

Working with American leadership from Europe: a workshop for managers *who report into the US.*

Selling and leading across borders. Facilitated, not lectured.

A workshop for managers and teams in Europe who report into, or work every day with, American headquarters and stakeholders. For 12 years I worked for US tech companies, LinkedIn, Oracle and Pluralsight, running teams in Europe and the Middle East and reporting into American leadership. The workshop opens with one real situation from those years, lets participants diagnose it, gives them one light model, and then works on their own situations in trios. Everyone leaves with one prepared conversation with a US stakeholder and a plan for Monday.

12

years working for US tech companies, reporting into American leadership

20+

cultures in the teams I have led across Europe and the Middle East

65+

countries I have scaled revenue across

EN / PL

in person in Poland, Dubai and Europe, or online

WHO IT IS FOR

- Team leads and site leaders in business services centres (SSC, BPO, IT, R&D) in Poland and CEE reporting into a US head office
- European teams of US companies: sales, customer success, delivery, product
- Project and delivery leads in matrixed organisations who report upwards and sideways across countries

WHAT WE WORK ON

- **Reading the US side.** How feedback, priorities and urgency sound from an American manager, and what they mean. What a "yes" in a call is worth.
- **Being heard from Europe.** Asks, status, risks and bad news, said so the US side hears what you meant. Decision at the top of the message.
- **Pushing back without being written off.** Disagreeing early and plainly, saying no without burning the relationship, reading disagreement that is never said out loud.

WHAT PARTICIPANTS LEAVE WITH

- One prepared conversation with a named US stakeholder, rehearsed in the room
- The model on one page, with their own stakeholders mapped on it
- A plan for Monday: three things they will do differently this week
- For the sponsor: a short note on what the room struggled with most and what I would do next

HOW IT RUNS

Case first, framework second. A real situation from inside a US tech company, diagnosed by the room. One light model, never five. Practice in trios on participants' own messages and meetings: one gives, one receives, one observes with a checklist. Method: Diagnose. Design. Deploy.

As Head of LinkedIn Learning for MENA, she brought a rare blend of strategic clarity, empathy, and adaptability that transformed our team.

Amin Atwa, reported to Alicja at LinkedIn

FORMATS

60 to 90 min

Masterclass, online or in person. The case, the model and one exercise. For leadership events and internal series.

3 online sessions

2.5 to 3 hours each, with practice between sessions. Participants return with what worked and what did not.

Full day

In person, in Poland, Dubai or wherever the team sits. The full programme with trios on every topic.

Group size and scope are agreed on a short diagnosis call with the sponsor. Available directly or through training firms as an associate trainer. Polish description in BUR format (educational goal, learning outcomes, verification, agenda, hours) on request.

Alicja Szaraniec is a Dubai-based B2B sales strategist and cross-cultural workshop facilitator, and a former LinkedIn Sales Director who has led teams across Europe and the Middle East. Senior Director at Pluralsight for Europe, Africa and the Middle East. Worked closely with Vista Equity Partners.

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