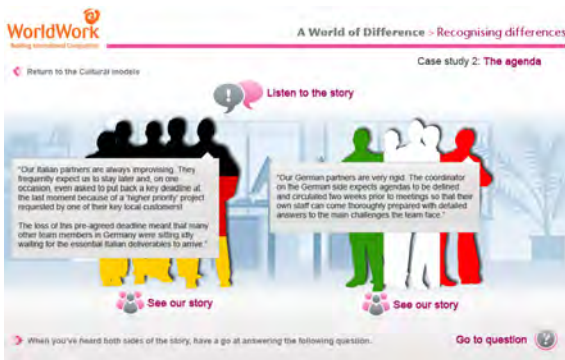
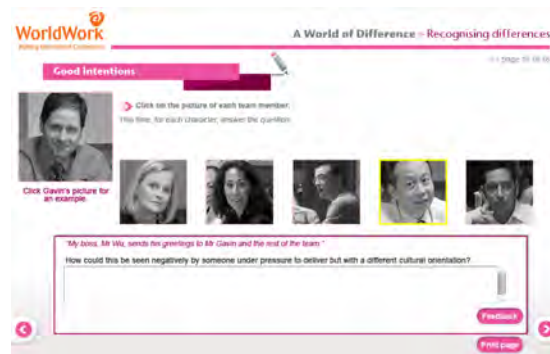
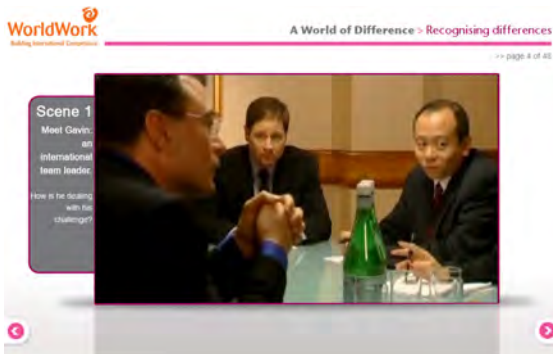


MANAGING MULTICULTURAL TEAMS – AN ONLINE DEVELOPMENT PROGRAMME

In this new programme produced by WorldWork Ltd, three modules of approximately 40 minutes each form an online learning approach to managing cultural diversity and distance in international teams.



The modules include:

- Strong virtual trainer presence to accompany participants step-by-step through the programme
- A dynamic video story of a multicultural team to illustrate issues in project teams – the film was originally devised by the WorldWork team
- Availability for use as a dedicated piece of learner-directed online learning or as a programme that can be blended with other learning interventions
- A focus on the cultural sensitivity, distance management and personal skills needed to succeed in a global context of effective teamworking
- Clear links with WorldWork's other tools including International Preferences Indicator
- Theoretical concepts about cultural diversity that are brought to life - through an engaging story and through practical applications back to organizational life
- Practical case studies to explore cultural dynamics
- Participants reflect and can print out own responses on key issues to bring to workshops or coaching sessions, or to share in online communities
- Review quizzes to fix key learning points

THE THREE MODULES



In **Module One, Recognizing Differences**, you meet the team as they meet each other for the first time. You will have a chance to consider the business case for the creation of International Teams, and what can happen – in real life, when people from diverse cultures first encounter each other. You'll also consider some of the leadership challenges such a team presents.



In **Module Two, Managing Differences**, we consider the Life Cycle of an International Project Team. We will take a look at the team as it moves along the various stages of development and what behaviours and insights can ensure that a team moves successfully from initial conception to high performance.



And in **Module Three, Sustaining Energy at a Distance**, we take a look at the particular challenges and opportunities faced during the “virtual” aspects of the work of an International Team. Virtual work must be managed “mindfully” as it can be a great asset and can also lead to significant communication breakdowns across distance and culture.

Module 1 – recognising differences

In this Module you will:

- 🌀 Build awareness of a **potential skills gap in working across cultures**; between strategy and implementation
 - ✓ **Comment:** The first objective relates to recognition that there, indeed, may be gaps in our knowledge of working effectively across cultures and this can make for a shortfall in what we hope to accomplish with our strategies and what actually turns out in the end! Once we recognize such gaps we can work to fill them.
- 🌀 Understand the **advantages and disadvantages of working in a multi-cultural team**
 - ✓ **Comment:** In order to capitalize on the significant potential that multi-cultural teams offer, we must be consciously aware of their advantages. But they also come with unique challenges, and being aware of these will help us prepare ourselves and our teams for success.

- 🌀 Explore **the gap between intention and impact** when collaborating across cultures
 - ✓ **Comment:** One of the disadvantages of working in multicultural teams is the gap between what we ‘intend’ and the ‘impact’ we have on those who see the world differently
- 🌀 Recognize **differences in values and behaviors** that can impact on the early stages of a team life cycle
 - ✓ **Comment:** Each team member brings their own unique “baggage” to the team-- not just physical baggage, but values, beliefs, behaviors, and customs that can enrich the life of the team. But if these aren’t recognized and accounted for in the early stages of a team – building a kind of “swift trust” – they can also result in communication breakdown and dysfunction.

Module 2 – managing differences

In this Module you will:

- 🌀 Find out about the stages of a **multi-cultural team life cycle**
 - ✓ **Comment:** This first objective is to make us aware that there are recognizable stages of development that International Teams experience - and that we do a better job preparing for the work of our team by developing strategies appropriate to the team’s life cycle stage
- 🌀 Discover the **challenges of building commitment** at the early stages of this life cycle
 - ✓ **Comment:** As we discussed in Module One, the manner in which teams start off is very important. Building Commitment early on is critical, but also can be challenging for a variety of reasons that relate to both the cultural and virtual factors faced by International Teams. This must be consciously overcome.
- 🌀 Reflect on how to **deal with conflict and set-backs** when they arise
 - ✓ **Comment:** One of the biggest mistakes International team leaders can make is to ignore conflict and pretend it isn’t going on. And yet we all wish to be polite to our team members. But we may not fully understand what “polite” is in some contexts – and how different groups approach conflict.
- 🌀 Understand **how to balance push and pull energies** when sending key messages internationally
 - ✓ **Comment:** A key concept in successful cross-cultural work is that of ‘reconciliation.’ We don’t expect team members to adopt the behaviors of others, but we ask them to consider how the various approaches can be successfully reconciled. An awareness of Push and Pull energies can help with this.

Module 3 – sustaining energy at a distance

In this Module you will learn:

- 🌀 How **commitment and trust in international team work can be difficult to sustain at a distance**
 - ✓ **Comment:** While we have discussed this somewhat already, in Module 3 you'll actually *witness* how this plays out in the Morel Team and strategize ways to address this critical issue.
- 🌀 How **culturally motivated assumptions about effective communication** can impact on team productivity
 - ✓ **Comment:** It is quite surprising when we first come to understand how divergent cultural ideas can be about what constitutes good communication. If this goes unexamined it will impact productivity and it may not even be obvious to the team what is causing the breakdown.
- 🌀 How important the **“Experimentation” phase of team productivity** is, and how to manage it effectively
 - ✓ **Comment:** As much as we would like rules on how a team can be effective, teams vary greatly and a certain amount of Experimentation is needed to reach optimum solutions for *this* team. Mindfully engaging the team in Experimentation, and adjusting as needed, can effectively lead to practical approaches that work.
- 🌀 Insights into **selecting and optimizing modes of communication.**
 - ✓ **Comment:** One of the factors that correlate to International team success is predictable communication patterns. Team members should agree on the communication channels they will use and how they will use them. We'll explore some of the considerations
- 🌀 How to implement **“Push and “Pull” approaches to handling conflict**
 - ✓ **Comment:** In each Module we return to the critical concept of “Push” and “Pull” energies and, in this case, we'll look at how this can be used productively when conflicts come to the surface.

WorldWork Ltd
6 Porter Street
London
W1U 6DD
United Kingdom
www.worldwork.biz