Intercultural team working

LEADERSHIP AND TEAM ROLES

TEAM WORKING

- Professionals in multicultural corporations

- in a team context

- terms - team player, team skills, team building

- Goal - accomplishing professional projects
- effective communication within multicultural teams is a skill

GROUPS AND TEAMS

- **Group** - three or more individuals who are working on a common goal
- the result is reflected in relationships and interactions
- **Team** - common goals and purposes, but members of a team share leadership responsibility - creating a team identity

- implementing innovative thinking

CULTURE DIMENSIONS IN TEAM WORKING

- **Equality –** participative leadeship style
- **Individual –** coach leadership

- **Conflict** – brainstorming and discussions

- **Task** – team is a temporary organization

- **Hierarchy** – authority and decision making power
- **Group** – patriarchatic leadership styles

- **Consensus** – reaching compromises

- **Relationship** – good morale and close relationship

TEAM ROLES

- **_Initiator -_** who suggests ideas and introduces new approaches

- **_Information seeker -_** asks for clarification and additional information

- **_Coordinator -_** shows relationships among various ideas and suggestions

- **_Evaluator_** - a person restating ideas and describing relationships

TEAM ROLES

- **_Supporter -_** encourages others, praises and suggests solidarity

- **_Harmonizer -_** mediates differences and suggests areas of agreement

- **_Gatekeeper -_** prevents dominance by others and facilitates interaction

DYSFUNCTIONAL ROLES

- ✖ **or self-centered roles -** should be limited within the team
- ✖ ***Blocker -*** has negative responses to most ideas

- ✖ ***Attacker -*** is aggressive to achieve personal status

- ✖ ***Clown -*** refuses to take ideas seriously and disrupts with jokes

TUCKMAN ´S MODEL – TEAMS DYNAMICS

- **4 stages**
- **1** identifying the boundaries of both interpersonal and task behaviours, establishment of relationships with leaders

- **2** *conflict* and polarization around interpersonal issues, resistance to the influence of the team

TUCKMAN ´S MODEL – TEAMS DYNAMICS

- **3 Norming**—resistance is overcome, in-group feeling and cohesiveness develop, new standards evolve, new roles are adopted

- **4 Performing**—roles become flexible and functional, and group energy is focused on the task

TUCKMAN´S MODEL – TEAMS DYNAMICS

- The 5th stage – added later - **Tuckman and Jensen**

- **5 Adjourning** - involves dissolution, finishing roles, completing tasks, and reducing dependency

- Sometimes the stage- called **mourning**, former group members often experience **loss**—especially when the team is dissolved suddenly

TUCKMAN´S MODEL – TEAMS DYNAMICS

* **Criticism** –

* real life group development is more complex and develops like a spiral, not in steps

* sometimes –each team is unique, less than the four-stages

* **BUT,** Tuckman's model can be a helpful starting point for small teams

CULTURE SPECIFICS

- Recommendation – win-win – Europe and North America
- UK, Estonia, Fonland Holland, Norway, Denmark, Sweden
- Others - the best possible deal for themselves - partners are opponents
- win-lose
- Russia, Ukraine, Latvia, Bulgaria, Spain

END OF NEGOTIATING

- 1 Written contract – signed, a comprehensive document, lawyer

- 2 contrsct - seen a a guide, changes are acceptable – in terms and conditions

KALIL´S COLOUR THEORY

- ✖ **Colours** – indicate personality and determine roles within a team

- ✖ **the quiz** consists of 35 questions divided into 7 modules - the specific person is asked to select one statement that describes him/her in the best way

- ✖ the answers are evaluated and the respondents are given the primary, and also three secondary colours

- ✖ The person's qualities can be compared to other people's ones and used in building an **effective team of people**

- ✖ KALIL, C. *Free Personality Quiz*, www.truecolors.com

MAIN TASKS OF THE TEAM LEADER

- **1 team building** – brainstorming new ideas, exchanging experiences, social gatherings

- **2 defining** strengths and weaknesses of the team
  → training for missing competences

- **3 explaining goals –** responsibility and authority

MAIN TASKS OF THE TEAM LEADER

- **4 ensuring** creative use of culture differences – empathy

- **5 ensuring effective communication -** the common language, communication channels, clear communication roles

- **6 managing risks –** reduces insecurity of the team members

A MINI CASE STUDY – CULTURE RELATED PROBLEMS

× Susan, a US manager, was leading a team in Japan building a customer-data system. She was working closely with the Japanese team and discovered several problems in the system that could have a severe impact on operations. She quickly informed her boss in the US by email and gave copies of her report to the Japanese team members. She insisted on finding a person responsible for the problem. Her boss was happy, but she felt something was wrong between her and her team, and the efficiency of the team was getting worse.

A MINI CASE STUDY – CONT.

× She had an impression that she was not given all information and that some documents were not translated into English

× What was the problem?

× What kind of mistakes did Susan make?

× How would you handle the situation?

TASK

✖ Form 2 teams

✖ building an egg package that can sustain a 1 m drop.

✖ each team must also present a 30-second advert for their package saying why it's unique and how it works

✖ each group will drop their egg using their package to see if it really works

PERSONAL EXPERIENCE

- International project Erasmus Intensive Programme – 2012-2016
- 6 countries:
- Université Jean Monnet de Saint-Etienne in France Technische Hochschule Wildau in Germany, Fachhochschule Salzburg GmbH in Austria, University of Joensuu in Finland, The University of Tartu in Estonia,
- School of Business Administration in Karviná, Silesian University in Opava, in the Czech Republic.

- 2 weeks of working together – in multicultural teams – working on project

- Each university – 6 students

- Lectures and seminars – intercultural communication
- Visiting local companies

- Losing face – Japanese culture

AUSTRIA – INTERNATIONAL TEAM OF TEACHERS