

How to lead a successful global team

A great way to learn about your country is to leave it.
Henry Rollins

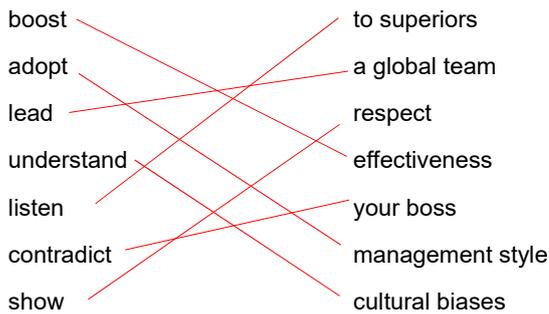
DISCUSSION

1. Discuss:

- What does the quote mean to you? Do you agree with it?
- What are some things that define a culture? For example, music, language, ...
- Have you ever worked/studied with people from different cultures? How was it?
- What are *dos* and *don'ts* for people who do business with different cultures?
- Describe the situation when you have felt confused by the actions of someone from another culture.

VOCABULARY

2. Match words to create popular business expressions.



3. Complete the sentences with phrases from ex. 2.

- Employees should always **listen to superiors** in terms of important decisions.
- Showing respect** for other cultures is a core value of collaboration in the today's business world.
- In order to **boost effectiveness**, managers should be transparent at every stage of the decision-making process.
- There are more problems with than benefits from **leading a global team**.
- Managers should make their team members **understand cultural biases** and their impact on the team interactions.
- Stating a fact or giving an opinion that **contradicts your boss** is often career suicide.

In pairs, decide if you agree or disagree with these statements.

Commented [ESL1]: You may start this lesson with the extra task (see lesson page at ESL Brains) which introduces some idioms that could be used in a discussion on cross-cultural teams and multinational companies

Commented [ESL2]: Henry Rollins is a musician, activist and journalist. See his Wiki page for more details: https://en.wikipedia.org/wiki/Henry_Rollins

Commented [ESL3]: All these phrases are used in the video and in the next activity.

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VIDEO & DISCUSSION

4. Read the text below and answer the questions.

Globalization has led to the rapid connection of internationally based employees from all levels of multinational companies. Where once an employee might have been expected to primarily collaborate with colleagues from his own country, today many people are part of global networks connected with people scattered around the world. Yet most managers have little understanding of how local culture impacts global interaction. Even those who are culturally informed, travel extensively, and have lived abroad often have few strategies for dealing with the cross-cultural complexity that affects their team's day-to-day effectiveness. *The Culture Map* provides a new way forward, with vital insights for working effectively and sensitively with one's counterparts in the new global marketplace.



Source: <https://www.erinmeyer.com/book/>

- **What is the book about?**
- **What kind of problems might the manager face when leading an international team?**

5. Watch the video and answer questions given below (<https://youtu.be/DqbU7pP5QRc>)

- What do the British say about the French? **that they're always late, really disorganized, always a chaotic a little bit**
- What do Indians say about the French? **that the French were overly structured, inadaptable, they were so focused on the punctuality that it left them inflexible**
- What do Americans say about Malaysians? **that they are shy and they have nothing to contribute**
- What do Malaysians say about Americans? **they are constantly interrupting each other and there's never a space for Malaysians to get their voice in edgewise**
- What do Mexicans say about the Dutch? **managing Dutch people is absolutely incredible because they do not care at all that I'm the boss I go into these meetings I have my strategy I'm trying to roll out my plan but they're contradicting me they're challenging me they're taking my ideas in other directions sometimes**

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6. Discuss:

- What are your experiences in terms of working with people from different cultural backgrounds?
- How is your culture perceived by others?
- How should managers deal with a global team?
- How to make all team members share ideas and contribute openly during meetings?
- Why may a global team have greater potential than a classic monocultural team?

EXTRA ACTIVITY - KEY

BUSINESS COMMUNICATION IDIOMS

1. Complete sentences with words given below.

<i>lines</i>	<i>ground</i>	<i>opener</i>	<i>board</i>
<i>foot</i>	<i>break</i>	<i>seat</i>	

- The committee will certainly *take your opinions on board* before making a decision.
- He told a few jokes to *break the ice*.
- Reading between the lines*, I'd say he isn't happy with the situation.
- It seems increasingly unlikely that the two sides will find any *common ground*.
- I'll be happy to *take a back seat* when Robin takes over.
- I *got off on the wrong foot* with Patrick.
- Living in another country can be a real *eye-opener*.

2. Match the idioms from ex. 7 (a-g) to their meanings.

- immediately establish a bad relationship with someone when you first meet them or first start working with them *get off on the wrong foot with*
- guess something that is not expressed directly *read between the lines*
- do or say something that makes people feel less shy or nervous in a social situation *break the ice*
- a situation that shows you something surprising that you did not know before *eye-opener*
- something that people can agree about, especially when they disagree about other things *common ground*
- consider an idea, problem, or situation and try to deal with it *take sth on board*
- deliberately become less active, and give up trying to control things *take a back seat*

Commented [ESL4]: You can use the extra activity at the beginning or at the end of the lesson.

If you want to give it as homework, remember that exercise 3 includes the answers to ex. 1

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3. Answer the questions:

- a) Does your boss always take your opinion on board?
- b) How can you break the ice when you're on a business meeting?
- c) What was a real eye-opener for you when it comes to other cultures?
- d) In which situations do you prefer to take a back seat at work?
- e) What should you bear in mind if you want to find a common ground with somebody?
- f) Does your culture require reading between the lines?
- g) When was the last time you got off on the wrong foot with someone? What happened?