

the global scenarios series

script for

building the multicultural team

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cultural learning for global business

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building the multicultural team - script

NARRATOR:

In this program, there will be three sections:

- Cultural conflicts
- Points of view
- and Solutions

After each section, you can pause the program for consideration

CULTURAL CONFLICTS

NARRATOR

Location: restaurant in Asia

The following case study focuses on a fast-growing provider of high-tech services. A global marketing team has been formed to promote the company's new service line. The group is meeting in Asia in the company's number one overseas market. It's the team's first meeting, so watch for the cultural difficulties that arise.

TOM

Sorry I'm late, my flight was delayed.
(to waiter)
Coffee please.

Joseline looks down at her glass of wine.

TOM

So, it's nice to finally meet all of you. You must be Omar... Joseline... Sachiko...and...

FERNANDO

Fernando...It's nice to meet you, Mr. Garcia.

SACHIKO

Yes, welcome Mr. Garcia.

TOM

Tom, please call me Tom.

JOSELINE

Did you have a good flight?

TOM

Yes, just really long! I was starting to think I'd be at 40,000 feet the rest of my life. But I guess in this new assignment, we're going to have to get used to long flights.

Fernando grimaces.

JOSELINE

Have you traveled in Europe?

TOM

Yes, but just on business. But I hope to vacation there someday.

Fernando, I'm glad you could make it. I really appreciate you rearranging your schedule. Are you missing something important?

FERNANDO

Well, it's my family.

TOM

Your family? Is everything okay?

FERNANDO

Yes, but it's my daughter's quinciniera on Thursday.

TOM

Quinciniera?

FERNANDO

Quinciniera, her 15th birthday, a very special occasion. That's why I was hoping our schedule could be changed.

TOM

(thinking to himself)

He told me he it would be difficult to make this meeting. And now I find out it's because of a birthday party.

TOM

(Tom looks at wallet photo.)

Well...she's lovely girl. You'll be home Friday.

Fernando is unhappy.

FERNANDO

(thinking to himself)

Because of this meeting, I am missing a very important family event. I will not stay long in this job.

JOSELINE
Do you like wine?

TOM
Yes, yes, I do, I'll have to tell you about my wine cellar sometime.
(thinking to himself)
I hope she's going to let me start this meeting
(to the group)

I'm sorry to bring up business so quickly, but as you know our company has been under financial pressure, and it's counting on our new service line. I'm the head of overseas marketing for this new unit, and each of you is in charge of a different region. And we've been given a very short deadline to get things going. Omar, can I please have the handouts you prepared?

Omar looks away silently.

JOSELINE
(looking at her wine)
Is this a working meeting tonight?

TOM
I'm afraid so, we've got a lot to do in the next few days.

JOSELINE
Well, it's the first time we are all together. I thought we would get to know each other over dinner, you know, just talk.

TOM
We are going to talk. And tonight we're going to talk about marketing strategies and sales projections.

JOSELINE
(thinking to herself)
Typical...he just wants to start business, he does not care about people.

TOM
Omar, may I please have the handouts?

OMAR
It was not possible.

TOM
Wasn't possible...what do you mean?

OMAR

It was not possible to have them yet.

TOM

We talked yesterday before my flight, you told me everything was taken care of.

OMAR

(thinking to himself)

He asked me at the last minute, there was no time. But he's my new boss, and I couldn't disappoint him. I would have told him later...

TOM

(thinking to himself)

If there was a problem, I wish he had just told me. Someone else could have done the handouts, but now we have none.

TOM

Well...we'll get back to that. We're meeting in this country because it's our top overseas market. So I thought we could get some ideas from Sachiko. Sachiko, why do you think our business is so strong here?

Sachiko is embarrassed.

SACHIKO

(thinking to herself)

Why is he asking me? He's the leader.

TOM

Sachiko?

SACHIKO

Well...we have a very good service. Quality is high. We have many customers. So our business is strong.

TOM

Sure, but why is business so strong?

SACHIKO

I have nothing to add.

TOM

(gently)

But I asked you to prepare for this meeting...

SACHIKO

I did. I made the reservation, I contacted everyone.

TOM

Yes, of course. Thank you. But I also mentioned we'd like to have some insights from you for our global launch.

TOM

(thinking to himself)

She's Asia Pacific manager, and the only leadership she provides is making dinner reservations.

NARRATOR

Our new marketing team is off to a tough start. To better understand the cultural differences at work, let's visit with each team member.

NARRATOR:

What cultural issues does Tom face with his managers?

What cultural issues do the managers face with Tom?

How can they bridge their differences?

POINTS OF VIEW

FERNANDO

When I took this job, I knew I would be traveling. I accept that. But this meeting, this trip, was planned without any consideration for my personal life. This week is my daughter's quinciniera, her coming out party, this is a very important event to my culture and my family. But I will miss it, and this did not have to be. Americans always put business ahead of their families. My job is important, but my family is more important. If there had been some discussion, I could have moved my family party to another time. There must be a balance. I do not live to work. I work to live.

JOCELYN

Tom put this meeting at a restaurant. Therefore I thought it would be very social and we would get to know each other. But it surprised me when he was very business-oriented. Restaurants are for building relationships and understanding. If he wanted to talk commerce, he should have picked an appropriate setting like an office. In Southern Europe, like most of the world, business is built on relationships: you must get to know people before you work with them.

TOM

I've got a lot of management experience, but I'm having a hard time understanding my new co-workers.

Joseline believes it's important to get to know one another, and I agree. But in America, business is very competitive. My job is always on the line and I'm under pressure to perform. But Joseline wants to chit chat and drink alcohol. I'd like to get to know the others too, but first we must attend to urgent business.

As for Fernando, I wasn't even sure he was going to show up, and his lack of commitment was very stressful. Then today I find out his reluctance was because of his daughter's birthday, which is not a critical reason to miss an important group meeting. If our team honored every family event and holiday, we would never be able to meet. Fernando's family means a lot to him, but he means a lot to us.

OMAR

In my culture, it is very important to please your boss. Tom asked me to put together some complex handouts at the very last minute. He told he needed me to do it. He didn't ask if I was able to do this, because I would have told him it would be very difficult, which is another way of saying no. I was going to tell him later tonight, along with some good news. This would have made it less difficult, but it wasn't meant to be.

SACHIKO

It was very surprising to have my new boss ask me to give expertise to the group. That is the job of the boss. He is the leader and I am the subordinate, and that is the way it must be. It made me feel very uncomfortable, and it caused loss of face for both of us, we lost respect from the others. I would have been very happy to give him advice privately but not in front of the others.

TOM

I asked Sachiko to prepare for this meeting, and that meant more than taking us to her favorite restaurant. Her experience here in our top market is priceless. She apparently expects her boss to be the boss, but where I come from, everybody can be a leader. All men – and all women - are created equal.

As for Omar, I asked him to take care of something. He said it was done, but it wasn't, so I now question his competence. He wasn't direct with me because he didn't want to disappoint me. But I was much more disappointed when he failed. So the bottom line: be direct with me - I would rather have bad news than false news.

The bottom line when working with other cultures: you can't rely solely on words. You need to develop a sixth-sense, to be able to read between the lines and understand what's really being said. And furthermore, try to find culture coaches, locals who will give you honest feedback and help you interact effectively with other cultures.

NARRATOR:

Let's review some of the challenges of a multicultural meeting.

- Be aware of differences in values, such as the balance between work and family
- People differ in their need to build relationships before working together
- While some cultures value being direct, others favor pleasing authority
- Some cultures are egalitarian and offer everyone input, others believe only leaders can lead

SOLUTIONS

Location: restaurant in Asia

NARRATOR: We've seen cultural differences and heard from individual group members. Let us now go back in time and see how this meeting might have turned out differently if our team members recognized and bridged each other's style differences.

TOM

Sorry I'm late, my flight was delayed. So, it's nice to finally meet all of you. You must be Omar... Joseline... Sachiko...

(beat)

Fernando and I have already met. We met at headquarters earlier this week so that he could head home early for a family event. So, I'm sure everybody's hungry, but first I just wanted to let you know that Omar is preparing some detailed handouts. He told me it would take time to prepare them properly, so **in sha' Allah** we'll have them tomorrow. I also have some great information about the market here in this country, and why it's so strong. But we'll get started on that bright and early tomorrow morning. Tonight is a social affair.

JOCELYN

Is it ok if business waits until tomorrow?

TOM

We've got a busy schedule ahead of us, so tonight let's just get to know each other. Cheers!
(the group smiles in approval and toasts.)

TOM

(to Jocelyn)

So tell me more about the wine that's produced in your area.

Narrator:

A global get-together takes a lot more than having people in the right place at the right time. You need to have a meeting of minds, a gathering of values and customs, to have a successful multicultural meeting.

the global scenarios series

exercises

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building the multicultural team - exercises

Exercise #1 - Mirror, Mirror

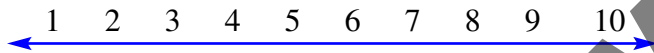
Objective: gain insights into personal cultural orientation

Participants: individual exercise

Instructions: Rate yourself using the scale below. Keeping your ratings secret, ask one or more people who know you well – family, friends, etc. – to also rate you.

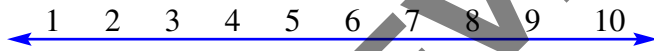
Am I authoritarian or egalitarian?

I let leaders lead ... everyone's a leader



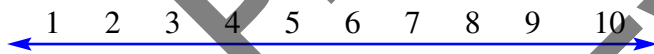
Do I live to work, or work to live?

Career is most important...personal life is most important



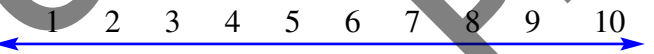
Am I direct or indirect?

I tell it like it is...I tell you what you want to hear



Do I emphasize relationships, or efficiency?

Relationships come first...efficiency comes first



Conclusion: All participants should meet as a group, taking turns discussing their findings. Special emphasis should be placed on participants whose rating differed from those of their family and friends.

Questions for discussion: Compare your ratings with those of your acquaintances. Which results were similar? Which were different? Regarding the results that differed, what might account for the difference? How might this change how you view yourself and your cultural orientation?

Exercise #2 - To Know or Not to Know, That Is the Question

Objective: gain insights into the link between interpersonal relationships and work

Participants: 2-person exercise

Instructions: This exercise is conducted outside the normal training session.

Each participant is assigned two research projects, such as preparing a brief cultural profile of a country. The facilitator may choose a research project that is relevant to other work or learning objectives.

The two research projects will be done with two different partners.

For the first research project, each participant should team up with another with whom they have a strong friendship or relationship. If this is not possible, participants are instructed meet socially – such as meeting for coffee – before beginning the project. Discussing the project is strictly forbidden at this initial meeting. After getting to know each other, the participants may begin the research project.

During the second research project, participants should team up with someone they don't know well. During the second project, any conversation is strictly limited to the project. Any social conversation is strictly forbidden.

The exercise concludes when both research projects are completed.

Instructions: All participants should meet as a group, and compare and contrast the two projects.

Questions for discussion: What was it like working with the person you knew personally? What was it like working with the person you didn't know personally? How did the experiences differ? Which brought greater enjoyment to your work? Which inspired greater motivation? Which do you prefer, getting to know co-workers or working together anonymously?

Exercise #3 - To Know or Not to Know, That Is the Question

Objective: increase awareness of hierarchical cultures

Participants: 3 participants, chosen secretly by the facilitator

Instructions: Note: this exercise takes place within a regularly scheduled instructional session, as described below. For example, the regularly schedule session might focus on the culture of China, and this is a secret exercise that takes place within the context of Chinese culture session.

During this exercise, the facilitator will choose 3 participants from the group. Ideally these participants are from egalitarian cultures, such as North America or Northern Europe.

These 3 participants are given the instructions below, and are told to interrupt the facilitator at approximately 5 minute intervals, and question the facilitator's instruction, etc. The facilitator rebuffs each interruption. It's important that the instructor and the 3 participants maintain "poker face" and show no emotions. One technique is think of a serious or sad event during the exercise.

Secret instructions to participants:

Your facilitator will be conducting a regular instructional session. At approximately 5 minute intervals, you are to interrupt the facilitator with the following questions, or variations thereof:

Participant 1: Why are we being instructed on this topic? How is it relevant to what we've been learning?

Participant 2: If we're going to cover these topics, there might be some better ways.

Participant 3: I think there are some other topics that are more pressing. Let's move on to those.

Conclusion: Shortly after the third interruption, the facilitator stops the instructional session and reveals the exercise to the rest of the group. The group then discusses the experience, and what they've learned about the nature of hierarchy.

Questions for non-participants: What was it like when the 3 participants interrupted the facilitator? Was it disrespectful? Did you feel like the 3 egalitarians embarrassed themselves? Did you feel like the facilitator has greater seniority and/or has more knowledge on the subject, and thus the egalitarians had no right to interrupt?

Questions for the 3 egalitarians: What was it like to challenge the authority of the facilitator? Did you feel embarrassed? Did you feel it was not right for you to question the facilitator?

Questions for all participants: In authoritarian cultures, egalitarians might be viewed in the same way as the 3 interrupters. What cultural implications does this have? Do you have a greater understanding for authoritarian cultures, and why some people feel “the boss is the boss”? How might you modify your behavior?

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role plays

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building the multicultural team - role plays

General Instructions for Role Play

Role plays are “what if” scenarios in which participants act out certain characters in certain situations.

Through this process, you’ll help your participants:

- Analyze problems from various perspectives
- Improve problem-solving skills
- Develop team work and cooperation

To do:

Decide objective: Decide whether you’re developing skills, assessing skills or both. If you’re assessing skills, establish quantifiable competency level. Explain clearly to participants the objective of a role play, to ensure maximum learning. Ask participants if they have any questions or reservations about a role play.

Customize role plays: Whenever possible, customize role plays to your organization or situation. For example, if you work for a company, use your company’s name in the role play and reference real partners or clients.

Facilitator’s role: You can either help participants, or challenge them by adding additional obstacles. In any event, whenever possible help your participants recognize learning opportunities.

Put players at ease: Some people are uncomfortable with role-playing. Ask participants if they have previous experience with role plays. Put them at ease by telling them they’re only pretending, and that there’s no right or wrong. It’s fun and a learning experience! It’s a good idea to start with simple exercises, then build up to more complicated role plays.

Note that players will need some time to review their characters and prepare for the exercise.

Team assignments: It’s best if the facilitators assign players to teams. Being outside the comfort zone will promote greater learning.

Conclusion: Watch the role play and critique it afterwards. Feedback should be specific. Learning experiences can also be summarized in reflective reports, which can be distributed and shared with the group.

The Ladder

Objective: increase awareness of hierarchy and its cultural implications

Participants: groups of 4 people

Instructions: The 4 participants work for the subsidiary of a manufacturer of cell phones. The subsidiary is based in a country with a hierarchical culture. The four participants are each given the secret instructions below.

The facilitator should monitor teams. If a team seems stuck, the facilitator might hint to the group that in hierarchical cultures, subordinates might be reluctant to advise their superiors in front of others.

Secret instructions for participant A - Regional President: You are on an overseas assignment in a hierarchical culture, as the president of the local subsidiary of a major cell phone company. You are facing a major distribution crisis because of a nationwide strike by air cargo handlers. Because all of your imports are brought in by air, your inventory will be depleted within 48 hours, which will spell catastrophe for your company – and your career. You've called a group meeting of four different levels of management: yourself, the Vice President for Distribution, the Logistics Manager, and the Warehouse Supervisor. You're seeking information from your three subordinates to form a detailed plan to avoid a crisis.

Secret instructions for participant B – Vice President for Distribution: You are from a hierarchical culture, and the Vice President for Distribution of the local subsidiary a cell phone manufacturer. Your company is facing a major distribution crisis because of a nationwide strike by air cargo handlers. All of your imports are brought in by air, and your inventory will be depleted within 48 hours. This will spell catastrophe for your company – and your career.

You're at a meeting of four different levels of management: the President, yourself, the Logistics Manager, and the Warehouse Supervisor. You know that a regional free trade agreement was enacted last week, but you have no idea how to get the goods into your country, or whether the products from regional countries are compatible with your market. You must seek advice from your subordinates on these two issues.

You may not tell the President about your plan in front of the group because it's important that it appear he solved the problem. Otherwise, you're concerned you'll be seen as disrespectful and will be fired. You must wait until he suggests the two of you meet privately.

Secret instructions for participant C – Logistics Director: You are from a hierarchical culture, and the Logistics Director of the local subsidiary a cell phone manufacturer. Your company is facing a major distribution crisis because of a nationwide strike by air cargo handlers. All of your imports are brought in by air, and your inventory will be depleted within 48 hours. This will spell catastrophe for your company – and your career.

You're at a meeting of four different levels of management: the President, the Vice President for Distribution, yourself, and the Warehouse Supervisor. You know a sufficient inventory is available in a neighboring country, which would take only 12 hours by truck or train, but you have no idea whether the products from regional countries are compatible with your market. You must seek advice from the Warehouse Supervisor on the issue.

You may not tell the President or Vice President about your idea in front of the group because it's important that it appear they solved the problem. Otherwise, you're concerned you'll be seen as disrespectful and will be fired. You must wait until the Vice President suggests the two of you meet privately.

Secret instructions for participant D – Warehouse Supervisor: You are from a hierarchical culture, and the Warehouse Supervisor of the local subsidiary a cell phone manufacturer. Your company is facing a major distribution crisis because of a nationwide strike by air cargo handlers. All of your imports are brought in by air, and your inventory will be depleted within 48 hours. This will spell catastrophe for your company – and your career.

You're at a meeting of four different levels of management: the President, the Vice President for Distribution, the Logistics Director and yourself. It's occurred to you that neighboring countries use the exact same cell phones – if only you could get them into your country.

You may not tell anyone about your idea in front of the group because it's important that it appear your superiors solved the problem. Otherwise, you're concerned you'll be seen as disrespectful and be fired. You must wait until the Logistics Director suggests the two of you meet privately.

Conclusion: The President of each group should report his plan to avert the distribution crisis. It must include all three steps: bringing in a) compatible cell phones b) via truck or train c) from a country within the free trade zone.

Questions for discussion: Describe the process of trying to get information in a hierarchical culture. Were you able to get the information you needed? If yes, how? What did you learn about getting information within a hierarchical culture? What was it like feeling you might get fired for one-upping your boss?

2. Talking in Circles

Objective: To increase awareness of the reasons for indirect communication

Participants: groups of about 5 people

Instructions: Form small groups of about 5 people. One participant is designated the “boss,” and the 4 others are employees. Hand out the instructions below to the participants.

Secret instructions to boss: You have recently moved to an overseas country to open a new country office for a large software company. You’ve done your homework on the culture, and are aware that the local people are sometimes indirect.

You’re meeting with four employees: software development manager, marketing manager, sales manager, and distribution manager. One or more of your employees has bad news for you. You must find out the bad news, or you will lose your coveted new assignment.

You must ask specific questions of your employees, constantly probing, to discover any problems. Think of as many questions as possible: who, what, why, where, when and how.

For example, if you’re meeting with the person in charge of product packaging, you might ask:

- Who is making the packaging? Are there are problems with the packaging manufacturer?
- What components are in the packaging? What components might have defects?
- Why might the packaging be defective? Be delayed? Be a problem?
- Where is the packaging being made? Are there any problems at that facility?
- When will be the packaging be manufactured? When will it be delivered?
- How might packaging disrupt our campaign?

Secret instructions to software development manager: You are the software development manager of a large software company. Your project has gone well except for a bug that will cause some problems when the software is translated to the local language. It will take about 30 days to fix the bug. This problem was caused by an outside vendor, but this problem will affect your entire team, and you’ll be embarrassed to reveal the bad news, especially in front of the group. You’re concerned your boss will be angry and fire you.

You avoid telling your boss about the problem, unless you asked specifically about bugs or programming problems with the software. If any other participant suggests a delay in the launch might be advisable, you agree.

Secret instructions to marketing manager: You are the marketing manager of a large software company. Your marketing campaign has gone well, except for a miscommunication with local television that means your television advertising campaign will be delayed 30 days. This problem was caused by the television network, and you'll be embarrassed to reveal the bad news, especially in front of the group. You're concerned your boss will be angry and fire you.

You avoid telling your boss about the problem, unless asked specifically about television advertising. If any other participant suggests a delay in the launch might be advisable, you agree.

Secret instructions to sales manager: You are the sales manager of a large software company. Your sales campaign has gone perfectly, except for a flu epidemic that has stricken most of your best salespeople. It will take your sales team about 30 days to make up for lost time. This problem is beyond your control, and you'll be embarrassed to reveal the bad news, especially in front of the group. You're concerned your boss will be angry and fire you.

You avoid telling your boss about the team, unless asked specifically about the sales team or salespeople. If any other participant suggests a delay in the launch might be advisable, you agree.

Secret instructions to distribution manager: You are the distribution manager of a large software company, in charge of retail, download, and institutional versions. You have done your job flawlessly, but an outside service provider miscalculated bandwidth needs, so there will be a 30-day delay when customers try to download the software. Although this problem was caused by an outside vendor, and you'll be embarrassed to reveal the bad news, especially in front of the group. You're concerned your boss will be angry and fire you.

You avoid telling your boss this, unless asked specifically about the download process. If any other participant suggests a delay in the launch might be advisable, you agree.

Conclusion: The four employees reveal their secret instructions to the other group members. The teams of 5 people should discuss the results of the role play, then all participants should discuss their experiences.

Questions for discussion: For the employees, what was it like being concerned you would displease your boss? How would you feel about being fired from a job you like? Do you understand why someone might want to delay bad news, or at least soften its impact?

For the boss, how many pieces of bad news were you able to uncover? If you uncovered any of the bad news, how did you do it? What did you learn about "reading between the lines."

3. The Worth of My Values

Objective: increase awareness of the importance of values, and their influence in the workplace

Participants: teams of 4 people

Instructions: Participants are divided into teams of 4.

Each participant is asked to rate on a piece of paper the importance of the values listed below; each participant must write his/her name on the list.

Values:

1. Family
2. Financial Wealth
3. Free Time and Recreation
4. Physical Health
5. Religion

The facilitator reviews the values lists. In each group of four, one person is designated the team leader. The following secret instructions are given to the four team members.

Secret instructions for team leader: You are the regional marketing director for a software corporation, leading a multicultural team. You need to prepare a marketing launch for a new product, and require total commitment and the expert input from your three team members, with one each focusing on market demographics, competition, and marketing channels.

Each of your team members has valuable information you need. Start with a motivational talk, stressing the importance of the campaign, and launching it effectively and on time.

Once it's clear your team members are motivated and committed to the launch, ask each of the subject experts for their input.

Secret instructions for other team members who chose FAMILY as their top value: You are one of three regional marketing managers for a software corporation, part of a multicultural team preparing the market launch for a new product. The three of you are experts on market demographics, competition, and marketing channels, respectively. Decide who is an expert on which topic.

If you chose Family as your top value, you will be very dissatisfied with your new assignment. You're working with a marketing team on a software launch. The project will require that you relocate overseas for a year, and you'll see your family only every 2 months.

When the team leader asks for your commitment to the project, you are unenthusiastic. You don't tell the team leader why you're unenthusiastic because you don't want to offend the team leader and possibly lose your job. You may not reveal the reason for your lack of enthusiasm unless the team leader asks in some way whether you have a personal problem with the project.

If the team leader asks for your input on the campaign, say – unenthusiastically - you'll look into it and get back to him/her. Only if the team leader expresses concern about your values conflict, may you tell him/her that you'll provide the information today.

Secret instructions for other team members who chose FINANCIAL WEALTH as their top value: You are one of three regional marketing managers for a software corporation, part of a multicultural team preparing the market launch for a new product. The three of you are experts on market demographics, competition, and marketing channels, respectively. Decide who is an expert on which topic.

If you chose Financial Wealth as your top value, you will be very dissatisfied with your new assignment. You're working with a marketing team on a software launch. Due to budget cut-backs, the project will require that you work for deferred pay until further notice. When the team leader asks for your commitment to the project, you are unenthusiastic. You don't tell the team leader why you're unenthusiastic because you don't want to offend the team leader and possibly lose your job. You may not reveal the reason for your lack of enthusiasm unless the team leader asks in some way whether you have a personal problem with the project.

If the team leader asks for your input on the campaign, say – unenthusiastically - you'll look into it and get back to him/her. Only if the team leader expresses concern about your values conflict, may you tell him/her that you'll provide the information today.

Secret instructions for other team members who chose FREE TIME AND RECREATION as their top value: You are one of three regional marketing managers for a software corporation, part of a multicultural team preparing the market launch for a new product. The three of you are experts on market demographics, competition, and marketing channels, respectively. Decide who is an expert on which topic.

If you chose Free Time and Recreation as your top value, you will be very dissatisfied with your new assignment. You're working with a marketing team on a software launch. The project will require that you work 12-hour days, 7 days per week indefinitely to meet the launch deadline. When the team leader asks for your commitment to the project, you are unenthusiastic. You don't tell the team leader why you're unenthusiastic because you don't want to offend the team leader and possibly lose your job. You may not reveal the reason for your lack of

enthusiasm unless the team leader asks in some way whether you have a personal problem with the project.

If the team leader asks for your input on the campaign, say – unenthusiastically - you'll look into it and get back to him/her. Only if the team leader expresses concern about your values conflict, may you tell him/her that you'll provide the information today.

Secret instructions for other team members who chose PHYSICAL HEALTH as their top value: You are one of three regional marketing managers for a software corporation, part of a multicultural team preparing the market launch for a new product. The three of you are experts on market demographics, competition, and marketing channels, respectively. Decide who is an expert on which topic.

If you chose Physical Health as your top value, you will be very dissatisfied with your new assignment. You're working with a marketing team on a software launch. The project will require that you relocate to a remote location for the next year, where you won't have access to good nutrition, fitness opportunities, or adequate medical care. When the team leader asks for your commitment to the project, you are unenthusiastic. You don't tell the team leader why you're unenthusiastic because you don't want to offend the team leader and possibly lose your job. You may not reveal the reason for your lack of enthusiasm unless the team leader asks in some way whether you have a personal problem with the project. Only if the team leader expresses concern about your values conflict, may you tell him/her that you'll provide the information today.

If the team leader asks for your input on the campaign, say – unenthusiastically - you'll look into it and get back to him/her.

Secret instructions for other team members who chose RELIGION as their top value: You are one of three regional marketing managers for a software corporation, part of a multicultural team preparing the market launch for a new product. The three of you are experts on market demographics, competition, and marketing channels, respectively. Decide who is an expert on which topic.

If you chose Religion as your top value, you will be very dissatisfied with your new assignment. You're working with a marketing team on a software launch. Your schedule will require you to work on any holy day, holiday or religious period, and you'll forgo any and all religious observations for the next year. When the team leader asks for your commitment to the project, you are unenthusiastic. You don't tell the team leader why you're unenthusiastic because you don't want to offend the team leader and possibly lose your job. You may not reveal the reason for your lack of enthusiasm unless the team leader asks in some way whether you have a personal problem with the project.

If the team leader asks for your input on the campaign, say – unenthusiastically - you'll look into it and get back to him/her. Only if the team leader expresses concern about your values conflict, may you tell him/her that you'll provide the information today.

Conclusion: The role play ends either when a) the team leader discovers each team member's conflict in values or b) time runs out. All participants should then discuss their experiences, and lessons learned.

Questions for discussion: For team members other than the team leader, what was it like when your job came in conflict with your values? How did that influence your view toward your work? Can you understand how value conflicts might occur in real life situations? What strategies could be adopted to avoid value conflicts?

For the team leader, what did you learn about the importance of proactively seeking to understand the values of your team members? Can you understand how value conflicts might occur in real life situations? What strategies could be adopted to avoid value conflicts?

the global scenarios series

questions for consideration

building the multicultural team

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VALUES

- Tom and Fernando differ in their priorities between work versus personal life.
- To which character are you more similar? Why?
- Give specific examples about your habits or lifestyle.
- If your balance between work and personal life shifted, how would your life change?
- Give specific examples and be detailed. Would life be more enjoyable or less?

RELATIONSHIPS

- Jocelyn has a greater need than Tom to build rapport with co-workers or associates.
- Do you need to get to know people before working with them, or is it okay to do business immediately?
- What about your current work or educational situation – how well do you know your counterparts? How do you feel about this?
- Give an example of a situation in which you worked or collaborated with someone who you didn't get to know.
- Give another example in which you developed a good relationship with a co-worker.
- How did those experiences differ?
- What was the impact on the effectiveness of your work?
- What was the impact on your enjoyment of work?

INDIRECT COMMUNICATION

- In Omar's culture, it's important to please the boss.
- Do you tend to tell people what they want to hear, or do you tell it like it is?
- In what situations do you think it's important to be direct?
- When would you choose to be more indirect or diplomatic?
- Describe a situation in which you were reluctant to give bad news to a superior or elder. In contrast, describe a situation in which you were very direct.
- How did the experiences vary?

HIERARCHY

- For Sachiko, there is a natural order dividing leaders from subordinates.
- Do you view the world as egalitarian (all people are created equal) or authoritarian (the boss is the boss)?
- Describe a group that you've been a part of that was egalitarian. Describe another that was more authoritarian. How did the experiences vary?