

IMPROVING GLOBAL TEAMWORK

- *Wondering how to get your colleagues in Japan to contribute more actively in meetings?*
- *Having trouble getting feedback from your counterparts in Malaysia?*
- *Trying to build trust with your German counterparts?*
- *Baffled by the process of decision making in France?*

Managing teams across boundaries of time, language, geography and culture is a challenging task. Issues of credibility, trust and miscommunication inevitably arise. It is often necessary to modify expectations and rethink assumptions about giving feedback, persuading, managing meetings, and making decisions.

How GlobeSmart can help



GlobeSmart is a web-based tool providing business personnel with quick and easy access to extensive knowledge on how to conduct business effectively with people from 36 countries around the world. Derived from numerous interviews with people from each country as well as foreign businessmen and women working in each location, *GlobeSmart* content is organized into more than 50 specific business topics.

Learn how your teams can benefit from *GlobeSmart* by contacting Meridian Resources:

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Jean Faber, Marketing Manager for a large pharmaceutical company based in Toronto, had been struggling with his global product marketing team for some time. He was having trouble communicating with and getting information in a timely manner from his colleagues in Beijing, Frankfurt, and Mexico City.

He accessed *GlobeSmart* through his company's link to the tool and found useful advice - on China, Germany and Mexico - on many of the issues that concerned him: **Obtaining Information, Persuading Others, Communicating Through Technology, Giving and Receiving Feedback, Managing Meetings, Making Decisions, and Building Teamwork.**

Viewing these sections of *GlobeSmart* helped Jean understand more about his team members' backgrounds and their assumptions on how teamwork should be handled.

He also took the *GlobeSmart* self-assessment survey, and based on how his resulting profile compared with the average profiles of the cultures of his colleagues (which he could see by simply clicking on those countries), he was able to identify a number of specific "gaps" between his preferred style of interacting and theirs.

Jean then invited his colleagues to complete the survey by entering their names and e-mail addresses into the web tool. This allowed each of them to access the tool, submit their survey responses online, and immediately receive a report showing how their styles compared to Jean's. It also showed Jean and his teammates how to modify their styles to work more effectively with each other.

Over the next few weeks, Jean held several highly productive sessions with this team based on their new understanding of each other. Two months later, he was able to detect measurable gains in the performance of his team, which resulted in stronger revenue growth in the following quarter.