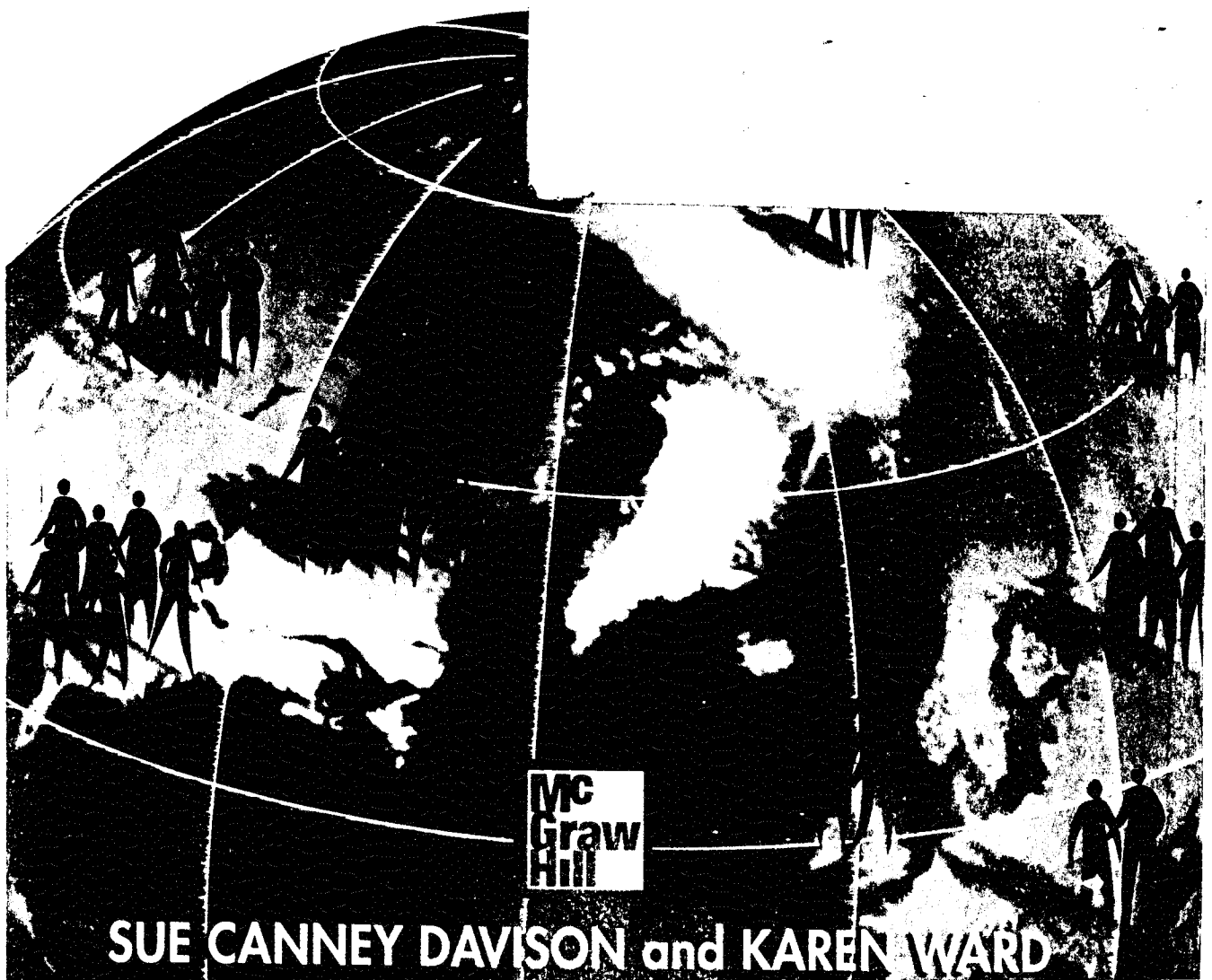


LEADING INTERNATIONAL TEAMS



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SUE CANNEY DAVISON and KAREN WARD

Leading International Teams

SUE CANNEY DAVISON
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How to Use this Book

This book is designed as a resource book for those involved in creating, supporting and participating in international teams. It is in-depth and specific to these teams and it is based on two research projects, an MSc thesis and over 15 years of joint experience of consulting, facilitating and working in international teams. While the model used to illustrate best practices in Chapter Four describes teams that have beginnings, middles and ends, the findings and advice are equally applicable to on-going teams and looser international networks.

The book is divided into two sections. Section I is written for international team leaders and members who need to know what to expect and what to do when participating in international teams in order to be successful. Chapter One is an introductory chapter that looks at the special problems these teams face, where they are in organisations and what they are trying to achieve. Chapter Two is a detailed and comprehensive description of how cultural differences can influence the interaction in a team. Chapter Three uses real life examples and research results to demonstrate how different types of inequality skew the interaction. Chapters Two and Three are there as diagnostic resources for anticipating and understanding what can go wrong. Busy leaders and members with little time to read can head straight for Chapters Four and Five for practical advice of what to do at each stage of a team's journey, how to use a facilitator and the types of tools the facilitator can usefully offer. They can return to Chapters Two and Three when the need arises. Chapter Four describes effective best practices at each stage of a team's life cycle. Chapter Five helps a team leader recognise how and when a facilitator can help and what tools they may use at each stage. Chapter Six explores how teams can best use the technology rapidly emerging to support the rhythm of working together and apart. Chapter Seven ends this section with a summary of an international team leader's role and responsibilities.

Section II of the book is written for senior managers and directors, human resource personnel, sponsors and champions of these teams, as well as trainers, facilitators and those involved in organisational development. It outlines the actions and responsibilities that these players need to take in order to create and

sustain effective international teams within their organisations. Chapter Eight looks at the responsibilities of senior management to support these teams through role-modelling, creating workable structures and conducive environments as well as investing in sufficient resources. Chapter Nine suggests ways in which the human resource department will have to re-organise itself and its policies and practices in order to support such teams. Chapter Ten explores how to identify, select, develop, evaluate and reward international team leaders and members. Chapter Eleven summarises the book as a whole and explores important aspects of the future. We expect that those who may start at Section II will come to recognise that they too are international team leaders themselves and will return to Section I to see how they can become more effective in this role. We hope that team leaders and members can use Section II to hustle for the support that they need.

Preface

We the authors were fortunate and, in different ways, have participated in the growing numbers of international teams throughout the nineties. In 1987, having spent six years in the Himalayas, Sue was asked to co-facilitate the Shell Intercultural Communication Workshop with a remarkable man called Peter Aylett. From Peter, she gained a deep appreciation that the best way of approaching cultural differences was to create supportive situations where people can understand and feel their impact for themselves. She also inherited some of the main tools which she has shared in this book.

Thanks to an auspicious meeting with Karl Weick in 1989, Sue decided to focus her Ph.D. video research at the London Business School, on international teams. Aside from support within the school for her thesis, she was also lucky enough to meet David Findley, then Human Resources Director of Wellcome, (now Glaxo Wellcome – a major international pharmaceutical company). David facilitated her joining up with Chuck Snow and others funded by ICEDR* to study transnational teams, which among other things allowed her to video teams in Hong Kong and Singapore. He also introduced her to Karen, who was to play a major part in setting up the support systems for the newly created international project teams in Wellcome. The partnership of an internal and external consultant which has resulted in this book, was born.

Karen had arrived at her role in the T&D function in Wellcome curious about working in a multifunctional and multicultural environment. This curiosity could be traced to the late eighties and a postgraduate work assignment in Ibadan, Nigeria organised by AIESEC (Association Internationale Etudiant Scientifiques et Commerciales – a global academic and business network). Having completed four years of study in international business at European universities, Karen arrived in Ibadan realising that she had been given lots of answers – but to all the wrong questions. A subsequent role with PA Consulting Group based in Germany at the time of the fall of the Berlin Wall, only strengthened Karen's interest in the impact of cultural differences on organisational effectiveness.

* An international consortium of thirty multinationals and twenty international business schools.

A Masters Degree in Organisational Behaviour at Birkbeck College, London, provided Karen with the opportunity to undertake some research to complement her practical organisational experience. When Wellcome decided to internationalise its R&D function, it provided Karen with the perfect research population for the study. Building on the research undertaken by ICEDR, Karen worked with the international project teams and their sponsors, Rick Kent, Trevor Gibbs and Judy Kramer to explore how to apply the existing research findings on international team effectiveness to the dynamic environment of an organisational setting.

Since the work with Wellcome in the early 1990s, both of us have worked with many different companies, facilitating and consulting on international teams. Despite the passing years and the range of new experiences in many industrial sectors, Wellcome's approach has always stuck out as a shining example. An example that many others still only aspire to. Thus, although changes of continent, motherhood and consulting work have delayed this book, we believe the experiments begun in Wellcome are still relevant to many companies today and we want to share the valuable lessons and insights that so many people have given us over the years.

Beyond those mentioned above, there are many people to thank and acknowledge in our journeys along this road. Thanks go to all our clients and colleagues for the support over the years without which the research and consulting work that has resulted in this book would not have been possible. Thanks also to the support of those at the London Business School, especially Nigel Nicholson and Lynda Gratton who saw Sue through her studies. A particular debt of gratitude is owed to Susan Schneider, Peter Frost and more recently, Martha Maznevski for critiquing, supporting and collaborating with Sue's research. Thanks to Farid and Kiran, patient husband and son for putting up with many non weekends in recent years.

Karen's thanks go particularly to her colleagues at Wellcome and Ashridge who have unfailingly supported her work on her Masters dissertation and this book. A special mention must go to John Howarth, partner in crime at Wellcome, from whom she learned so much about her own cultural biases and whose energy continues to astound. To husband Martin, who has patiently tolerated middle of the night phone calls from international team members who have got their time zones confused. Special thanks and acknowledgements go to Claudia Heimer of Ashridge Consulting Limited for her considerable initial input into this book and to Martha Maznevski and Ronny Vansteenkiste for their in-depth feedback and guidance as the book neared completion. Thanks to Joseph Kariuki, a talented Kenyan cartoonist, for turning rough sketches and ideas into our cartoons. Finally we send our whole hearted thanks to Alfred Waller and Elizabeth Robinson of McGraw-Hill for their sympathetic support and endurance far beyond easy limits.

Reviews

'An important and thorough study of an area that will be more and more critical as more organizations globalize.'

Edgar Schein, Sloan Fellows Professor of Management Emeritus, MIT Sloane School, USA

'A deeply insightful, comprehensive examination of a highly relevant topic in an increasingly interconnected world. I am very impressed with the richness of description which brings life into this valuable book. Sue Canney Davison and Karen Ward provide a must-read for international team leaders as well as for senior directors of international operations.'

Robert Feller, Vice President Corporate Management Development, ABB Zurich, Switzerland

'Grounded in years of working with real teams, here is a clearly written guide to help us make the most of diversity in international teams. Worth buying for Chapters 4 and 5 alone – detailed, practical and straightforward help for team members and facilitators at all stages of a project.'

Dr Peter Moore, Head of Staffing, BP Amoco, UK

'*Leading International Teams* provides a practical guide to success in all aspects of international teamwork for team leaders as well as for those in top management and Human Resources charged with creating the culture and supporting systems to nurture international teamwork. It is full of case examples and good practice and is essential reading for all international executives and leaders.'

David Findley, Director, Global Human Resources, Glaxo Wellcome, UK

'*Leading International Teams* provides an intriguing and generative approach with strong practical application in this crucial capability for global success. Useful even for those of us who think we know it all.'

Personal commendation by Ed Sketch, Director Education, Training and Development, Global Automotive Company, USA

'Canney Davison and Ward's book in an original combination of numerous practical hints and in-depth research. Reading their work, you wish you had this book before when you were faced with setting up and leading international teams. A seminal book for all managers, facilitators and consultants who want to improve their performance in this area in the future.'

Ronny Vansteenkiste, Vice President, Management and Organization Development, Philips, The Netherlands

Leading International Teams is written with the clarity, conciseness and currency that today's busy global managers and HR professionals need. The authors give us bold, powerful, and practical solutions to:

- power struggles within teams
- internal competition in corporations
- diversity insensitivity of dominant cultures

The chapter on Facilitating International Teams and Key Interventions is the most in-depth treatment out there. I strongly recommend that one should not employ another team consultant or facilitator before reading this book.'

Diane Woods, (former) Global Vice President of Organization Development, Levi Strauss and Company, USA

I recommend this enormously valuable resource to team leaders, senior line managers, and organizational consultants. Davison and Ward give us insightful and highly practical guidance, with real life examples.'

Joan E. Roberts, Head of Organization Effectiveness, Glaxo Wellcome Research and Development, USA