



Managing an international team

TOASTMASTERS

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developing people internationally

Build relationships: get to know, understand competence, style, contexts, build a network with external stakeholders

Cooperate: ensure that diversity is proactively leveraged over time to facilitate high performance (synergy) via trust

Give direction: lead and communicate influentially to create understanding of common (ambitious) goals / benefits

Manage conflict:

recognise and handle internal and external resistance and conflicts

Organise:

plan and structure teamwork effectively and realistically (building a team info and comms culture)



Represent:

promote the team and project externally ('sell' to the business)

Define roles:

specify roles and responsibilities (aligned to internal and external expectations)

Implement feedback:

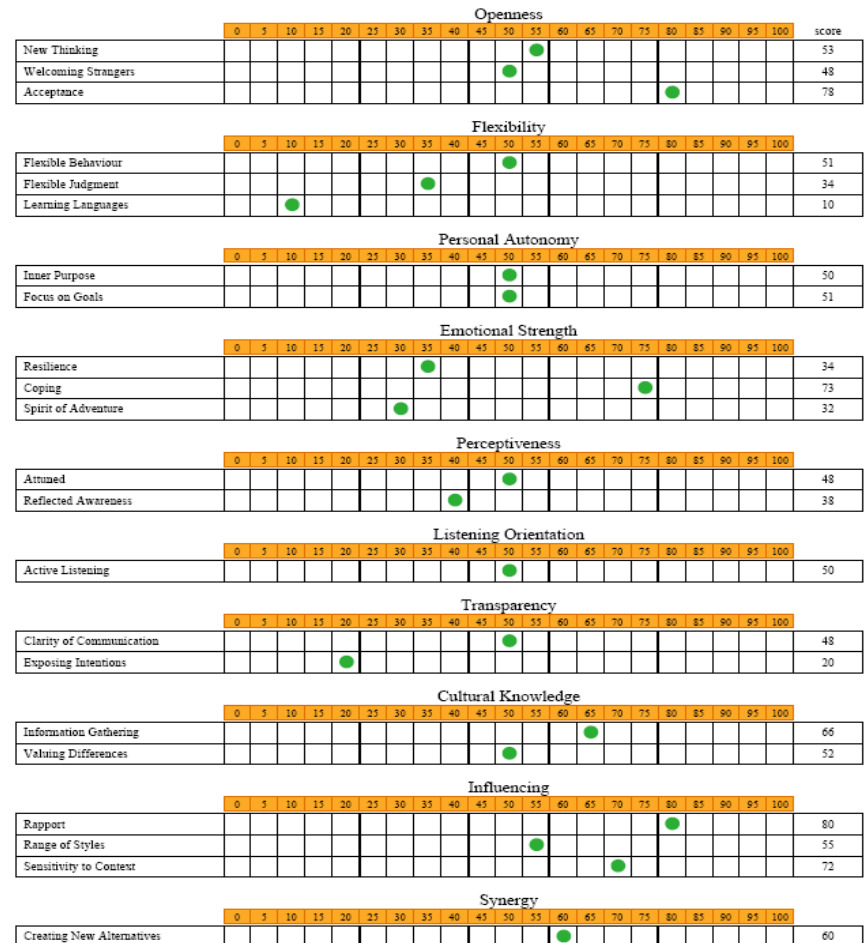
motivate higher performance with the right targets and then giving / getting feedback

Support people:

be available to listen, coach, train, mentor (network to navigate and manage complexity)

The International Profiler

- Openness
- Flexibility
- Personal Autonomy
- Emotional Strength
- Perceptiveness
- Listening Orientation
- Transparency
- Cultural Knowledge
- Influencing
- Synergy



1. Openness

- **Welcoming strangers** - keen to initiate contact and build relationships with new people, including those who have different experiences, perceptions, and values to themselves. Often takes a particular interest in strangers from different and unfamiliar cultural backgrounds.

2. Flexibility

- **Flexible judgements** - avoid coming to quick and definitive conclusions about the new people and situations that they encounter. Can also use each experience of people from a different culture to question assumptions and modify stereotypes about how such people operate.

5. Perceptiveness

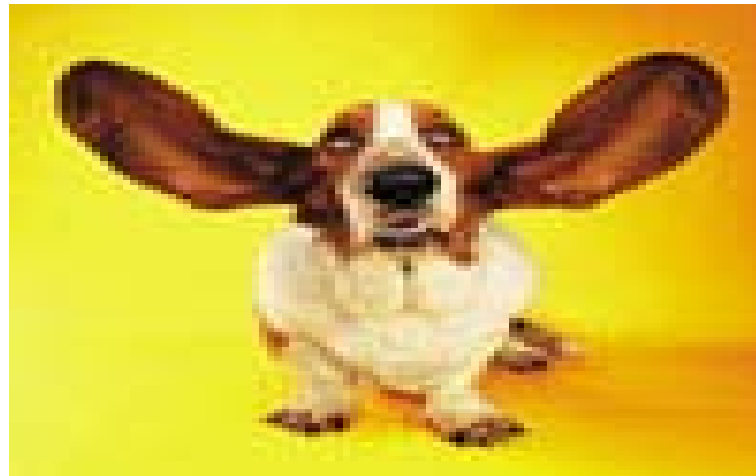
- **Reflected awareness** - very conscious of how they come across to others; in an inter-cultural context particularly sensitive to how their own 'normal' patterns of communication and behaviour are interpreted in the minds of international partners.

7. Transparency

- **Exposing intentions** – able to build and maintain trust in an international context by signalling positive intentions, and putting needs into a clear and explicit context.

6. Listening orientation

- **Active listening** – check and clarify, rather than assume understanding of others, by paraphrasing and exploring the words that they use and the meaning they attach to them.



9. Influencing

- **Sensitivity to context** - good at understanding where political power lies in organisations and keen to figure out how best to play to this. Put energy into understanding the different cultural contexts in which messages are sent and decisions are made.

10. Synergy

- **Creating new alternatives** - sensitive to the need for a careful and systematic approach to facilitating group and team work to ensure that different cultural perspectives are not suppressed, but are properly understood and used in the problem solving process.



