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WORKING AS A GLOBAL TEAM

Elisabeth Weingraber-Pircher

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CULTURE INFLUENCES @ WORK

RECOGNISE

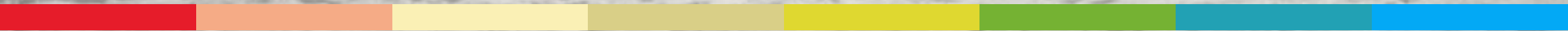
- Recognising cultural differences – with curiosity and wonder
- Recognise as equally legitimate

SHIFT

- Know the rules of the game, the codes, the expectations
- Appropriate frameworks to observe communication styles and cultural values.

ACT, not re-act

- Know what you want to get across
- How to be understood the way you want to be understood.



WHAT IS A MULTICULTURAL TEAM?

A collection of individuals who are interdependent in their tasks, who share responsibility for outcomes, who see themselves and are seen by others as an intact social entity, embedded in one of more social systems and who manage their relationships across organizational boundaries.

Halverson & Timizi 2008, Effective Multicultural Teams

A multicultural team has membership of several different nationalities, age groups, gender, professions with different values, beliefs and perceptions.



RECOGNIZE





ADVANTAGES AND DISADVANTAGES OF MC TEAMS

Nancy Adler 2008, International Dimensions of Organizational Behaviour

ADVANTAGES	DISADVANTAGES
<p>Diversity permits increased creativity</p> <ul style="list-style-type: none"> Wider range of perspectives More and better ideas Less groupthink 	<p>Diversity causes a lack of cohesion</p> <p>Mistrust</p> <ul style="list-style-type: none"> Lower interpersonal attractiveness Inaccurate stereotyping More within- culture conversations
<p>Diversity forces enhanced concentration to understand other's</p> <ul style="list-style-type: none"> Ideas Perspectives Meanings Arguments 	<p>Miscommunication</p> <ul style="list-style-type: none"> Slower speech: Non- native speakers and translation problems Less accuracy
<p>Increased creativity and lead to generating</p> <ul style="list-style-type: none"> Better problem definitions More alternatives Better solutions Better decisions 	<p>Stress</p> <ul style="list-style-type: none"> More counterproductive behaviour Less disagreement on convent Tension
<p>Teams can become</p> <ul style="list-style-type: none"> More effective More productive 	<p>Lack of cohesion causes an inability to:</p> <ul style="list-style-type: none"> Validate ideas and people Agree when agreement is needed Gain consensus on decisions Take concerned action



SHIFT



A long, multi-span bridge with concrete piers and a dark metal railing spans across a wide river. The scene is shrouded in a thick, low-lying fog or mist, which obscures the water and the lower parts of the bridge. The sky is a pale, clear blue. In the background, a line of trees and some distant structures are visible through the haze. The overall mood is serene and atmospheric.

WHERE DO YOU STAND?

WORK STYLE PREFERENCES

One thing at a time  Multiple things at a time

Present  Future focus

Individualistic  Collectivistic

Relationships  Processes

Structure  Flexibility

Egalitarian  Hierarchy





COGNITIVE STYLE CONTINUUM

Some Asian cultures	Some North American cultures	Some Northern European cultures	Some Southern European Cultures
Concrete description: Who? What? When?	Procedural models: How?	Abstract theory: Why?	Abstract theory in relational context: Why? Who?
In search of perfection, accuracy and detail	Use of logic and probability	In search of precision and coherence.	Emphasis on formality and credibility.
Consensus creation	Problem solving	Strategic analysis	Strategic collaboration
Perceptions and images	Concepts and Models	Symbolic systems	Symbolic systems and relations



Milton Bennett, published in "la comunicazione interculturale: Competenze e pratiche" by Ida Castiglioni 2007

ACT



GLOBAL TEAM ADVICE

Everyone: Create a piece of advice

Reader: Read it out loud

Everyone: Think of advantages and disadvantages implementing the advice

Reader: Ask one person to list as many advantages and one to list as many disadvantages as possible

Reader: Suggest ways of reducing disadvantages

Players: Evaluate advice. Thumbs up is passed on to facilitator



Questions? Thoughts? Observations?



Thank you! Grazie!
Danke! Obrigada!

kultur.elle

Telephone: +39 349 8205885

E-mail: info@kulturelle.com

www.kulturelle.com

