation; easy to listen to. Held attention and interest throughout. Very entertaining and informative. An extremely enjoyable and informative course." **AR**. "Great day yesterday, [he] kept me interested and focussed throughout the day, which is something that I don't think anyone has ever achieved. The course was well paced and enjoyable." **SB**. "Excellent speaker – splitting history, cultural background & business/negotiations into a.m. and p.m. [sessions] worked well. Good use of video clips. Gave a very positive view of Arabs; this could be balanced by some negatives." **AS**. "This was really interesting and extraordinarily helpful. I believe [his] advice would be ignored at peril." **RD**. "Racy day but lots to get through. Very useful day; thank you!" **MF**. "Knowledgeable presentation. [one video was] a little self-indulgent. Very well delivered; kept the audience engaged." **AH**. "Well structured and presented. Good presentation. Quick; to the point. Relevant to our current activities; good information about our [other areas too]." **OM**. "Some of the cartoons need explaining. I walked out of the course feeling immensely more confident in my future dealings with Arabs than when I walked in!" **PT**. "Overall I felt that the afternoon session [which is all I attended] was informative and relevant and will inevitably help [us]." **GY**. "Very comprehensive presentation, very pleasantly delivered." **J-MM**. "This training has helped me understand the ways in which [Arabs] treat women and how to behave as a woman. Also, [I was] given a good understanding on how [Saudis] work and behave when in our county, and in their own. A very good session pitched at exactly the right level to give us an

understanding of doing business and dealing with Saudis." **CL**.

General Dynamics UK (Wales) Mar 11

"Good entertaining presentation. Liked the idea of [many] short breaks and no long lunch break." **JH**. "I've thoroughly enjoyed the whole day; pinpointing the details that do make the difference that most western people do not know. Thank you for an inspiring day." **SB (Arab)**. "I liked the different maps [and] how you stressed the differences between Arabs. I was interested in how the West perceives Arabs but [also] how Arabs see the West. I have thoroughly enjoyed the experience." **NB(Arab)**. "A very useful event. I would have liked more information on how women do business. All good – feels like we could have done longer. A great course filled with practicalities on how to embrace the differences in business culture to optimise the chances of successful partnerships." **PC New Zealand**. "Brought great clarity to how the decision-making hierarchy operates and in particular how to navigate same. A valuable tour-de-force of the fundamental do's and don'ts for anyone seeking to build successful relationships." **RH**. "It was good information given in a light-hearted way. [Liked] the real life stories. Good interaction with attendees. Very helpful for future dealing with [the Gulf]." **PK**. "Whole day was really useful. The bit that probably struck me most would be Patience and the non-structured approach to any meeting, issue of situation. I was not aware of the importance of wasta; knew it happened but not to the extent." **JG**. "Really great comprehensive course. If you thought you knew something about "The Middle East" think again!" **TA**. "Patience; Wasta; How to present yourself in a meeting – all very interesting; helps explain and put in perspective any frustrations we may have had. [There were] plenty of breaks [which always helps]." **MD**. "Great slides to back up talk! Great pace and really informative. [A] captivating talk on the Arabs." **BP**. "[Enjoyed] the history behind [our] traditions. [I noted] that the West focuses on money not us! [Give more examples] of differences between young Arabs and old Arabs. **L al-H, Arab**). "[Most useful was] how wasta works. I needed less cultural background. I feel more confident about doing business in the Region." **SS**. "A thoroughly enjoyable and extremely valuable day; money well spent!" **BG**. "The details regarding religion were an eye-opener! This seminar has endorsed some of the aspects of Arab culture that I was unaware of. More importantly, it has filled in a lot of the blanks. A very worthwhile day!" **AL**. "My main interest was in the vast differences within the Arab world, as it is in Europe and elsewhere; nevertheless emphasis of this point was extremely valuable. Very interesting and certainly gave me "food for thought"." **JB**. "In a short time the most concentrated summary of helpful hints for successful business." **MC**. "How to manage hospitality will be most useful. All the small tips [will show] that I have some understanding of [Arab] culture will help. Thoroughly enjoyable event which covered lots of areas I was unaware of." **AH**.

Middle East Association (London) all-sector seminar Feb 11

"Now I understand date irregularities and the naming structures, and to err on the formal [in letters etc.]. Didn't appreciate the [Muslim] lunar calendar The Gulf is full of very bright people and [he] helped me understand how to work with them." **JO**. "A very good session; could easily fill a whole day." **AC**. "Simply magic! [Now I understand] how the Arabs see themselves – and how to stop them pouring me [coffee]!" **DR**. "[He explained] body language, [Arab] greetings, religion, the differences, where [the Arabs] came from. I feel better prepared to do business and [to indicate] to Arabs that I have done some research into how to behave in the Arab world." **RS**. "I have learned the hard way – so much of what [was] covered reinforced my hard lessons, so it was reassuring and comforting. [He has an] excellent, easy style that helps comprehension. A genuinely good day! Thanks!" **AG**. [What struck me] were the connections between Islam and Christianity. Overall, a very good introduction for someone new to [the] culture." **AL**. [Didn't know before] the need for patience when dealing with the Arab world. I'm horribly ashamed of my lack of knowledge between the Arab and Muslim worlds; well explained, and I thoroughly enjoyed all content". [I learned] the concept of "wasta" and just how crucial it [can be]. Excellent content; really enjoyed listening to [him] and his experiences of the Arab States. Don't waste your time until you understand "wasta"!" **KP**. "[I noticed] the similarities between Islam and Christianity; the diversity of the Arab countries, even [as] neighbours. Patience will [have to] play a large part in my business dealings." **JP**. "[I noticed] the simple gestures or sayings that can make the difference; the relationship [with their "desert" past; the [similarity] with Chinese negotiation [techniques]. **RH**. [I noticed] the Arab name structure, and how to address people and that [you need] to be funded to be patient. Head Office expectations [of Arab business are] often greater than can be achieved." **SB**. "Very interesting to have the Arab pace of life and business explained. The "juggling" versus "linear" metaphor [on meetings] was very helpful." **DR**. "The real insights were: the first meeting, the coffee, the elevator "one-liner"; showing the dessert trolley. An excellent session; a bit rushed at the end. Invaluable – I wish I had received this [briefing] before I went to Abu Dhabi." **PB**. "I have read and Goggled everything about Arabs – but [he] glued my knowledge together." **AL**. "[I noticed the] percentage of youth in the Gulf; the need for Patience, understanding Time, pace of life; the [differences] between Arab countries. It was enjoyable and interesting." **NB**.

Middle East Association (London) all-sector seminar

"Excellent presentation! Any business the Bank of China wants to do with the Middle East (GCC) must start with cultural understanding. Many aspects of Arab and Chinese culture and way of thinking are quite similar." **Dr Kenneth Ge, CEO**. "I was interested in the differences between Arab countries." **WF**. "Very interesting. I noted the "tiers"

of the Arab world, the concept of "wasta" and Muslim name structures. **YD**. "Patience and the style of presentation." **W**. "Good! I noted the similarities between Russian, Arab and Chinese cultures, and their regard for the importance of "family". Intriguing! A "must" for any businessperson in the Gulf region." **JB**. "Good and useful." **XR**. "Very useful. Didn't know Friday was the day off!" **HT**. "I learned how to address officials." **HS**. "Very similar to traditional Chinese." **TM**. "I learned about their attitude to Western people, their culture – all useful advice to non-Arabs." **AH**. "An interesting and often "eye-opening" presentation." **MY**. "Excellent! I was interested in Islamic banking." **IS**. "I learned that Arabs are often misrepresented in Western media. I didn't know that Iranians are not Arabs. Thank you – I know I've just scratched the surface [of understanding Arabs]. **AL**. "I felt it was all very interesting and informative." **IZ**. "Very interesting!" **DW**. **Bank of China London, Dec 09**

"I just wanted to drop you a short note to pass on my very grateful thanks for your presentation at Wednesday's workshop – no matter how often I hear it, I really do pick up new insights and understanding from attending one of your workshops. Your presentational skills, and the truly engaging way in which you can impart what you know to your audience, are just consummate and exemplary, in my view. Sitting through one of your workshops should be mandatory for anyone wanting to do business anywhere in the Middle East (whatever that is!) and North Africa. It really was a wonderful tour de force, and we are extremely grateful." **BS**. **IDS Oct 09**

"Our seminar session with you on Sunday was very helpful in preparing us for [our] meeting in [the Gulf] on Monday and boosted our confidence in interacting with them - thank you." **MS**, **East Malling Research, Sep 09**

"All content was most thought-provoking I enjoyed the summary of the main [reflections] on Islam, Time, Gender and Eating. It gave me "Windows of Insight." **KF**. "Brilliant." **SM**. "It's quite a feat to provide such a lot of information in such a short space of time, yet leaving one feeling warm and intrigued rather than frightened and intimidated." **AD**. "Thank you! Delivered in an interesting and "real" way which draws you into [his] life experience [of Arabs]." **AC**. "All very interesting, especially the history of the Gulf [and his] knowledge of Ramadan; thank you; it was all very well presented and informative." **KD**. "I was interested to learn the extent of "who you know" is used and [the need] to have answers ready [as well as] the importance of personal relationships. Loved the slides, cartoons; it was engaging and informative; loved the personal anecdotes." **SP**. "As a "newie" to the Gulf I really enjoyed all you had to say and feel I will now go to Qatar more prepared; thank you." **BB**. "The talk was extremely interesting and so well delivered; I

thoroughly enjoyed it." **EB**. ".....it was a good reminder and the [explanation of] the sects of Islam [was helpful which] I've always found confusing." **CS**. **Sherborne-Qatar school staff, Sherborne Sep 09**

"This is a superb course; it answers all the questions that most of us would not wish to answer on the grounds that we didn't want to appear so ignorant! I learned an awful lot about Islam in a very short time. This course is a must for anyone considering doing business with Arabs!" **SS** "Lots of good general information; enjoyed the afternoon – this will help me in the future." **MC**. "Entire programme was very informative. Learning about the importance of "wasta", patience and the polychromic behaviour were the most helpful [aspects]. **CB** "An excellent programme. Encourages further learning." **NF**. [What interested me most were] the structure for decision making; concepts of time and the breakdown of different types of Arabs. Great session!" **MJ** "Excellent presentation! No real surprises but just confirmation and justification of some of their actions, e.g. time management – a good insight into the Arab mentality." **DR**. "The most useful part was the structure [of an Arab organisation], their culture and decision making." **Open lecture at Middle East Association, London, Jul 09**

"Informative, good range of anecdotes and factual information; just what we were looking for!" **MF**. "[We all] need to understand [more of] the Arab World [as] we take business to the UAE." **DP**. "Very good programme; I learned a lot." **KK, Babcock Infrastructure Services, Reading UK, May 09**

"I could have listened to [him] speak all day! Each topic was incredibly interesting. [He] is a fantastic speaker and his knowledge about Arab countries is vast. The information from his conference will ensure our company correctly approaches doing business in Saudi." **LAD, Broadbean Technology Ltd. Feedback UKTI seminar London Feb 09**

"Excellent presentation, very valuable to me." **ST**, "Great delivery; invaluable insight." **CP-B**, "Very informative & interesting." **AM**, "Excellent afternoon, very informative." **SL**, "A useful confirmation." **CL**, "First class - a must for anyone doing business in the Gulf." **RS**, "Very entertaining and [entertaining] presentation - don't do business [in the Gulf] unless you've heard him." **AM**, "Well worthwhile; good as a reminder for those who have some knowledge and essential for those that don't." **JPM**, "Very good presentation, well presented and dealt with all areas in some detail." **RA**, "An entertaining reminder.." **DT**, "I should have had this [presentation] 2 years ago." **xx**, "Interesting, informative, enjoyable." **RC**, "I knew a lot of disjointed facts before; this session helped join up the dots; many thanks." **AG**, "Very well presented with practical examples, would recommend to others; extremely professional - the experience shines through." **DG**, "Great presentational style." **KB**, "I came, I saw, I began to

understand; time and patience [are] needed for the Gulf." **JA**, "Very useful as an introduction; I will recommend this course to all my colleagues." **ZG**, "Well-delivered; good mixture of personal anecdotes extremely useful." **Mx**, "Dispelled some myths; great, an excellent insight; laying down the foundations for [Gulf business]" **ACPG**, "A very fascinating insight into doing business in the Middle East." **SR**. "An excellent presentation - I am not sure that I have ever been so enthusiastic as how to tackle "Arabia". Fascinating insight to a land of real opportunities and challenges." **RDA**. "A really useful 4 hours; I need my Board [of Directors] to attend this seminar." **JF**. "The presentation was practical, fun and put across well." **KR**. "Enjoyable; entertaining! A most [practical] guide to the Arab world." **DT**. "Very enjoyable workshop that could have easily been much longer - and still as well-received. Thank you for sharing your expertise and knowledge; very well presented." **LT**, "Very good; I liked the use of stories." **MPW**, "Clear presentation." **VB, Feedback from DMA seminar at BERR London Jan 09**

"Excellent presentation of first class material." **CT**. "Everything you need to know about cultural issues when doing business in the Gulf but were afraid to ask!" **DM**. "Fantastic presentation; exceeded my expectations. Kept my attention throughout." **DW**. "The course was very good; [he] has in-depth knowledge of the subject. I feel more positive about the Region after the session." **AM**. "Very interesting & very useful; delivered with great humour." **PRD**. "[This] session was very interesting and pitched at an appropriate, humorous level." **AJM**. "Excellent; thank you!" **JR**. "Very engaging." **TR**. "Entertaining throughout which helped keep the attention." **PW**. "I have significant experience of working in the GCC Region yet I found the seminar extremely insightful, practical and useful." **AL**. "Excellent, witty and clever delivery, thank you!" **PB**. "An overall excellent, well-delivered presentation." **JME**. "Fantastic seminar! I have come away feeling confident about handling my meetings scheduled for the Gulf." **LH**. "Generally fascinating! Highly informative seminar which helps you [understand] a different culture." **RB, Feedback from Middle East Association seminar London Jan 09**

"Very interesting and enjoyable." "[I was interested in] the main cultural differences and the importance of Timekeeping; very interesting presentation, very well delivered with lots of great personal stories." "Great understanding of the Gulf and [the] Arab world from someone who [has] spent a lot of time in and thinking about the Region. Great ramble through the issues and a gallop in different directions through the culture and business environment; very helpful." "A good balance between business/cultural/private subjects; in-depth presentation on geo-politics, religious, country; vast experience of Arab world. It's evident we could spend more time on some of the elements; the Islam section was quite long, but overall a great time." "[I understood] more about

religion and how women must behave, excellent, thank you very much." **Feedback Celerant Consulting, Richmond London, Oct 08**

"Exceeded my expectations." "Found the background on Islam and negotiation techniques very valuable." "Anecdotes very interesting." "Informative presentation." "Should have had more time." "His insights were most valuable." "Presented with energy and humour." "Subject variety held audience attention well." "Excellent coverage; a most welcome course." "Excellent knowledge delivered in an entertaining format." "Overall an excellent presentation and time well spent." "I wish I had been on this course a week ago." "[He is] well versed in cultural matters." "[Course] should be given as part of Supervisor Training and to all employees when first shipping to Arab States." "Very useful; entertaining and absorbing." **Feedback Chevron London Sep 08**

"Confirmed many of the experiences we've had in Dubai/Kuwait. Enjoyed the language tips and etiquette." **PA**, "Insight into breaking the "formal" barrier - how to get beyond introductions and establish relationships." **MF**, "[Explained] the Middle East confusion. Excellent presentation, very useful, and an eye-opener." **JP**, "Overall very interesting and useful." **GA**, "[Explained] history of Islam, the extent of the Muslim world, and the extent of cultural issues." **JA**, "[Interested in] etiquette, customs and tradition. Very informative. Clearly significant "in depth" knowledge of the region. Overall, very impressive. Good presentation style and very well organised material." **PD**, "[Interested] in attitudes to work, all things [done] at once, individuals more important than [the] company." **NG**, "[Noted] the social etiquette for business - particularly for women in the Middle East and [the need for] understanding of the culture/religion [and] business approach. More on [what is] expected and how to act as a woman needed." **CW**, "[Enjoyed] the stories told, anecdotes, personal experiences. Very good and practical training session. Very well presented. I felt I learned a lot." **JB**, **RTKL-UK, London, May 08**

"Excellent presentation for multiple levels of knowledge" **L McC**. "Tremendous! More please!" **JS**. "All very interesting, particularly [the] religious aspects" **AW**. "Excellent range of topics from [the] general to the specific. [I was] particularly interested in "correct behaviour.", both generally and in a business context - as well as the importance of "wasta". A really enjoyable session; would highly recommend." **MF**. "Broad range of topics covered. The religious lineage explained in [an] interesting way. Good practical advice. Fabulous presentation; good condensation of years of experience." **JH**. "Very informative; good fun!" **C E-P**. "A well put across seminar with practical examples based on real experience. [Treated] what had the potential to be a weighty subject with [a] great sense of humour." **KR**. "Very good assessment/understanding of culture

and the impact of relationships. [Liked] the business relationships and protocols." **AP**. "[Liked] the general coverage and the range of subjects. Excellent range of knowledge. Excellent presentation and content." **SW**. "[Enjoyed] the scope and diversity. Excellent!" **GR**. **TDG Chemicals, Manchester, May 08**

"Enormously helpful afternoon. I've been working with Gulf Arabs for two years and am only now realising how much easier I could have made it for myself (and them) by being aware of a few basic points" **HM Prima (UK) Ltd**. "The knowledge that [he had] on Islamic culture and Arab culture was amazing. Some of the cultural aspects of the Arabs were really an eye-opener for me and [will] certainly help me do my job better." **SZM, UKTI**. "Well informed generally and an interesting session" **Dr L al-I, A-BCC**. "Excellent. Good tips on behaviour and use of common sense. The video clips were very useful as well as the geography. Coming from an Arabic origin I was laughing at the "typical" characters and behaviour, hard to believe that what's so natural to us could be so alien to the western culture! ." **FS, DTCM Dubai**. "The session was an excellent refresher in the fundamentals of differing cultures - more importantly, [he explained] the key issues of which to be vigilant" **TM**. **Black Country Chamber of Commerce, UKTI**

"Broad spectrum of topics from "big picture" to detailed useful tips. This is potentially a cultural minefield; I feel much better prepared now" **RA, UKTI DSO**. "[Most interesting was] getting into the Arab culture, people and business processes. Understanding the essentials - avoiding common mistakes. Entertaining and thorough. Presence of Arabs [in the audience] gave [an] edge and appreciation of what is important. "Lifts the lid" on a huge amount of [] knowledge and wisdom. Hints at so much more" **DG, Nucleus**. "I was most interested in the general guide to presenting oneself in the Middle East. In particular it was helpful to have the Arab point of view explained. Very useful and extremely well-presented. An excellent introduction and guide to pitfalls." **WM, Cleary Gottlieb Steen & Hamilton** "[Most interested in the] cultural differences of doing business with the Arab world. More time needed!" **HC, Freshfields Bruchaus Deringer**. "[Most interested in] everything from the handshakes (I have made mistakes!) to the coffee and hospitality. Thanks for the insights." **DH-H, Prima (UK) Ltd**. "Thank you for a most enjoyable [afternoon]. I think that your personal approach and humour as you describe life in the Middle East is just great, and it always held the interest of the audience, otherwise with so many slides to go through it might have become boring. Time did pass so quickly so it proved that you have a successful format" **DD, Sheehan Medical/GMC Ventures ME**. **Open seminar at the Cavalry & Guards Club, London May 08**

"I was learning so much that the time [during my

personal briefing] just flew by." **HC B Borealis, Brussels Mar 08**

"[Most] interested in] X-cultural aspects of working in the Middle East [and] dress, especially for women. Very interesting seminar, led by engaging & knowledgeable speakers." **CN Nottingham University. MEA London Feb 08**

"Thoroughly enjoyed the [cruise ship] lectures - will now read the book. Hope to see you around and will certainly broadcast how effective and entertaining your lectures are." **TK, Sharm al-Sheikh "My daughter and I enjoyed your engaging lectures onboard the ship." LB, Aqaba Jan 08**

"Very competent and entertaining speaker." **MB**, "Very lively presentation." **KM**. "It is a must for all people being in touch with Middle East people." **HB**, "Very interesting presentation and attractive. So different from our culture." **FD**, "A very interesting overview; for me it was absolutely perfect." **UK**, "Everything was very interesting. It will help me in the future with my clients." **SB**, "Very good presentation, very interesting, Bravo!" **MP**, "Best "savoir vive" course ever attended! Brilliant!" **AH**, "Good speaker, lively course." **VZ**, "Very interesting and productive." **SK**, "Good speaker, excellent knowledge of the Arab world." **CN**, "Comprehensive "Do"s and Don"ts list." **KN**, "Breaks & pauses in the right places, good teaching blocks." **PR**, "Very interesting, captivating." **AH** "[Enjoyed] the short language lesson." **PN**, "Very lively, very complete, very interesting, do not change a thing; very good Macro-to-Micro view." **SO**, "Very excellent speaker with deep knowledge of [the] Arab world." **NV**, **UBS Geneva Dec 07**

"Thanks for another very interesting and successful briefing [on Saudi Arabia and Bahrain]. I spoke to most of the attendees and the reaction was, once again, extremely positive." **BA, UK Trade & Investments Yorkshire & Humber, Leeds Nov 07**

"I thank you again for your wonderful presentation at the UBS ABN Annual Conference yesterday. I am not just saying this but the feedback I received for your talk was excellent. Your presentation was the most interesting, informative and fun of the day according to many I spoke with. I am only sorry that we only had one hour for the session." **IK**. "He - literally - wrote the book on this subject." **IK, UBS London Oct 07**

"Thank you very much for two great sessions, shame that we didn't invite you earlier. The feedback I got from each and everybody couldn't have been better. My colleague from Geneva would like you to [do two days in] Geneva." **MF. UBS Zurich Sep 07**

"Just wanted to give you a quick feedback on your seminar again. Only now I am realizing how helpful your seminar was. I'm already taking a complete different approach to the clients, and it works!!! Things are so much easier, even on the phone. Just sticking to your [rules of thumb] makes a

conversation much smoother and I am sure that will make us more successful in the future." **GB. UBS Zurich Sep 07**

"Great session! [on Dubai] I was most interested in the rules to follow to avoid being rude, and on how to negotiate." **CN**. "Very well presented; good mix of facts, story telling, videos & anecdotes."

RS "[Enjoyed] the business behaviour examples, [learning] Arab-West cultural clashes and the anatomy of UAE society." **RI. RTKL-UK, London**

"This was the best cross-cultural presentation I have ever heard [on Saudi Arabia]." **BA, UK Trade & Investments Yorkshire & Humber, Leeds**

"He didn't make a single mistake on Islam and he explained it better than our Imam at our mosque." **Mohd A, Leeds, Apr 07.**

"Anecdotes about Westerners & Arabs imitated like Peter Ustinov" **JC. CFEL**

"Very well put together; a lot of ground covered." **Kemdent**, "Much food for thought." **LH**. "Very useful insight gained." **XL Nord Anglia**. "Excellent, enjoyable and informative." **GE, Churchill China. (MEA event London.)**

"The presentation was well received, as always." **AL Head of HR**, "...I've heard some very good feedback about your lecture today." **GB Ansbacher Bank, London, Mar 07**

".....a very big "Thank you" for such an excellent seminar on Thursday. Really appreciated it." **.LM, Chemical Management Resources Limited, at the MEA London, Mar 07**

"... thank you very much for being with us yesterday. From the feedback I received, the delegates enjoyed your presentations enormously and from our point of view the conference was a great success." **CP. East Midlands International Trade Association, Derby, Mar 07**

"Thank you for an informative and enjoyable afternoon [at Basingstoke] - it was [helpful to learn how to do] business in the Gulf." **RB Business Development Manager Aviation, ESR Technology Ltd, Basingstoke, Feb 07**. "...yesterday"s seminar was a complete success. Every one went away extremely pleased both with [the speaker] and the course content [on Saudi Arabia]." **[] London Ontario, Canada, Feb 07**

"Thank you for your very interesting and informative presentationyou did a wonderful job! Thanks for sharing your experience and knowledge with us. And of course the sense of humor made the whole session much more exciting." **OC. Cartus, Kansas City, Feb 07**

"Thank you so much for all your help and advice. Hugely useful." **TW. Gulf Hill and Knowlton LLC,**

Doha, Jan 07

"Extremely good combination of presentational skills and knowledge; exceeded my expectations; [most valuable were] personal experience of presenter & ability to put into context/framework; super introduction on how to behave with Arabs; I gained considerable knowledge on how to deal with [a] different culture; certainly knows his stuff; thought it was excellent; good anecdotes; make it a 2-day course; very enjoyable; [his] wealth of experience and stories made it both fun and interesting; the examples [helped] explain situations and made it easier to understand; too short; delivered high and low level information in a light-hearted but effective manner; very relevant; lots of knowledge/experience of "real." constructive information; [most valuable] were learning about religion [and the] difference between "Arab" v "Muslim" [as well as] learning about Arab organisation; very good course; [most valuable were] the approach to business and the influence + importance of relationships; add an extra day." **Feedback BAe Systems, Frimley, Dec 06**

"Trainer's performance [excellent]; all relevant; enjoyed learning Arab "protocol"; depth of trainer's knowledge huge; videos excellent." **GS & RS. Cundall London Dec 06.**

"Exceeded my expectations." "Very effective." "Good use of personal experiences." "More directors should attend." "Very good understanding of Saudi culture." "Very good practical, real life experiences; he knows what he is talking about." "Enjoyed the practical examples." "Very relevant." "[Most useful was]: Interacting with Arabs on greeting and the way they do things; customs & religion; meeting & greeting" "I [rate the presenter as] excellent." "Enjoyable and well-delivered." "All aspects valuable [especially] Islam and business culture." "[Most valuable was] trainer's obvious knowledge and varied experiences." "Too short - would have liked longer." "Very informative and stimulating." "[Would you recommend to colleagues?] yes, yes, yes!" "A really enjoyable day - thank you!" **Selex Sensors feedback, Luton, Nov 06**

"How did you learn to imitate so well how Arab men negotiate?." (SN, lady diplomat from Saudi embassy, London, Nov 06

"I wish I had had your briefing three years ago! I will be recommending [departments] to receive your seminar." LD, Vice President [] Borealis, Mechelen, Belgium, Oct 06

"Thank you for the very interesting lecture it was really fun and educative. I've enjoyed it very much." KV, Borealis, Mechelen, Belgium, Sep 06

"Thanks a lot for an exciting day "doing the Arabic things"! I can see ...that people appreciated your session very much. You were really a good team! Thanks a lot for a super cultural day in Helsinki!" OH, Borealis, Helsinki, Finland, Sep 06

"Excellent sharing of experience and knowledge; recommend more and senior staff [attend next time]; excellent course, very enjoyable; well organised and presented, very useful course and well worth repeating for executive team; personal experiences of presenter highlighted the course and made it more enjoyable; [he] was able to convey his experience in a very pragmatic manner; lots of useful snippets of information plus considered answers to a wide range of questions; [particularly liked the] personal anecdotes and real life experiences." **Amadeus London Heathrow, Sep 06**

"They [Amadeus] really liked your presentation at Heathrow." **SC, Babel Cross Culture, Sep 06**

"Just a short note to thank you very much for an extremely enjoyable talk at the Middle East Association last week. We look to put on a bespoke seminar of this kind for our firm." **SL, Richards Butler LLC, Sep 06**

"I very much enjoyed your engaging presentation last week - it was quite fascinating and your succinct analysis of complex issues was very skilful." **LW, Editor Opportunity Middle East.** "The presentation was excellent. Congratulations! Loved the anecdotes; brilliant presentation; very useful information. **FA.** "All extremely interesting." **SG.** "I feel I now have a good foundation to do business with Arabs." **TL.** "Yes of course [I would recommend this presentation to a friend]." **C F-M** "Lovely to see you yesterday. Really interesting and enjoyable way to spend my afternoon." **LN, Risk Advisory Group.** "I very much enjoyed your presentation yesterday and our subsequent discussions many thanks for the introduction to Fahad al....." **TSW. Middle East Association Open Seminar London, Sep 06**

"It was great to meet you yesterday and have you as part of our team to pitch to [major Dubai undertaking]. I think it added tremendous credibility and reassurance to our offer. Now we have to wait with fingers, toes etc crossed. Inshallah we will be working together for this client shortly! Thanks again for coming along to join us." **LC, Nucleus Ltd. May 06**

"Many thanks for your most constructive talk at [The Middle East Association] last Tuesday. I ...thoroughly enjoyed all you had to say." **VW, The Bahrain Society. Apr 06**

"I have had some very positive feedback on your lecture today" **OH, Borealis EWC Norway/Sweden/Austria/Finland. Mar 06.**

"Really enjoyed today, thank you. The surprise dinner with the Libyans confirmed all that you had said!" **SP, BP Gulf Regional Director, Mar 06**

"Thank you for recommending (Handshaiikh). He was wonderful" **MB, NBC New York "Street Signs,."**

Feb 06

"We have received excellent feedback. People that didn't attend are already itching to sign up for the next session. **BH EVERYBODY** agreed that your presentation was fascinating (which is quite an achievement I can assure you) and fun (especially the afternoon "audience.") **AS, Ansbacher, Channel Isles.**

"Very helpful indeed. Can you do a [sixth] briefing for my people who missed the Qatar seminar yesterday?" **RS, Chief Executive Ansbacher Bank Ltd, London. Oct 05.**

"Thanks for a very good briefing for Ansbacher." **LR, School of African and Oriental Studies (SOAS), Oct 05.**

"Excellent workshop. It was packed full of practical advice. Presentation was informative, informal, insightful and fun." "Probably the most interesting course/seminar I have been on!" "Packed with useful information delivered in a hugely entertaining way." "[I enjoyed] everything; [it] was excellent." **Delegate feedback SOAS/Ansbacher, Oct 05**

"I couldn't let the occasion pass without dropping you a line to say how much I appreciated the briefing that you gave to us last Friday. Not only did I find it extremely useful, I must also congratulate you on the delivery – quite one of the most enjoyable and informative few hours I have spent in recent months. So much of the material you imparted was only too familiar but one now feels better able to cope in the knowledge that chaos is the norm and that frustrations are not a personal thing but something one must learn to live with." **RB, Ansbacher Bank Ltd, Head of Wealth. Oct 05**

"Having heard your briefing, I've made a note of about ten things that I am now going to have to really re-think in terms of how I go about my time in Dubai as the company's Gulf Regional Director. Thank you so much for alerting me to how business is done in the Gulf" **DW, BASF France. Oct 05.**

"Very positive feedback, thank you once again." **CW, Communicaid. Oct 05**

".. to say thank you very much indeed for your informative and amusing session on life in the Gulf." **AW, Simmons & Simmons, New York. Oct 05.**

"I was amazed at your understanding of our way of life." **Fahad al-Attiya, contributor from Qatar. Oct 05.**

"Thank you so much for your absolutely top class presentation yesterday. Our audience found your talk hugely enjoyable and really informative. Also thank you for your very useful contributions to our later discussions about market conditions in the Gulf area. The feedback from all the delegates, and our

Management Council, who met yesterday, was excellent." **PH, International Business Group Manager Construction Equipment Association Peterborough. Sep 05.**

"Knowledgeable; extremely interesting presentation, would have enjoyed longer; very practical advice, very informative, liked the sense of humour, very good; enjoyed learning a few Arabic words; obviously very passionate about the subject. People that didn't attend are already itching to sign up for the next session. Everybody that your presentation was fascinating which is quite an achievement I can assure you and fun (especially the afternoon "audience") Several people have even started reading your book already and are appearing to enjoy both the style and the content." **AL, Ansbacher Channel Islands. Sep 05**

"Thank you for a very useful two days for our managers and for our staff going to Ruwais UAE." **LH, Borealis, Lyngby, Denmark. Jun 05**

.. ".....thanks for an absorbing and invaluable seminar yesterday (on Yemen). It was pitched at exactly the right level for us all." **PC, Head of HR Total Aberdeen. May 05**

.. ".... to say a very big thank you very much for a most informative, enlightening and enjoyable day with you at Total, (and for) the meeting in London (the next day where) we made many contacts. We are now looking forward to going to Yemen." **Total Aberdeen R & M H. Apr 05**

"Just a brief note to thank you for your presentation earlier in the week. I am sorry that my colleagues were not present to reap the benefit of your experience as your work deserved a wider audience and we need more of our people to understand better the exigencies of working in the Gulf." **JL, Inspirational Development Group.**

"Many thanks for presenting two very successful 2-day courses. Some of your audience have just made a special trip to my office to say how much they appreciated your efforts." **DW, Airwork Ltd, Muscat & Thumrait. Oman.**

"Thank you for chairing our session on the UAE and for the cross-cultural brief which certainly opened our eyes!" **MG, London Chamber of Commerce.**

.. "just to say how well your presentation was received ..." **CP, Dunn & Bradstreet, European Credit Forum, Dubai.**

"... thank you for an excellent briefing today ... an insightful day ... [We] both thoroughly enjoyed the day and came away with a much greater understanding of the cultural differences which I am sure will be invaluable to us both. Every prospective expat. should do this!" **E & AL., Kellogg, London/Dubai**

"...wanted to thank you for your very enlightening and entertaining insight into life in the Gulf. Everyone found it fascinating and it certainly opened a few minds as to what it is going to be for [us] over the coming months, not to mention what the requirements are going to be from [Head Office]! We also appreciated the list of useful contacts ..."

CB, Bywater plc, Reading, UK.

"I write to thank you for the excellent work that you did in running our Cultural Awareness Day last week ... I was delighted in the way that the day, as it unfolded, clearly addressed some key issues which have already been taken up by some staff in the Faculty. Even the development of a clear understanding of the differences between the conventions governing first and given names in the UK compared with the name structure in Islam, will go a long way to remove some of the difficulties that have been encountered - even at an administrative level. There were at least two other clear signs of success in the day. One, the clearly appreciative remarks from members of staff not well known for their enthusiasm in these ideas, and also the way in which staff stayed on to engage in discussion with you and your colleagues and to look at the supporting material that you brought. let me say once again how appreciative we are of the most valuable contribution that you have made to a key

aspect of our staff development ... we will be returning to make use of the knowledge and skills of you and your colleagues for further staff development activities." **Dr DA, Dean Faculty of Technology, University of Portsmouth.**

"Thank you for an excellent talk on "Negotiating with Gulf Arabs" given to the Sales and Marketing Special Interest Group of the British Business Group in Dubai. We all enjoyed what you said and learned a lot. I particularly liked the way you encouraged the Dubai Arabs in the audience to join in!" **TW. BBG Dubai.**

"I just wanted to take this opportunity to thank you and [xxx] personally for the informative and entertaining seminar you provided on Friday. Working together, I think we turned a "sketchy" idea on improving Arab cultural awareness into an excellent one-day programme. This was only bettered by the quality of information and depth of experience demonstrated by you both. I would recommend your services to any company with an interest in the region and would be more than willing to act as a reference for you in the future should you need it. I am sure we will meet again ... once again thank you for everything." **KR, RS Components, Corby**
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