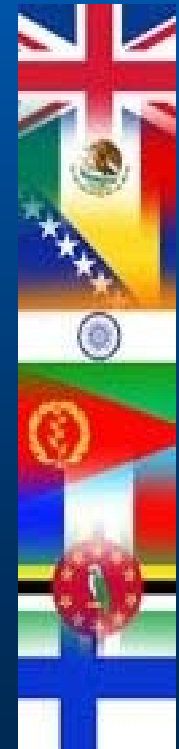




Orchestrating High Performance Global Collaboration

Strategic Alliance- What Next?

Susan Bray
Markku Markkula
October 28, 2009





The Challenge: General

There is a new sociology being born in the world of work as organizations find themselves increasingly in global enterprises that are cross-cultural in nature and that interact in virtual, technology-driven environments. Organizations that seek to be competitive in the global marketplace must factor an ability to succeed in these environments into their core capabilities.

- Do we know how to work effectively in these settings?
- Are companies, universities and training / coaching professionals preparing people to work in these environments?
 - Are you preparing yourself for these settings?





The Challenge: *For Us*

“The opportunity exists to start some truly collaborative work teams from this group — strategic global alliances for continuing education. But we must become models ourselves of effective cross-cultural, virtual working.

We have to improve our own skills for working cross-culturally and we have to think about how we are providing this kind of education in our programs.”

- Do we know what we want to do next to move in this direction?
- Do we have the skills to maximize our effectiveness in cross-cultural, global teams ?



Let's put a face on it.....



Harvey / Mala

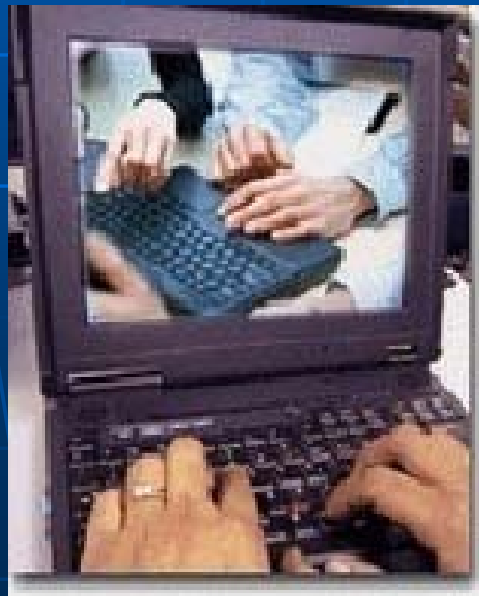
Definition

- A **distributed team** is a group of individuals who work across time, space, organizational boundaries, and sometimes across cultures, with links strengthened by webs of communication technology. They have complementary skills and are committed to a common purpose, have interdependent performance goals, and share an approach to work for which they hold themselves mutually accountable.
 - They may work as a project team, or a functional team
 - They may work in an office, or they may be home-based, and are often working from “the road”

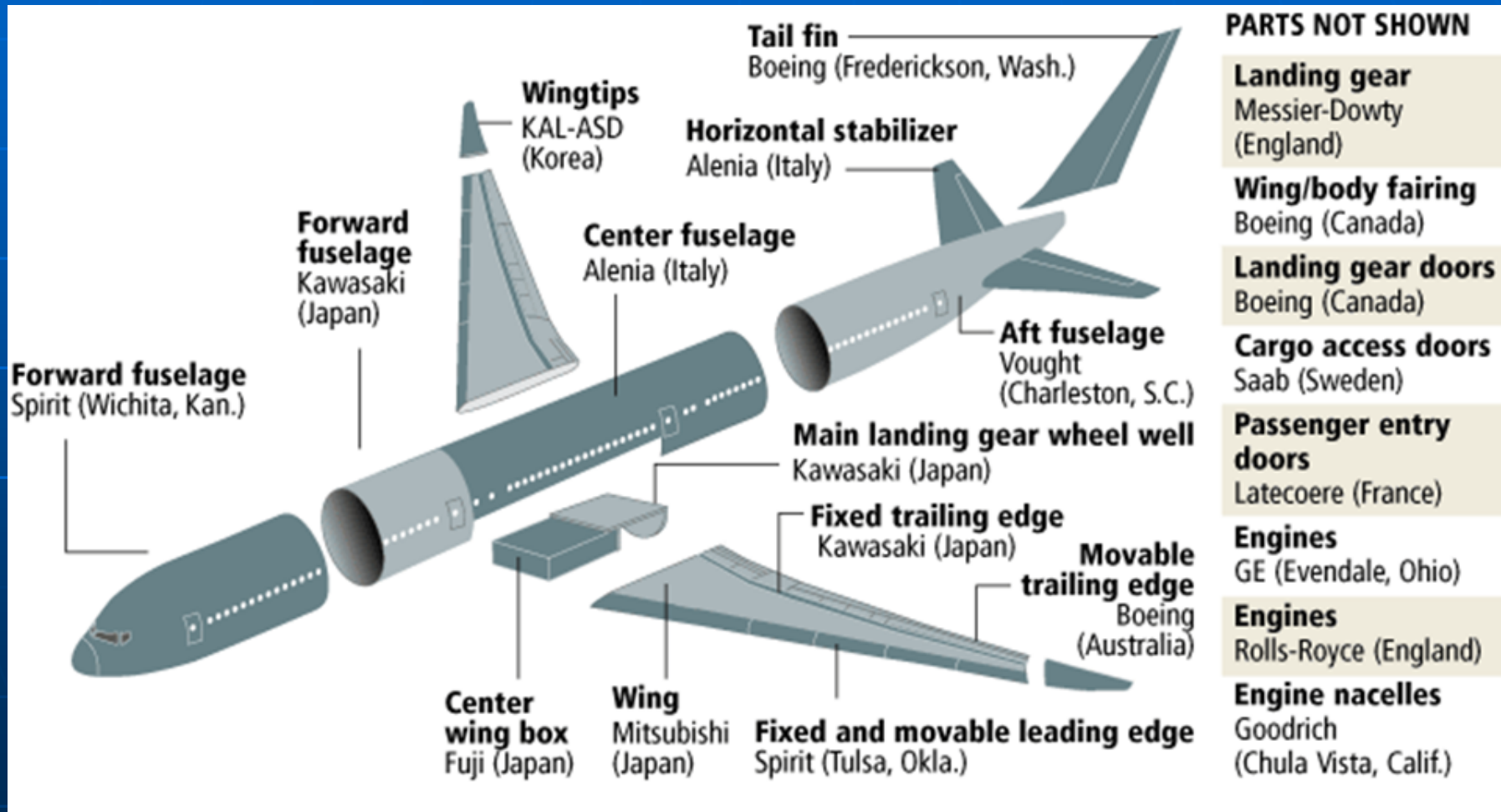


Cross-Cultural
Distributed
Teams

What is the Business Case for Distributed Teams? Why are they Important? What is good about them?



Examples: ME—787 Jetliner



Cross-Cultural
Distributed
Teams

*What challenges have you faced in
working in global teams?*



Working Successfully Across Cultures



Videotape: A World of Difference Segment 1





A World of Difference Worksheet Questions

1. How effective was Gavin in this start-up? Did he manage to establish a sense of community and the beginning of trust? Does he seem to have an Intercultural Mindset? (Note evidence)

2. Provide 2-3 adjectives to describe how each of the team members come across as they introduce themselves in this first meeting. At this early stage what can you say (if anything) about how some of these individuals might contribute to working in a distributed team?
 - a. Gavin Hale: (England)
 - b. Eva Schmidt: (Germany)
 - c. Jesse King (United States)
 - d. Alberto Franceschini (Italy)
 - e. Jack Xu (China)
 - f. Mohammad Hussein (Egypt)
 - g. Sanjay Sarver (India)



Cross-Cultural
Distributed
Teams

So.....

The Ability to effectively cultivate, manage, support and nurture distributed teams is now a key competitive advantage for many organizations and can also be a major factor in personal success



How do we prepare people to do this?



What Makes for Success in Cross-Cultural Distributed Teams?

All Those Factors that Relate to "Virtual" Nature of the Work



All Those Factors that Relate to the Cultural Understanding Required by the Work

VIRTUAL

1. Complexity
2. Getting Started
3. Need to be Explicit
4. Control and Coordination
5. Communication Technologies

CROSS-CULTURAL

1. Intercultural Mindset
2. **Cultural Orientations**
3. Cultural Competencies
4. **Cultural Iceberg**
5. Cross Cultural Conflict
6. International English

TRUST AND LEADERSHIP





The 8 Major Cultural Orientations Framework: Mutual Perceptions

Effective Communication

Impact on....	High Context	Low Context
Concept of "effective" communication	<ul style="list-style-type: none"> •Communication should be indirect •Key messages should be implicit •We start with relationships (leading to effective tasks) •Spoken agreements based on personal trust and loyalty •Work life fusion (fluid interchange between social and business) 	<ul style="list-style-type: none"> •Communication should be direct •Key messages should be explicit •We focus on task (leading to good relationships) •Written agreements based on clarity and specificity •Work/life balance (business clearly separate from personal communication)
Mutual Perceptions	How do you imagine people who value a high context approach would evaluate colleagues with a low context preference?	How do you imagine people who value a low context approach would evaluate colleagues with a high context preference?



The 8 Major Cultural Orientations

Planning and Time Orientation (Hall)

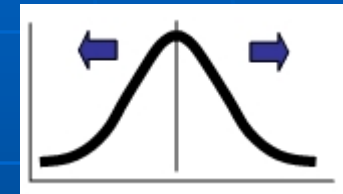
Impact on....	Polychronic	Monochronic
Planning and setting objectives	<ul style="list-style-type: none"> •Various paths to achieve an objective. Keep options open as long as possible;empha-size activities in parallel 	<ul style="list-style-type: none"> •There is one critical path to achieve an objective, so we invest in advance planning. Focus on one thing at a time
Implications for working practices	<ul style="list-style-type: none"> •Discuss things more generally, responding to changing priorities •Emphasis on: schedules as starting point and finishing point, time invested in people, evolving plans, ideas from multiple sources 	<ul style="list-style-type: none"> •Discuss each point systematically and in turn (sequentially) •Emphasis on: commitment to schedule, promptness, detailed execution of plans, concentration, and unspoken rules about disturbing and interrupting
Mutual Perceptions	How do you imagine people who value a Polychronic approach would evaluate colleagues with a strong Monochronic preference?	How do you imagine people who value a Monochronic approach would evaluate colleagues with a strong Polychronic preference?



Generalizing vs Stereotyping

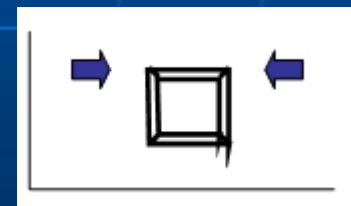
Generalisation:

A statement about a tendency of a majority of people in a cultural group to hold certain values and beliefs, and to engage in certain patterns of behavior.



Stereotyping:

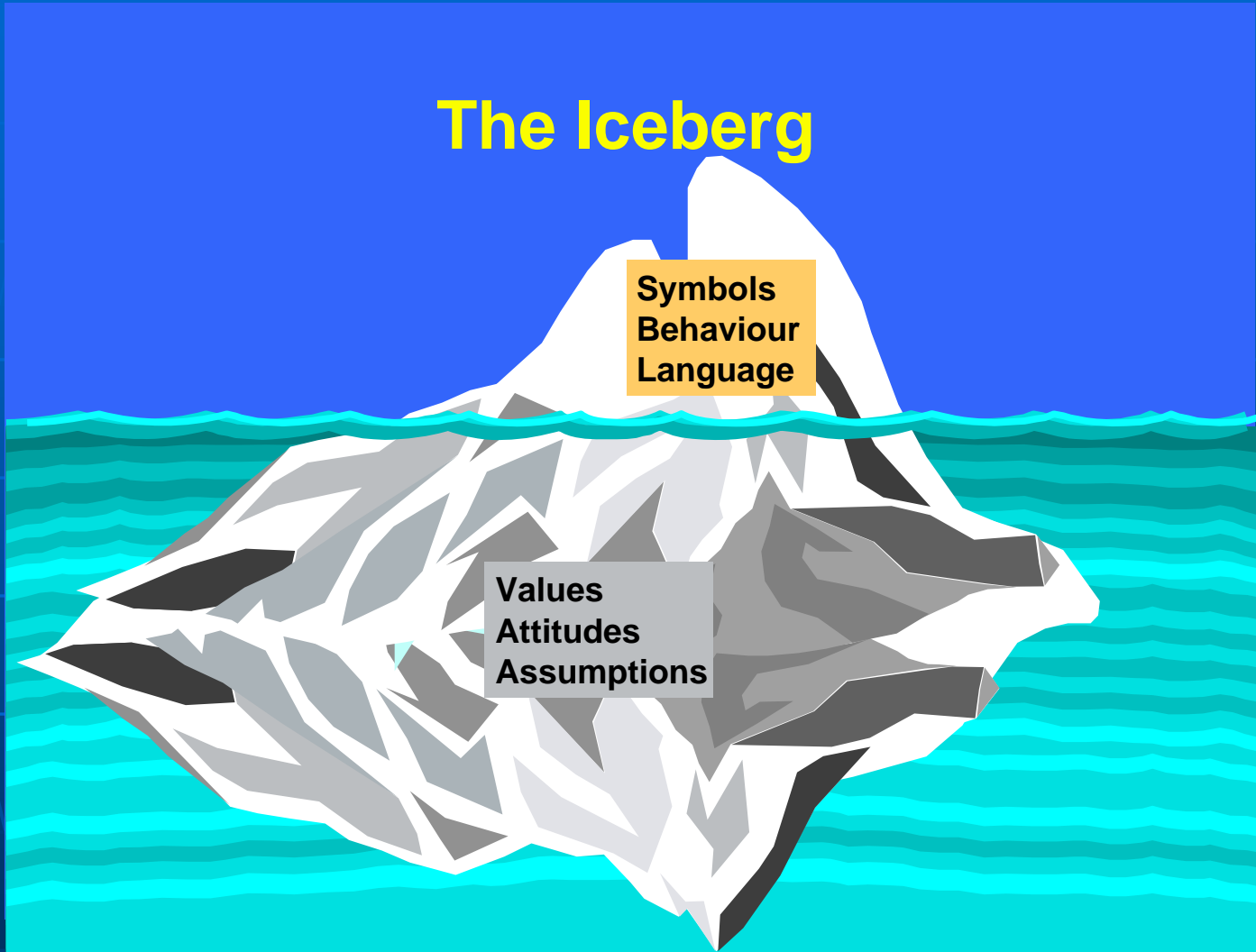
The application of a generalization to every person in a cultural group or generalizing from only a few people in a group to all.



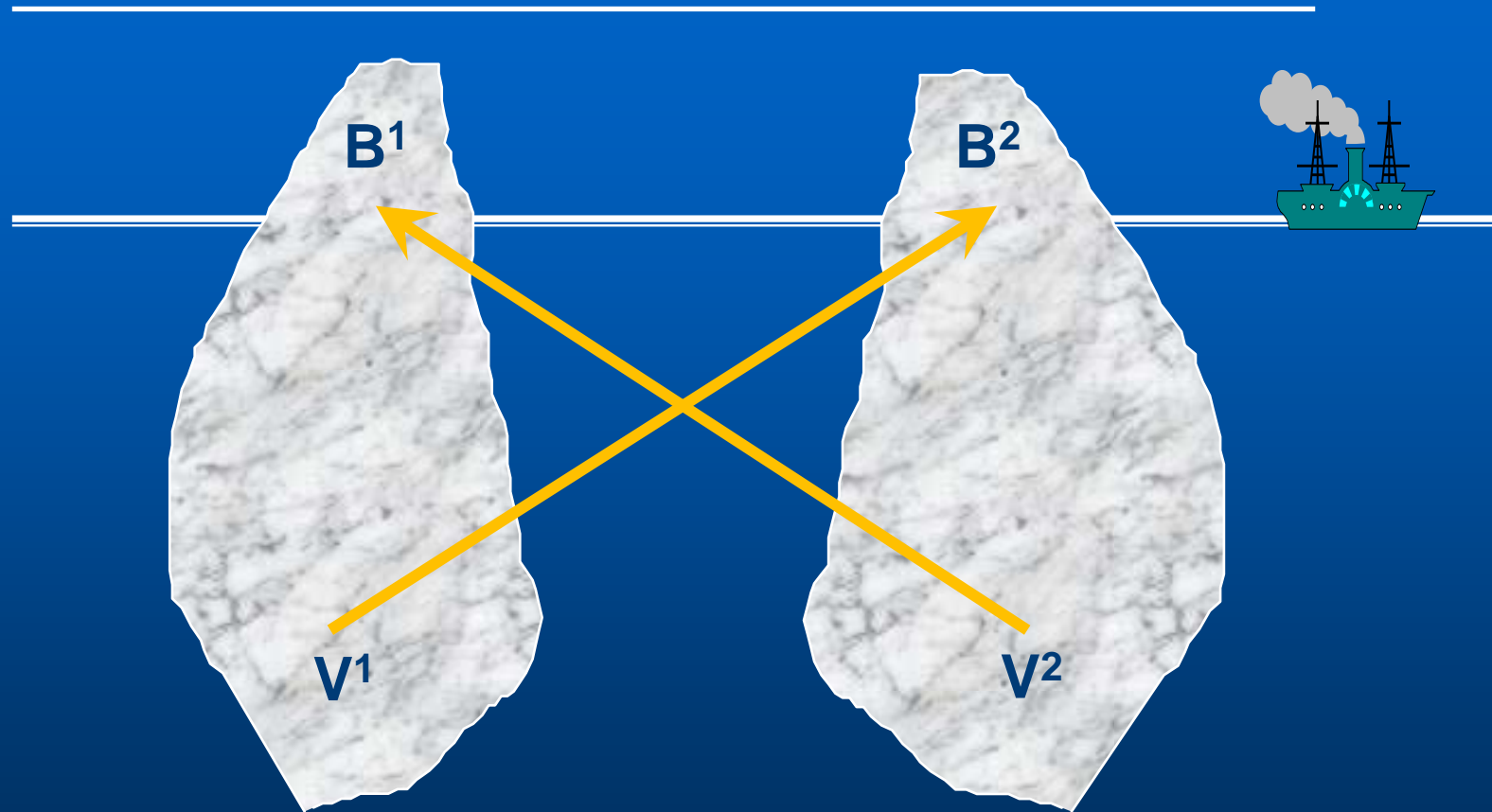
The Iceberg

Symbols
Behaviour
Language

Values
Attitudes
Assumptions



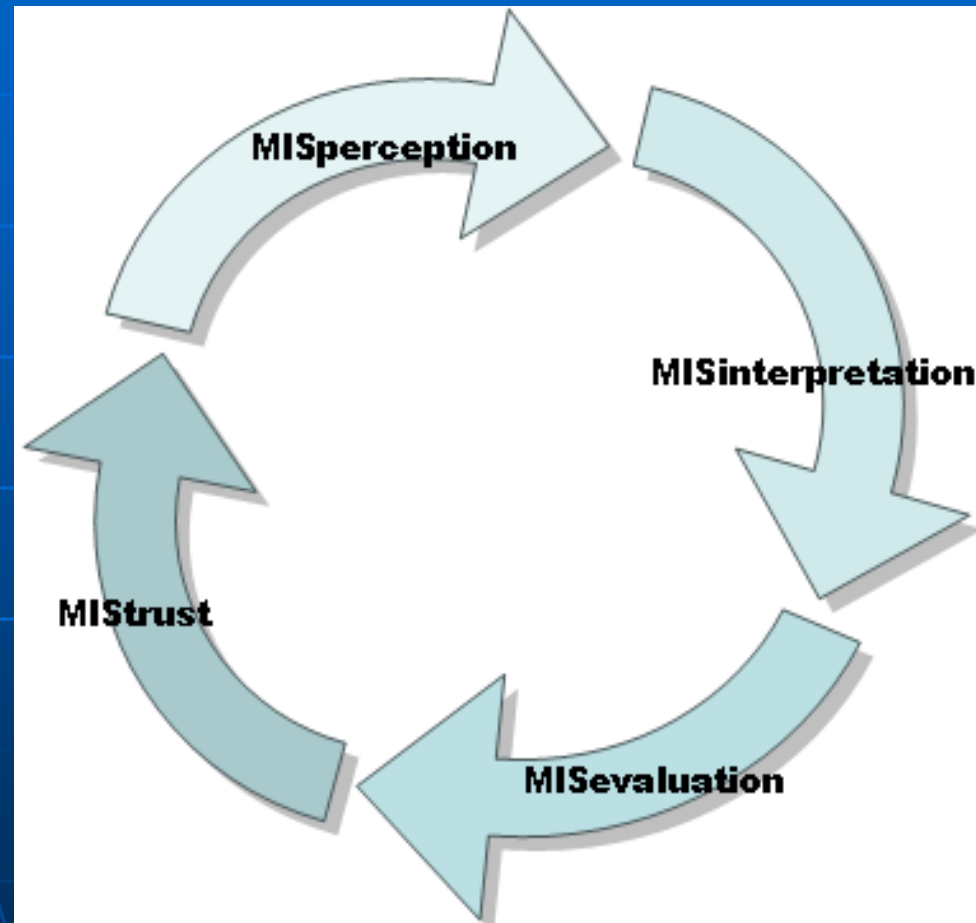
ICEBERG THEORY



B = Behaviour (what you do and say)

V = Values (beliefs about what is right to do and say)

The "MIS" Factor



Individual Factors for Success

All Those
Factors that
Relate to the
Cultural
Understanding
Required by
the Work

The International Competencies



10 International Competencies

1. Openness

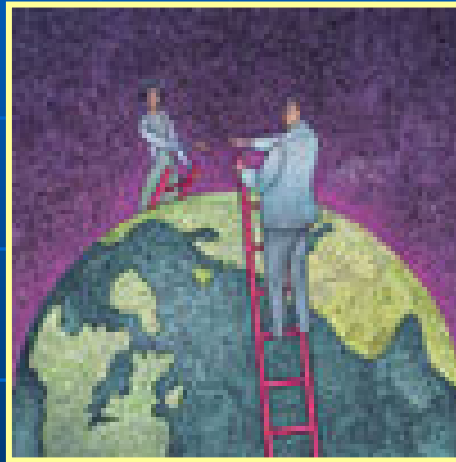
10. Synergy

2. Flexibility

9. Influencing

3. Personal Autonomy

8. Cultural Knowledge



4. Emotional Strength

7. Transparency

5. Perceptiveness

6. Listening Orientation



10 International Competencies / 22 Dimensions

10. Synergy

- Creating New Alternatives

9. Influencing

- Rapport
- Range of Styles
- Sensitivity to Context

8. Cultural Knowledge

- Information Gathering
- Valuing Differences

7. Transparency

- Clarity of Communication
- Exposing Intentions

6. Listening Orientation

- Active Listening

1. Openness

- New Thinking
- Welcoming Strangers
- Acceptance

2. Flexibility

- Flexible Behavior
- Flexible Judgment
- Learning Languages

3. Personal Autonomy

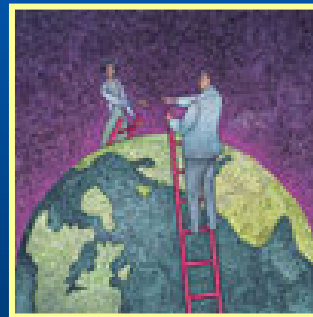
- Inner Purpose
- Focus on Goals

4. Emotional Strength

- Resilience
- Coping
- Spirit of Adventure

5. Perceptiveness

- Attuned
- Reflected Awareness



What Makes for Success in Cross-Cultural Distributed Teams?

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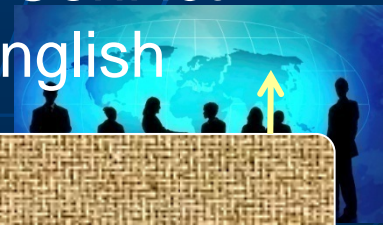
VIRTUAL

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CROSS-CULTURAL

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TRUST AND LEADERSHIP



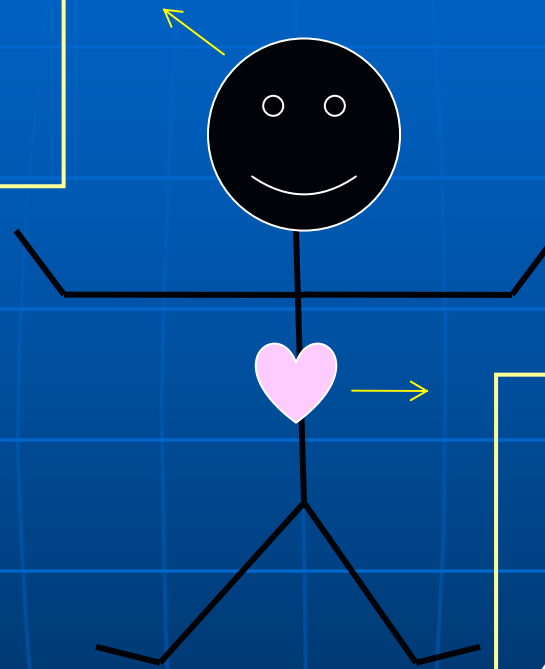
LEADERSHIP

The Ambassadorial Leader*

A Model for Leading Virtual Teams

Task (Head) Orientation

- 1.Ensures Effective Team Start-Up
- 2.Optimizes Use of Collaborative Technologies
- 3.Manages Successful Virtual Meetings
- 4.Applies and Adapts Project Management Techniques



Social (Heart) Orientation

- 1.Embraces Cultural Diversity
- 2.Promotes Productive Team Interactions
- 3.Builds an Environment of Trust
- 4.Manages Conflict Constructively
- 5.Humanizes the Virtual Environment

*Based on a Concept by:
Michael R. Ryan and Richard R. Reilly
Stevens Institute of Technology





Thank you so much for your time and
attention!

Please feel free to contact me:
Sue Bray: suebray@mindspring.com

518 451 9424

Challenge 2:
Managing Cultural
Diversity,
Differences
and Conflict



Lost in Translation:
Have you ever felt like this?





The Intercultural Mindset

QUESTION: *Why can some people act appropriately and effectively in new cultures or among people with unfamiliar backgrounds while others flounder?*

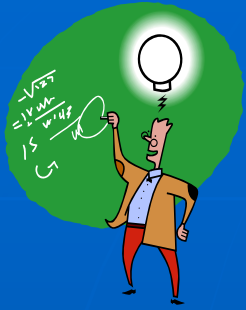
- What is an intercultural mindset?
- Is it natural?
- Can it be learned / cultivated?



Attributes of an Intercultural Mindset

- Willingness to understand you own culture and how that impacts *your* behaviors
- Openness to learning about the cultural orientation of others and how that impacts *their* behaviors
- Propensity to suspend judgment in dealing with others who are different (Be the observer not the judge)
- An attitude of respect toward others
- A willingness to face some of your own stereotypes, prejudices, limiting beliefs
- Ability to enter into another perspective temporarily (i.e.. empathy)





Cultural Intelligence

What is Cultural Intelligence?

An outsider's ability to interpret someone's unfamiliar behaviors and ambiguous gestures the way someone of that person's own culture would





The 8 Major Cultural Orientations

Planning and Time Orientation (Hall)

Impact on....	Polychronic	Monochronic
Planning and setting objectives	<ul style="list-style-type: none"> •Various paths to achieve an objective. Keep options open as long as possible;empha-size activities in parallel 	<ul style="list-style-type: none"> •There is one critical path to achieve an objective, so we invest in advance planning. Focus on one thing at a time
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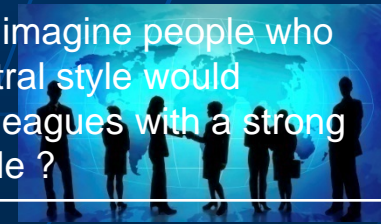




The 8 Major Cultural Orientations

Emotions at Work (Trompenaars)

Impact on....	Affective	Neutral
Visibility of emotions in professional contexts	<ul style="list-style-type: none"> •Healthy to show emotions at work because it shows interpersonal engagement. Speaking style as important as content. 	<ul style="list-style-type: none"> •Inappropriate to show emotions at work - primary goal is factual conclusion. Accuracy of communication valued over style.
Style in Interaction	<ul style="list-style-type: none"> •“ How can I trust someone who hides his/her real feelings?” •Focus is creating positive interpersonal relations. Hiding emotions can be viewed as dishonest or cold 	<ul style="list-style-type: none"> •“How can I trust someone who is a slave to his/her unpredictable emotions?” •Focus of communication is problem-centered, impersonal, and goal-oriented. Display of emotion viewed as unprofessional
Mutual Perceptions	How do you imagine people who value an Affective style would evaluate colleagues with a strong Neutral style?	How do you imagine people who value a Neutral style would evaluate colleagues with a strong Affective style ?

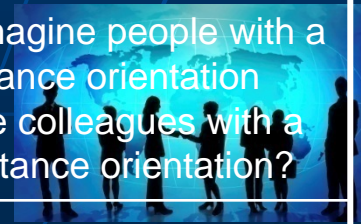




The 8 Major Cultural Orientations

Boss Subordinate Relationships (Hofstede)


Impact on....	High Power Distance	Low Power Distance
<p>Boss / Subordinate Relationships</p> <p>Boss/ Subordinate communications style</p>	<ul style="list-style-type: none"> •Healthy to be aware of your place in the organizational hierarchy. Respect for position key to stability. Deference to superiors is appropriate. •When communicating with superiors, titles should be used and status deferred to show respect •Avoid upward feedback - especially negative or public •Centralization is popular 	<ul style="list-style-type: none"> •A “superior” does not have automatic right to more power and privileges. Organizational stability comes more from mutually agreed goals than personal authority. •No special deference needed when communicating with superiors. Few titles and references to status. •Expect constructive disagreement •Centralization is unpopular
<p>Mutual Perceptions</p>	<p>How do you imagine people with a high power distance orientation would evaluate colleagues with a low power distance orientation ?</p>	<p>How do you imagine people with a low power distance orientation would evaluate colleagues with a high power distance orientation?</p>





The 8 Major Cultural Orientations

Tolerance of Uncertainty

Impact on....	Low Tolerance	High Tolerance
<p>How we manage the feeling of anxiety caused by uncertainty of unknown situations</p>	<ul style="list-style-type: none"> • Higher stress levels perceived at work • Emotional requirement for formal / written rules • Long-term careers common • Expressiveness is common and stress is released • People appear busy, active and aggressive 	<ul style="list-style-type: none"> • Lower stress levels perceived at work • Preference for informal / unspoken rules • Career changes are common • Emotions are hidden and stress is internalized • People appear controlled and quiet
<p>Mutual Perceptions</p>	<p>How do you imagine people with low tolerance of uncertainty would evaluate colleagues with a high tolerance of uncertainty?</p>	<p>How do you imagine people with a high tolerance of uncertainty would evaluate colleagues with a low tolerance of uncertainty?</p> 



The 8 Major Cultural Orientations

The Individual and the Group (Hofstede)

Impact on....	Collectivism	Individualism
The relative priority of the individual and the group	<ul style="list-style-type: none"> •Cohesiveness and harmony of the group make a company effective. Individual freedom may need to be reduced to improve quality of life for all •Do not distinguish your own opinions and priorities from others in the group •Conflict must be avoided as it disturbs harmony •Employer-employee relationship is like a family tie 	<ul style="list-style-type: none"> •The skill and motivation of the individual make a company effective. Individuals need freedom to develop themselves. •Distinguish own priorities and opinions from others in the group •Accept that some conflict is inevitable. Channel it for good •Employer-employee relationship is a contract
Mutual Perceptions	How do you imagine people who prefer a Collectivist orientation would evaluate colleagues with an Individualist orientation?	How do you imagine people who prefer an Individualist orientation would evaluate colleagues with a Collectivist orientation?





The 8 Major Cultural Orientations

Private Life (Hofstede)

Impact on....	Masculinity	Femininity
Attitudes to work, conflict and private life	<ul style="list-style-type: none"> •We live to work •We expect company matters to interfere in private life •Money, competition, and performance are key motivators •Meetings are opportunities to assert power •Resolution of conflicts are reached by fighting them out •Performance society ideal 	<ul style="list-style-type: none"> •We work to live •We don't expect company matters to impact private life •Quality of work life and solidarity among colleagues are key motivators •Meetings are opportunities to reach common solutions •Resolution of conflicts are reached by negotiation •Welfare society ideal
Mutual Perceptions	How do you imagine people with a more Masculine approach would evaluate colleagues with a more Feminine approach?	How do you imagine people with a more Feminine approach would evaluate colleagues with a more Masculine approach?





**All Those
Factors that
Relate to the
Cultural
Understanding
Required by
the Work**

What is International English?



International English Clarity Checklist

**All Those
Factors that
Relate to the
Cultural
Understanding
Required by
the Work**

1. My ideas are logically sequenced
2. Pauses are included to allow the listener to understand me
3. My varied intonation helps to clarify
4. I use sufficient volume to be audible
5. I use regular summaries to consolidate key points.
6. I give concrete examples relevant to the listener
7. When necessary I use drawings and visuals to support my ideas
8. I avoid all colloquialisms, slang, acronyms and idioms
9. I ensure each key word is clearly stressed with a slight pause afterwards
10. I clearly separate main ideas from secondary ones
11. I check at intervals to ensure understanding - avoiding a face-saving 'yes' after the patronizing 'Is that clear?'
12. I notice non-verbal 'signals' of uncertainty and respond accordingly
13. I focus as much on *how* as on *what* I communicate?
14. My intentions are clearly explicit rather than left to be inferred
15. I ensure that I slow down my pace when speaking



TRUST

Developing Trust

“If we are to enjoy the efficiencies and other benefits of the virtual organisation, we will have to rediscover how to run organisations based more on trust than on control.”

“Virtuality requires trust to make it work: Technology on its own is not enough.”

--Charles Handy



TRUST

What is Trust?

- How would you define trust in your own words?
- Think of a team environment you have worked in before that was characterized by *lack of trust*? What are some words that would describe that?
- Think of a team environment you have worked in before that was characterized by *high levels of trust*? What are some words that would describe that?



TRUST

One Definition of Trust

“A generalized belief or expectancy that people will behave in a certain way, and will do nothing to harm me.”



TRUST

10 Results of Low Levels of Trust Within Groups

1. ***Low productivity*** as people do the minimum
2. ***Ineffective problem solving*** as people minimize vulnerability
3. ***Reduced learning*** as people do not accept help and advice if there is mistrust
4. ***Weaker teamwork*** as people feel compelled to work together but are not committed
5. ***More stress and uncertainty*** as distrust causes anxiety about people's motivation



TRUST

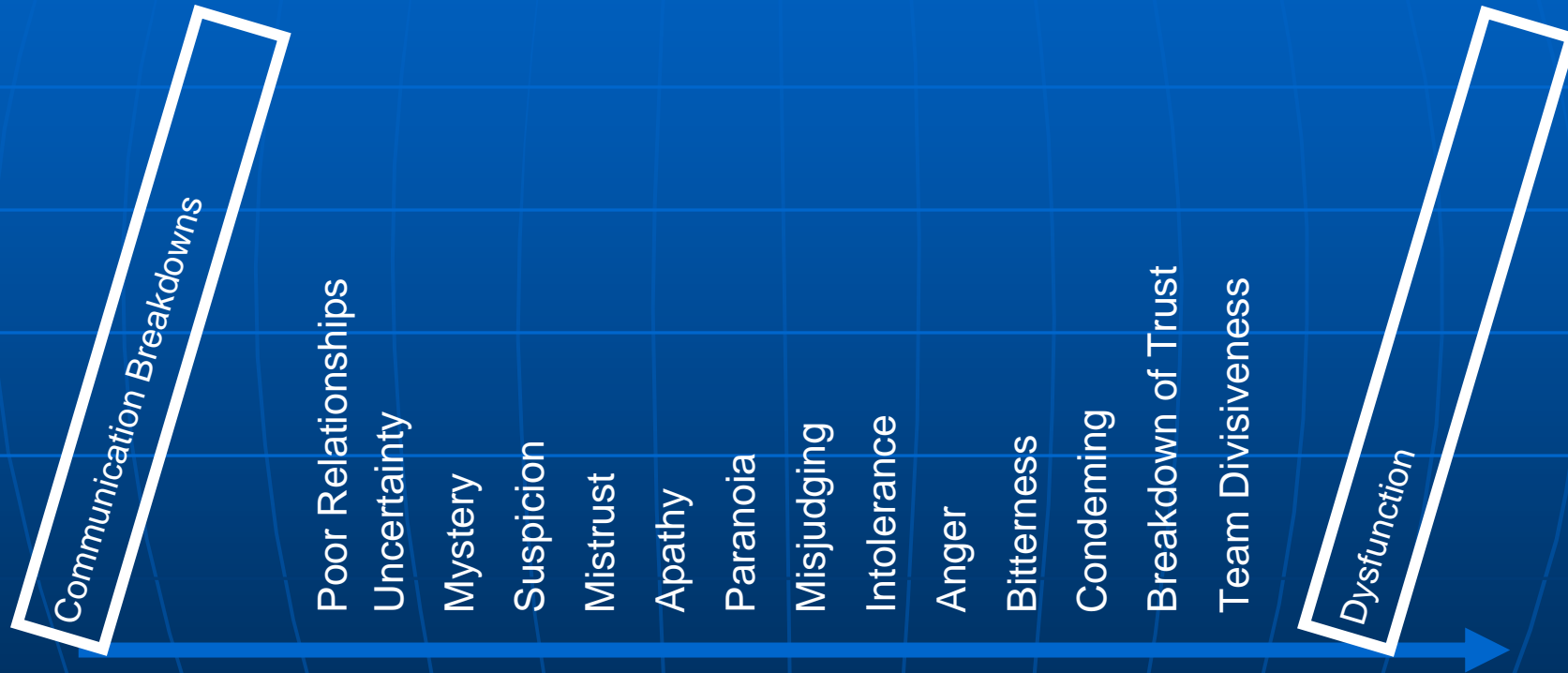
10 Results of Low Levels of Trust Within Groups (2)

6. ***Lack of quality information*** as sensitive information is withheld by team members
7. ***Costly checking systems*** as people double-check and cross-check
8. ***Lack of communication*** as people avoid each other and do not cooperate
9. ***Defensiveness*** as people protect themselves from opportunities
10. ***High turnover of innovators*** who require an atmosphere of trust to be effective



TRUST

The 'Domino Effect' in Trust *When Communications Break Down*



TRUST

What makes up Trust? - The WorldWork Trust Criteria



Competence:

Trust based on a perception that team members are competent, and so will not let me down.



Compatibility

Trust based on background, values, approaches, interests and objectives held in common.



Goodwill

Trust based on the belief that other team members are concerned about my overall welfare.



Integrity

Trust based on the fact that other team members maintain promises and behave towards me in accordance with a moral code.



TRUST

What makes up Trust? - The WorldWork Trust Criteria



Predictability

Trust based on the observation that the behavior of team members is consistent over time and in different contexts.



Well Being

Trust arising from the feeling that I have nothing to fear from the other members of my team.



Inclusion

Trust based on the observation that other group members are team orientated and include me in their social and work activities.



Openness with Information

Trust based on the fact that other team members share information that is important to the team proactively and clearly.



TRUST

What makes up Trust? - The WorldWork Trust Criteria



Accessibility

Trust based on the fact that other team members share their true feelings and I can relate to them at a personal level.

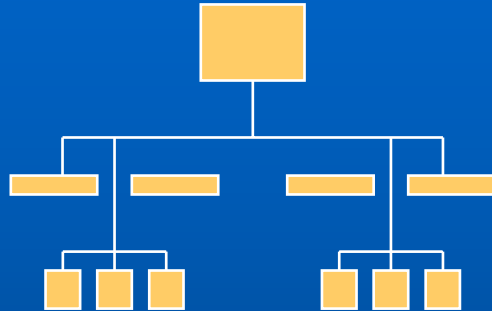


Reciprocity

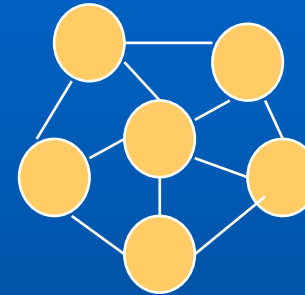
Trust based on the observation that other group members are trusting and cooperative towards me.



Global Vs. Multinational?



- One primary center
- Hierarchical structure
- Rigid, geographic organization
- “Multi-domestic”
- Naturalization of staff
- Key value for local responsiveness
- Boss/subordinate
- Chain of command
- Information = power



- Many centers
- Network
- Generally organized by products, functions
- Organic
- People rotated all over the world
- Interactive
- Matrix
- Information = resource



The Changing Business Climate

1980's and Before	1990's and After
<ul style="list-style-type: none">•Continuity•Planning•Adjustment•Diversification•Management•Instruction•Individuals•Knowledge•Scale and security•Uninformed customers•National Borders	<ul style="list-style-type: none">•Change•Coping with the unexpected•Transformation•Focus and Segmentation•Facilitation•Learning•Project groups and teams•Competence•Flexibility, responsiveness, speed•Demanding Customers•Freedom of movement

Those Factors that
Relate to “Virtual”
Nature of the Work



1. Complexity of Distributed Teams

- Two Key Factors
 - **Factor 1:** The 4 Principle Dimensions of Working
 - **Factor 2:** Anti-Teaming Forces



Those Factors that
Relate to “Virtual”
Nature of the Work



1. Complexity of Distributed Teams

Factor 1: The 4 Principle Dimensions of Working

- The 4 Principle Dimensions of Working:
 - People
 - Processes
 - Organization
 - Technology
- In most distributed teams all four of these dimensions are new



Those Factors that
Relate to “Virtual”
Nature of the Work

1. Complexity of Distributed Teams

Factor 2: Anti-Teaming Forces at Work

- By their very nature, distributed teams are more fragmented and diverse than face to face teams
 - In face to face teams the natural force (collocation) pulls them together
 - In distributed teams the natural forces (separation) pull them apart

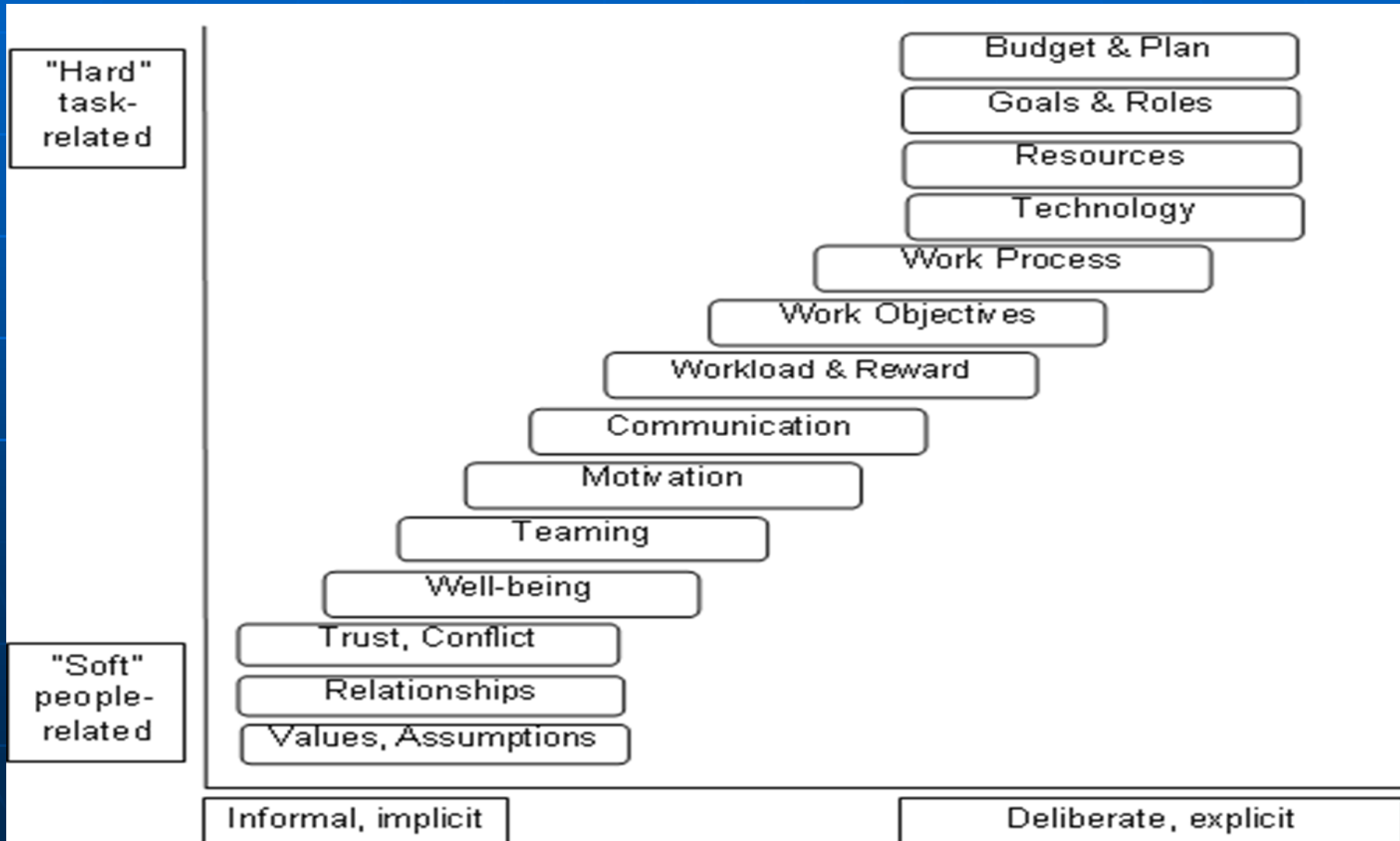


Those Factors that
Relate to "Virtual"
Nature of the Work



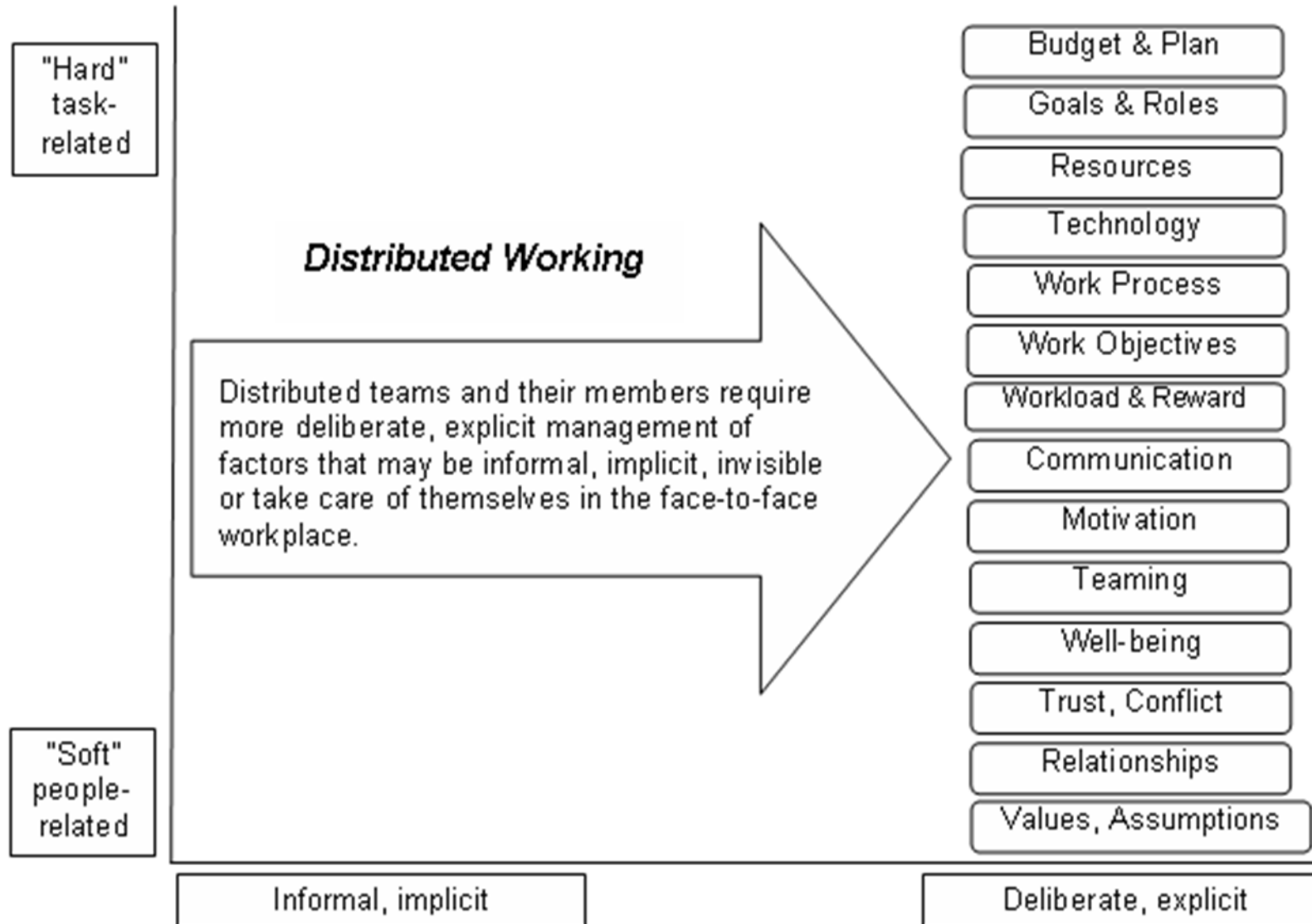
3. Need to be Explicit

Managing face-to face



Those Factors that
Relate to “Virtual”
Nature of the Work

3. Need to be Explicit Managing a Distributed Team



Those Factors that
Relate to “Virtual”
Nature of the Work



5. Communication Technologies

The Right Tool for the Job

Importance of Collaboration:

“Collaboration is a key driver of overall performance of companies around the world. Its impact is twice as significant as a company’s aggressiveness in pursuing new market opportunities (strategic orientation) and five times as significant as the external market environment (market turbulence.)”

From a recent international study by Frost & Sullivan (sponsored by Verizon and Microsoft), “Meetings Around the World: The Impact of Collaboration on Business Performance,” a first-of-its-kind collaboration index to measure the impact of technologies and communications culture on the overall performance of companies



Those Factors that
Relate to “Virtual”
Nature of the Work



5. Communication Technologies

- In Virtual teams, the selection of appropriate tools to support collaboration is critical
- As businesses transition to virtual mode, they must increase investment in networks and tools that support new ways of working

However great tools, robust networks, and training and support in their use are a necessary, but not sufficient, condition for the success of virtual teams....

Its about the people!



**Those Factors that
Relate to “Virtual”
Nature of the Work**



5. Communication Technologies

“We underestimated the technology needs. We corrected that the first year. However, our single biggest mistake was not understanding the people issues. If we were starting over we would spend more time and resources emphasizing training and communication.”

Robert Egan,

Director, Global Mobility and Virtual Work at IBM



Those Factors that
Relate to “Virtual”
Nature of the Work



5. Communication Technologies

What is a Communication Contract?

- A jointly created agreement amongst all team members that specifies:
 - The communication tasks
 - The tools that will be used
 - The guidelines for their use

Virtual work and virtual teaming depend on an extremely high level of communication and trust.”

Margery Mayer, “The Virtual Edge”



**Those Factors that
Relate to “Virtual”
Nature of the Work**



5. Communication Technologies

- **Teams should be guided by *principles* of tool selection, not lists of tools available at any specific time**
 - rapidly changing environment
 - different fields have their own specialized tools
- **We recommend the concept of “Immediacy” as a guiding principle**



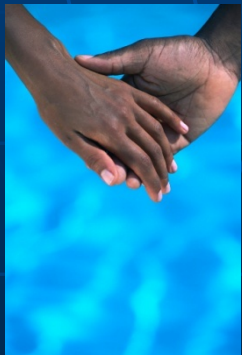
**Those Factors that
Relate to “Virtual”
Nature of the Work**



5. Communication Technologies

Immediacy Defined

“Mehrabian (1967) defined immediacy as the extent to which selected communicative behaviours enhance physical or psychological closeness in interpersonal communication. In other words, immediacy can be understood as “those communication behaviours that reduce perceived distance between people.”

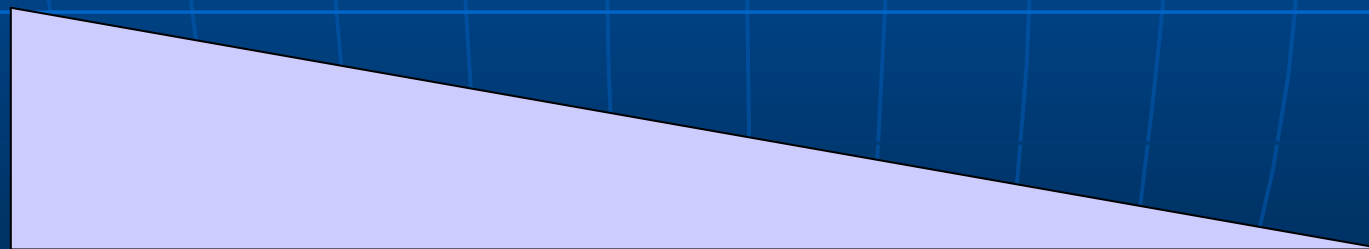


Those Factors that
Relate to “Virtual”
Nature of the Work



5. Communication Technologies

Selecting the Tools: An Immediacy Continuum



High Immediacy

Low Immediacy



Those Factors
that Relate to
“Virtual” Nature
of the Work



Technology and the Loss of Context

	Words	Graphical Information	Immediate Feedback	Voice Tone	Non-Verbals	Physical Exchange	Environmental Information
Face to Face							
Video-conference							Limited
Web Conference							
Telephone/ Audio Only Conference							
Voicemail							
Email		Limited	Limited				



**Those Factors
that Relate to
“Virtual” Nature
of the Work**



Applying the Technology Choices

SAME PLACE

ANY PLACE

**SAME
TIME**

•Face to Face meeting

•Videoconferencing

•Telephone / VoIP

•Web Conferencing

•Audio Conference

•Instant Messaging / Chat

**ANY
TIME**

•Physical Bulletin Boards
•Central Library of Hard Copy
Materials

•Email

•Discussion Board

•Team Website

•Wikis

•Team Scheduling Software

•Shared Archive

•Social Networking

•Project Management
Software

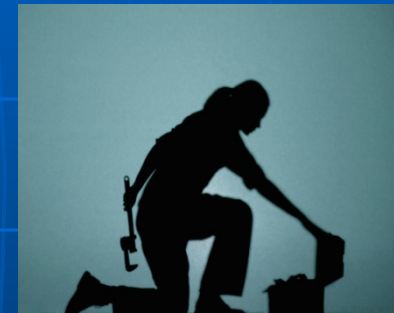
5. Communication Technologies

Those Factors
that Relate to
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Basic Toolbox for Virtual Teams:*

- Telephone
- Email
- Access to On-Demand Audio Conferences
- Shared File Repository
- Wiki / Team Website
- Access to Webconferencing software, if it all possible



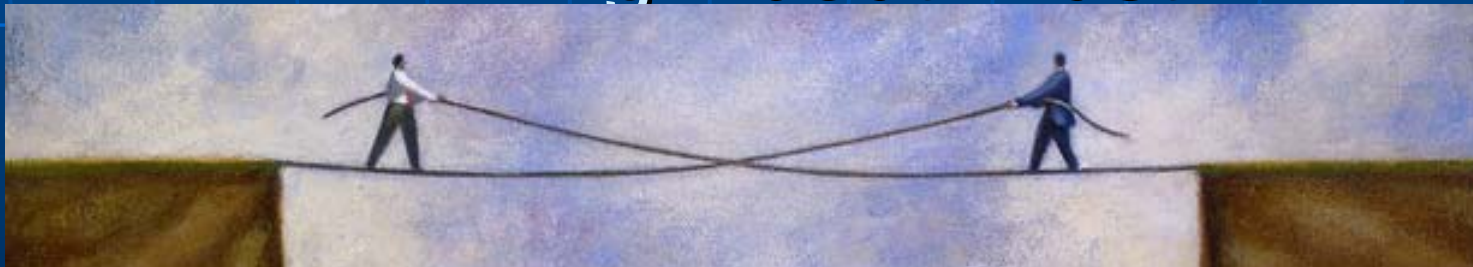
*General guideline, but no substitute for the planning suggested via the 4 questions, immediacy/task needs, and communication contract



- ## 2 Primary Foundations for Virtual Team Success

TRUST AND LEADERSHIP

Thinking About Trust



2 Primary Foundations for Virtual Team Success

TRUST AND LEADERSHIP

Thinking About Leadership



LEADERSHIP

The 7 Habits of Highly Successful Global Distributed Team Leaders

Highly Successful	Highly <i>Un</i> -successful
Models an Intercultural Mindset	Ignores or is suspicious of cultural difference
Creates a shared vision and common objectives for the team	Fails to provide clear direction for the work of the team
Ensures that everyone knows his/her role and how decisions are taken	Makes no effort at role clarification or specification of the decision process
Establishes predictable communication patterns	Allows for haphazard communication patterns
Builds a sense of team spirit and community	Makes no attempts to build a sense of “We”
Consciously humanizes the virtual environment	Resists activities designed to build relationships as a waste of time
Builds and monitors trust in the team	Is inconsistent and unpredictable, and fails to assess the “trust health” of the team

