

A light blue silhouette of a world map is centered in the background, showing the outlines of continents. The title text is overlaid on this map.

MIND THE GAP: HOW TO MAKE GLOBAL VIRTUAL TEAMS WORK

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Kristy Beckman



- Experienced change agent and integrator of global teams
- A chemical engineer by degree with a long career in new product development with global teams
- Now working in M&A and delivering on global corporate integration goals
- 25 years working for four different global companies
 - Diverse locations (and cultures) across the U.S.
 - Also based in Malaysia for a time
- Mother of two globally curious pre-teen boys



Mary Beth Lamb

- Lived, worked and traveled in 70 countries
- Co-founded/ran three successful global businesses in Europe and North America
- Author, global leadership and teaming consultant and professor of practice at three U.S. graduate schools
- Married, mother of 5, volunteer, musician, writer, traveler, hiker, yoga nut.



Amy S. Tolbert, Ph.D., CSP

- Principal, ECCO International
- Author of five books
- Researcher in global competencies
- Crazy mother of two daughters
- Baby boomer
- MN - based (you will hear the accent)
- East Coaster (you will see that emerge!)

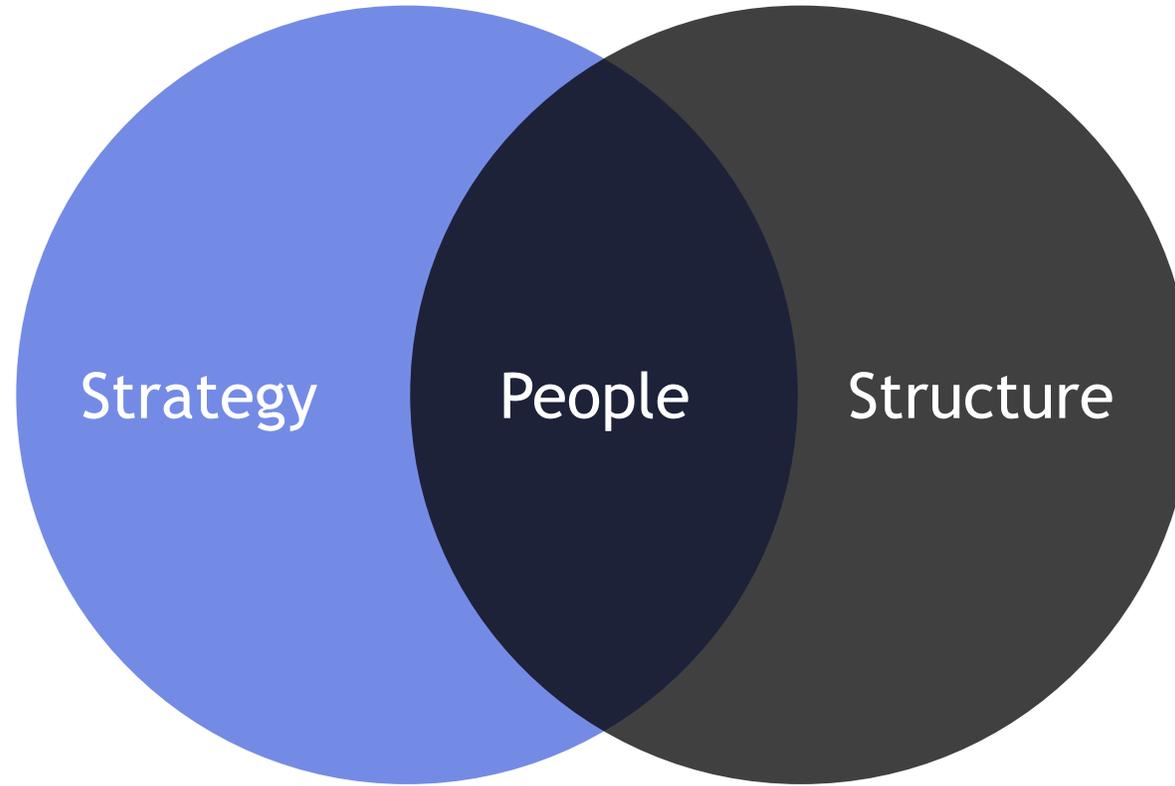


What Are Your Virtual, Cross-cultural Team Challenges?

1. In small groups, come up with two examples of what your global team challenges are (underneath the waterline) that you face in domestic or international cross-cultural interactions
2. Answer: We would be more effective working in virtual global teams if only...



A Global Organization



How can we get maximum results across geographies, organizations, cultures and languages?

Virtual Teams Consistently Underperform

What percentage of cross-border teams actually **achieve their objectives**?

Here's what we hear...

Virtual, diverse teams complain that headquarter-based members often:

- lead global teams by default
- build team charters, goals and metrics without input from other team sites
- fail to include and leverage team member talents, expertise and point of view at other locations
- get no cultural competency and virtual teaming skill development to ensure teams can hit the ground running and achieve peak performance.



Rosen and Digh (2008)

Thrive with A.L.I.V.E



- Adapt
- Leverage
- Include
- Verify
- Ensure

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Successful Global Leaders Use “The 3 A’s” (Aware, Accept, Adapt)

A Global Mindset means I am...

1. **Aware** of the cultural differences that impact business and
2. **Accept** those differences

The Global Skillset then helps me...

3. **Adapt** to the differences to achieve peak results.

Aware

Accept

Adapt

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Remember! An Accurate Cross-cultural Interaction is a 2-Step Process



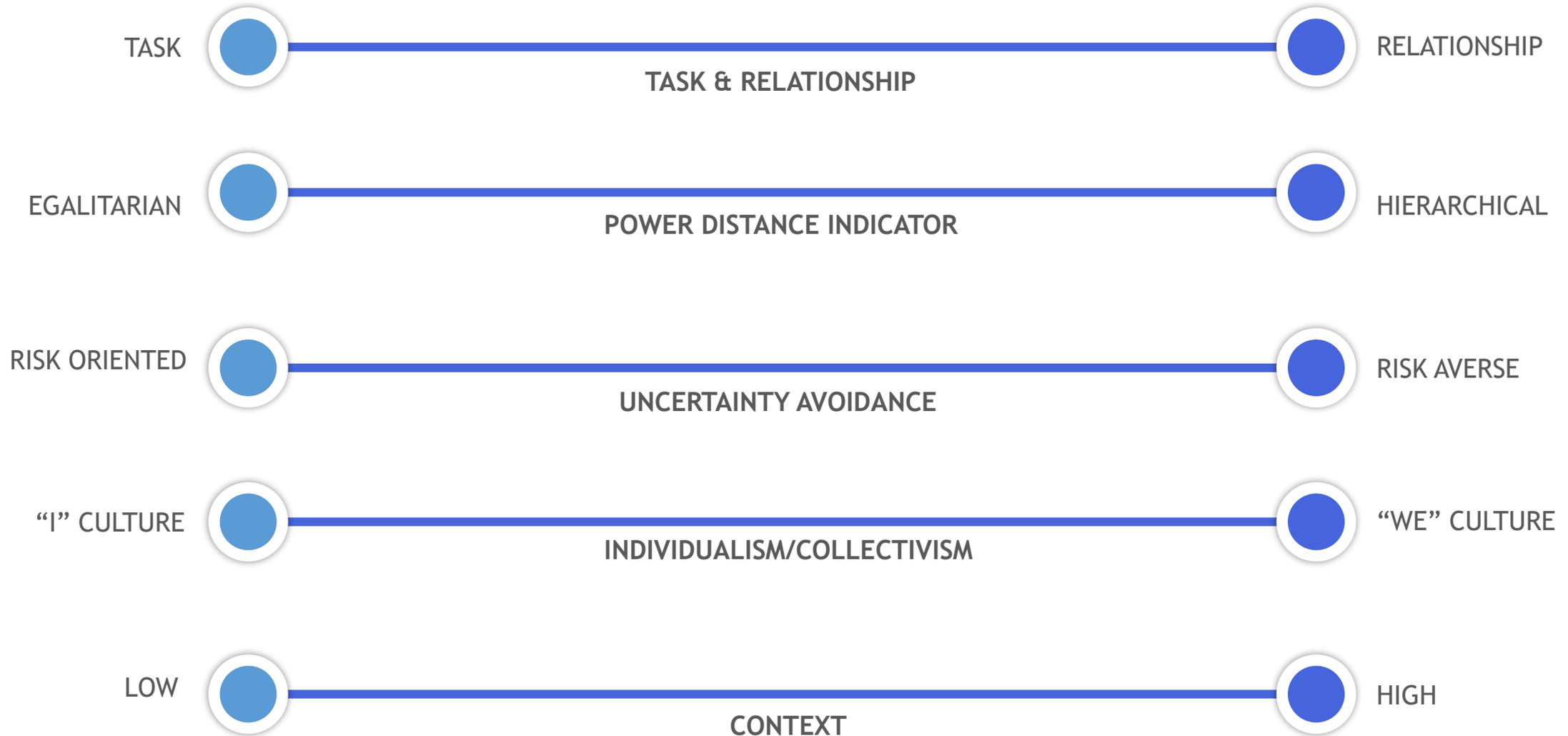
Step One:

If I don't know my counterparts and witness well, I can start by identifying the group norms of the cultures with whom I am working.

Step Two:

Once I get to know my business partners, I must find out what their *individual cultural* preferences are that might impact me.

5 Key Cultural Dimensions



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Include These 6 Best Practices for Virtual Team Success



- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Build a Team Charter



- Clarify Expectations
- Determine Optimal Size, Structure and Membership
- Define the Mission
- Clarify Internal Management and Operating Guidelines
- Clarify “Human Resources” Issues
- Create a Communication Plan

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VERIFY Which Virtual Communication Tools To Use When

- Telephone conference
 - E-mail/Texting Apps
 - Videoconference
 - Webcasts/Webinars
1. Consider advantages and disadvantages of a particular type of communication
 2. Consider how to ensure comprehension and commitment



Telephone Conference Tips



- For relationship-oriented team members, spend a few minutes discussing non-business-related issues. This is not a waste of time; you must establish trust before you can get the task done.
- For task-oriented team members, start voice-mail messages and phone calls with a purpose statement and desired outcome.
- Plan to double the time for a call when working across a language difference.
- Speak slowly and clearly; avoid colloquialisms and slang.

Telephone Conference Tips (continued)



- Review key points from time to time.
- Plan to be in contact several times after the initial phone call to ensure all parties understand and are aligned with the decisions being made.
- At closing, ask team members to summarize and confirm the next steps to make sure there is true understanding.
- Designate a scribe. Scribe sends a written summary after every conversation - real time. It includes agreements, action items with key names, and timelines. This is key; your business counterparts may wait to act until they receive such a summary to ensure they understood the conversation.

E-mail and Texting App Tips



- Is e-mail or texting the best medium to use? Would it be more effective for you to call or schedule a phone meeting or a videoconference or webcast? It is not if you go back and forth more than two times. Stop! Call.
- First: Ask your team members what s/he thinks instead of making demands.
- For relationship-oriented team members, try writing e-mail messages to just to say hello, without asking for anything.
- In follow-up emails: Clearly state your purpose and deadline at the beginning of the message. Be direct and to the point.
- For task-oriented team members, start with Who, What, When and Why.

E-mail and Texting App Tips (continued)



- Response time varies worldwide. Increase successful participation by all team members by sending e-mails or requests for information as far in advance as possible.
- Avoid using humor; it doesn't translate well in writing or across cultures.
- Keep your messages to two or three key points. Don't overwhelm your team members with too many points or details in one message.
- Default initially to a more conservative tone and style. Many cultures prefer a more formal approach.
- Mirror the forms of greetings, address and style your team member uses.

Webcast and Video Conference Tips



- Plan ahead. Designate facilitator and scribe for each meeting.
- How do meeting participants perceive you? What do you need to do and say and prepare to be credible?
- Reduce the amount of material used for a standard videoconference by at least half (50%) when working with a virtual global team. Limit meetings with English-as-a-second language participants to 45 minutes.
- Allow for more discussion time when working in a global team to account for English-as-a-second language participants.
- Present material plainly, clearly, and slowly.
- Use different methods to repeat key information.
- Live scribe during the meeting.

Thrive with A.L.I.V.E



- Adapt
- Leverage
- Include
- Verify
- **Ensure**

5 Tactics to Ensure Results in Virtual Teams

1.

2.

3.

4.

5.



Action Plan: Thrive with A.L.I.V.E!



Let's get to work with your personal action plan.

What will you commit to?

1. Which A.L.I.V.E. tips do you want to share with your virtual team(s)?
2. Which virtual team best practices and tips will you try with your virtual team in the next 10 days?





Global Resource Links

<https://ECCOInternational.com>

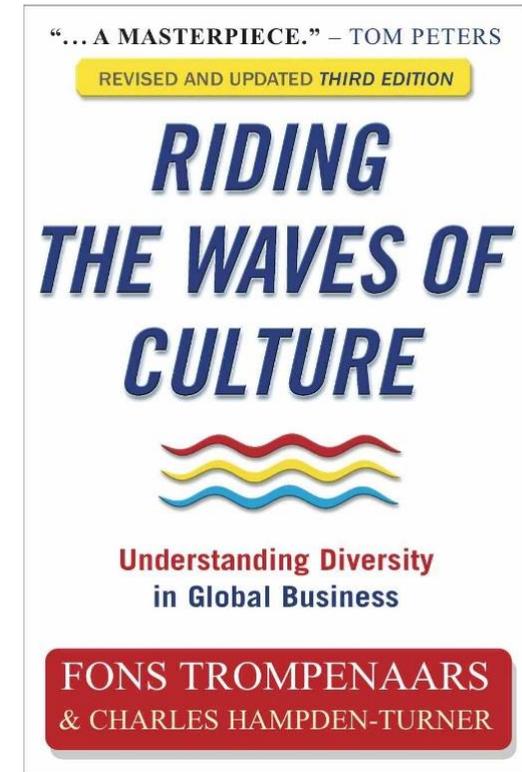
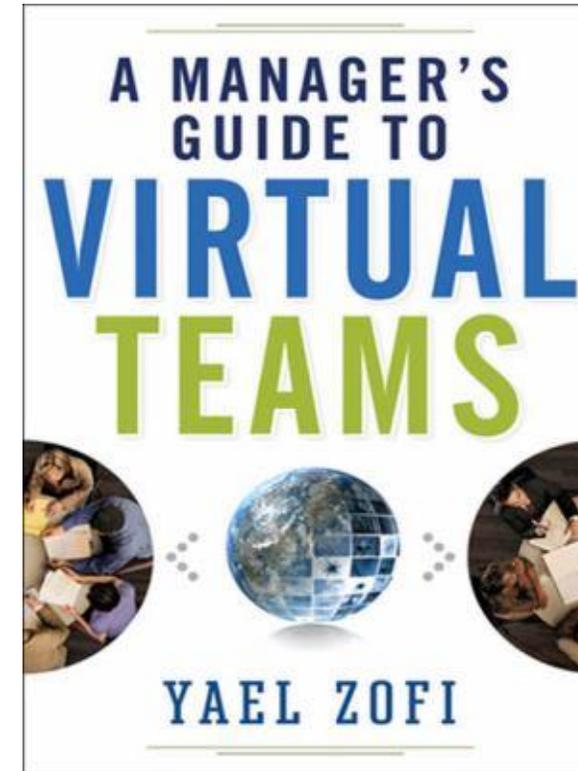
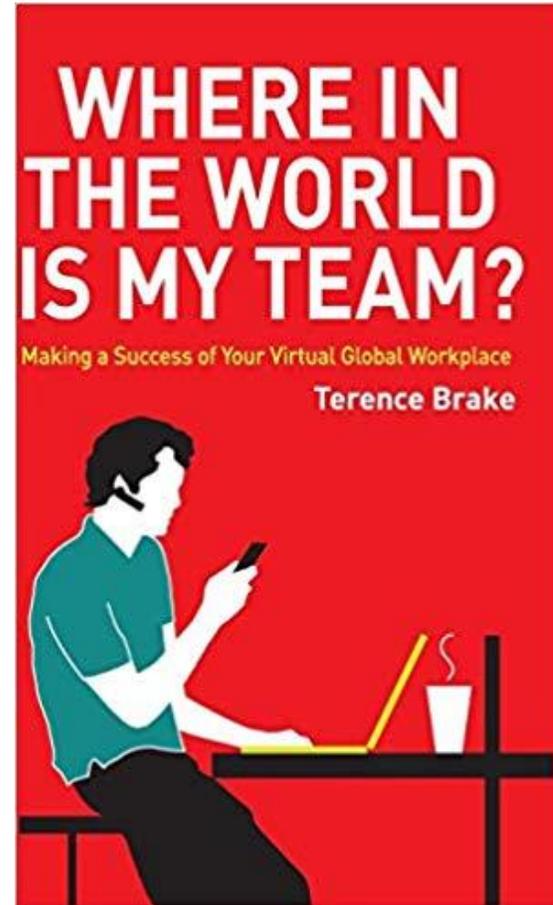
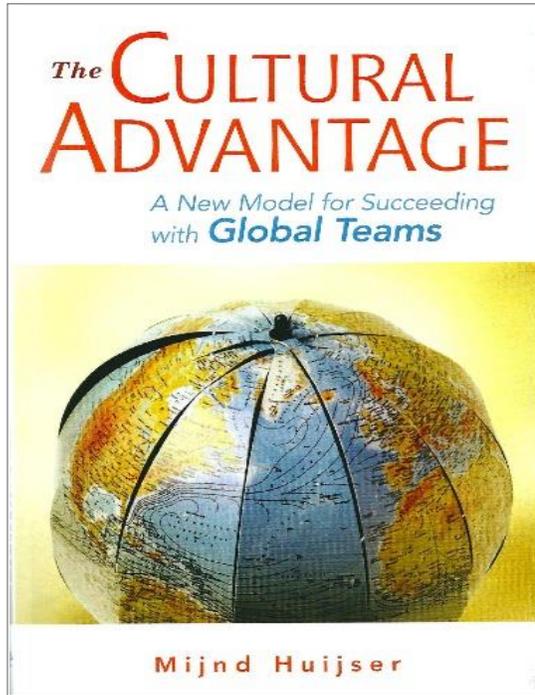
<https://hbr.org/>

<https://www.hofstede-insights.com>

<https://www.interculturalpressbooks.com/>

<https://www.rw-3.com>

Key Global Team & Culture Books



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