Skills for Effective Project Management of a Multicultural Team

Project Management in Engineering and Technology

ETM 545/645 Spring 2013

Dr. Kocaoglu

Portland State University

Team #3 Members:

Leopoldo Marino

Noppadon Vannaprapa

Philip Bottjen

Sudarat Poocharat

Contents

Introduction

As organizations rely more on projects for business ventures it is increasingly important for project managers to be skilled and trained in the techniques to see a project through to success. There is a significant body of knowledge addressing these skills, however some skills become more relevant than others when a specific focus or a specific requirement is involved. Project Managers working in development of new technologies, for example are expected to have a strong understanding of the technology being researched.

Moreover, as these enterprises continue to globalize, and their commerce extends past national borders, it becomes more common for projects to utilize cross national and multicultural teams. The use of multicultural teams provides significant advantages for business and unique challenges for project managers. In a multicultural environment, there are many differences between members such as countries, regions, ethnicities, languages, cultures, and religions. It is the aim of this paper to highlight some of these challenges, and the project management skills required to turn them into opportunities for teams to thrive.

Methodology

In order to properly approach the subject, the methodology was divided into 3 categories. First, literature review was done in order to identify major themes relating to the topic and set the scope for the investigation. The findings from the initial research were used to draft interview questions and interviews of experienced project managers were conducted. Key concepts from the interviews were identified and further researched. Lastly results from both interviews and literature were synthetized to a set of qualitative data. This data was organized into categories of key skills.

Literature review

Through a review of related academic literature, the definition of a multicultural environment was determined. The nature of multicultural teams was further investigated to identify concepts, advantages, disadvantages, and risks that were frequently mentioned. Moreover, cultural diversification and related topics were clarified. The findings were thoroughly discussed and related with the researchers' work and life experience. The results identified skill types, which were expected to be key in project manager's successful execution of projects with multicultural teams. The working definition of a multicultural team was drafted (see 'What makes a multicultural team' below). The anticipated

results were set aside and interview questions were drafted to be open, non-leading and discussion oriented.

Interviews

Professional opinions were gathered through a set of interviews with senior project managers, functional managers of project managers, a professor of Engineering and Technology Management and a project management consultant. All Project Managers (PM) interviewed were senior PMs at Daimler Trucks of North America (DTNA) with many years' experience in project management and experience managing multicultural teams. All PMs also have experience managing projects with multicultural teams, mostly with groups comprised of US (Western and Eastern cultures), Indian, German and Mexican individuals. In addition DTNA PMs have dealt with groups comprised of Engineers, Sales, IT and Manufacturing workers and noted the difference in culture and language between these groups. The professor of Engineering and Technology Management (ETM) was an acting professor at Portland State University ETM department at the time the research was conducted and has extensive knowledge and experience with project and functional management of technology groups.

Each interviewee was sent a pre-interview introduction and was given four questions meant to start the conversation:

1. What skills are most important for a Project Manager to be effective in leading a multicultural team?
2. What pitfalls must a Project Manager be aware of when leading a multicultural team?
3. What do you see as key advantages of a multicultural team?
4. What do you see as key risks of a multicultural team?

Interviews were informal with the interviewer asking a question and recording the answer of the interviewee. The interviewer often asked the interviewee to elaborate on a specific answer or thought. The original questions were often re-asked in a different context to solicit additional information. For example the following questions were asked:

- What have you found to be most important when you managed a project with a multicultural team?
- If you were on a hiring committee interviewing candidates for a position to manage a project with a multicultural team and you were presented with three individuals all showing strong project management abilities what skills would you look for to set one apart from the others?

- What advice would you give to a new project manager being brought into the organization to take over a project with a multicultural team?

Synthesis

After the interviews were complete, information from the interviews was categorized and commonly recurring themes were identified. Key concepts from both interviews and articles were entered into a synthesis matrix and certain terms with a high relative frequency were highlighted to identify which concepts were most common, and therefore key. The concepts were organized into core skills which were then organized into skill categories by concept affinity. The results were highly encouraging with skills identified through interviews having a strong alignment to the findings from literature research. A sample of the matrix is shown in appendix B.

Multicultural Teams

What Makes a Multicultural Team?

For the purpose of this investigation a Multicultural Team (MT) is defined as any group of people working together on a project that consists of individuals from different cultural backgrounds. Different backgrounds may originate from any number of differences such as country of origin, region, ethnicity, native language, age, religion, gender or profession. Different nationalities were the most commonly cited source of cultural difference. There are significantly varying degrees of multiculturalism. Teams with these varying degrees will see varying degrees of the challenges and opportunities that we discuss, but it is our intention that all MT managers can benefit by acknowledging and understanding the skills discussed.

Benefits

The primary resource for a project is its people. These individuals come with unique backgrounds and understandings, and each brings their unique set of skills. In a highly functional team, these individuals work together to take advantage of each other's strengths while mitigating weaknesses. Because a team is able to take advantage of a variety of strengths, the team is stronger than the sum of its members.

An MT is made up of people who come from different cultures and have different life experiences. This extra breadth of perspective allows an MT to take advantage of more varied sources of perspectives and knowledge, and mitigate more weaknesses than a homogeneous team, thus getting a better return on

the same investment in personnel. It is up to the manager to capitalize on this benefit. A successful project manager of a multicultural team is one who can find opportunities for and produce a synthesis among the individual team members.

Challenges

The challenges facing MTs are widespread. Key challenges are outlined below:

Communication – Regardless of language differences, individuals can have a hard time understanding the message behind the words. Human interaction and communication is full of feeling, understanding it is as much of an art form as the delivery. Knowing the context surrounding a message is as important as the message itself, as the context can hold the key to decoding it. Understanding the context around a message requires at least a basic understanding of the messenger. Once this understanding is gained, communication is possible, even with language barriers. The difficulty here is in putting the effort, patience, and time into learning the unique characteristics of an individual. The benefit is in the ability to understand the person, perhaps better than an individual from your own culture, since you had to put that much more effort into understanding them.

Language – MTs often consist of individuals who speak different languages. If the team is to successfully collaborate members must have at least a basic understanding of a common language so that interpreters are not required. An interpreter can obfuscate a detailed or technical message because they do not understand the concepts behind the message. However, having individuals with many languages understanding your project can help when taking the project international.

Schedule – National holidays, religious holidays, time zone differences, expected daily schedule, schedule of weekends, vacations, siestas, prayer times, sabbaticals, hours worked per day, days worked per week, days of rest, maternity/paternity leave; all these things can challenge a project manager. With sufficient foresight however, these challenges can be planned for, and bargaining can be done so that some cultures will cover for others during their important times. Instead of losing your entire department on a specific holiday/occasion, you only lose the individuals who participate; the others can cover for them and vice versa.

Conflict – In any effective team, conflict is inevitable. It is not something to be feared or to be suppressed, but something to acknowledge, understand, and deal with. Conflict means the individuals are interacting in deep and meaningful ways. Conflict in an MT can be significant because of the many and deep differences between the individuals. This conflict, if seen as an opportunity can at times enable benefits. The level of conflict can even be looked at as a level of team potential. More conflict =

more potential. This is because the individuals in conflict usually share very little in context and characteristic. While this makes it difficult to relate, it enables them to access and deliver a breadth of ability and understanding that is unmatched by two individuals who are similar.

Skills and Resources – Multicultural teams benefit from a broad range of skills and resources. A department or team usually has a limited range of outputs. Many homogeneous teams focus on employing individuals who can each pull their weight of production, but don't attempt any sort of synergy. The key to effective MT management is synergy and emergence. Creating something that is more or better than the sum of its parts. Homogeneous teams benefit by reducing overlap. Taking more advantage of skills and resources that are in high demand because of their rarity.

Skills for Project Management

Choosing the right PM is one of the most important keys to success in a project. There have been many studies performed to identify qualities and skills, which PMs should have for the best chance at success. Schools of theory like trail school, the behavior school, and the competency school categorize the skills into three major areas of competencies; Intellectual (IQ), Managerial (MQ), and Emotional (EQ). Every project needs a different mix of skills depending on the objectives and environment of the project. [1] Listed below are the outputs from one specific survey about what skills are required for project managers to successfully manage projects. The result of the survey (table 1) illustrated the six most important skill areas [1].

Communication Skills	Listening, Persuading, Culture awareness
Organizational Skills	Planning, Goal-setting, Analyzing
Team Building Skills	Empathy, Motivation, Esorit de corps
Leadership Skills	Sets an example, Energatic, Vision, Delegates, Positive
Coping Skills	Flexibility, Creativity, Patience, Persistence
Technological Skills	Experience, Project knowledge

Table 1 Survey Summary

Key Skills for Project Management of a Multicultural Team

The results of the interviews and literature research aligned along three key categories: **Communication** Skills, **Team Building** Skills and **Coping** Skills.

Communication

The skill set most commonly mentioned by both the interview subjects and journal articles is, not surprisingly, communication skills. Almost all interview subjects emphasized the importance of strong communication skills

> "Overcoming cultural differences and avoiding misinterpretation of messages are key challenges for project managers"[4]

and particularly of the ability of the PM to effectively **listen**, **understand** and **present** information. These skills are critical to success for any project manager but are of increased importance to a project

> "You must develop a well thought out Communication Plan, both for internal and external communication"[16]

manager managing a multicultural project team because of the inherit risk and complexity added by differences in language and culture among team members. Communication is a key competency in team management because it helps maintain information flow within a diverse team and maximizes available sources of information[2], [3]. Dinsmore and Benitez Codas state that it is important for multicultural team members to have sufficient communication and understanding abilities because they can make the difference between project success and failure. Communication is also needed to make progress throughout the project, so developing communication and language skills is a key priority to reduce misunderstandings. Furthermore, efficient communication in a project helps the PM and the entire project team to benefit from each other [4]. However, in some cases, over-communication can lead to confusion within the team. For example an excessive volume of messages on project deliverables can discerning critical information difficult [5]. A common step in preparing for any project is to draft a communication plan. The communication plan is very useful in mitigating project risk, but should be critically analyzed for content and format when working with a MT. The communication plan needs to be well tuned to the audience, be it internal to the project team or external to stakeholders. Also, new members of a project team should get intercultural communication training to facilitate understanding of others, and to reduce the possibility of distrust amongst the team [6].

Listening

The ability to effectively listen was highlighted in a number of the interviews. There are many listening techniques that a PM may employ to improve comprehension but one that was suggested a few times by different individuals was using a

> "Use reflective listening … repeat what you have heard and ask them to repeat back to you what you have said"[17]

technique called 'reflective listening'. In a conversation one uses reflective listening by hearing what the other person says then repeating what you have heard back to them, often with minor paraphrasing and mirroring of tone and attitude. This serves to build empathy and let the speaker know he is being heard, but most importantly in a case where comprehension is at risk it provides an opportunity for misunderstanding to be identified and dealt with early.

> "Listening is key … Try to get into their shoes and ask how they see the problem" [18]

Closely related to reflective listening is the technique of sympathetic listening where you seek to understand not only what information the speaker is seeking to communicate but what is important to that person. By understanding what motivates the individual you can better devise what is most important in the conversation. This method of 'putting yourself in their shoes' is harder to achieve when cultural differences are at play but can break through misunderstandings.

Understanding

> "Corporate culture may contribute to cross-cultural effectiveness since its rituals provide a sense of security which substitutes to the stress stemming from the encounter with unknown 'others.'"[10]

Communication is often achieved in a team through trial and error. Misunderstandings can create dissatisfaction, placing the onus on the PM to ensure the team is not only communicating but achieves proper understanding. Here, the advice offered by our Senior PMs focused on documenting deliverables, major decision points and project risks in a pre-defined template. Using these communication tools creates a common expectation among team members of how information will be exchanged and tracked. This group understanding can effectively supersede the unique cultural assumptions that each team member brings to the group. This supersession of corporate culture and communication style cannot fully trump the individual however. Another common piece of advice when discussing communication

> "Different cultures have different ways to communicate. Daimler has a company culture – that is our way. I ask everyone to adjust to the common process.."[18]

was to be attuned to the communication style of each individual team member and to be ready to show flexibility and patience when relating the same concept multiple times and in different ways.

Presentation

There are a variety of communication styles such as verbal language, body language, writing and media [7] that a PM should consider when preparing to manage a multicultural team. In dealing with any team where communication might be a barrier the PM needs to be very aware of the accuracy of the message and the ability of the selected medium to carry the meaning across.   Body language can be very powerful in clarifying meaning, however the speaker needs to be aware of the culture of the receiver and the difference in meaning that gestures can have in different cultures. Similarly humor was often cited as a way to build camaraderie and trust, however jokes seldom translate and using humor in communication can lead to serious misunderstandings[3].   The   safest   form   of presentation is to adopt a formal communication style and avoid the use of slang or idioms[3], [8], [9]

> "Use a formal communication style … avoid social and cultural references (not everyone will get a star trek reference)"[19]

> "In India you cannot talk about a 'sacrificial cow'"[18]

Importance of Communication

Communication is a foundation for a team, and is a building block for team building. Communication is the core process that enables the team to engage its members' strengths and mitigate their weaknesses. It is the spark of life that differentiates a Team from a group of individuals. Effective communication is essential to the productive management of a team. This communication is the vehicle for conflict management and problem solving. It is also responsible for the flow of information in, out, and within a team. It can improve morale by making people feel included and important in a project. Many Multicultural Teams face elevated communication challenges due to varying language proficiencies and differing backgrounds of understanding among the members. These challenges make communication   more   difficult,   but   also   make   it   more   important.   A   key   aspect   in   all   areas   of communication is understanding. It is critical that understanding is assured within a communication model, for without understanding, communication is wasted at best, and at worst, destructive.

Team Building

Team Building skills were the second most commonly listed set of skills for Multicultural PMs. Utilizing communication and understanding, PMs can create trust and resolve conflicts within their team. Team Building requires the foundational skill of communication, but also requires respect. If respect is lacking, that will have to be developed first. Exercising tolerance, self-control, and understanding can contribute to respect in a team and can inspire the members. Since behavior varies widely in a multicultural team, it is important to be able to react to the sometimes unpredictable ways that different cultures mix [10]. Project managers of multicultural teams should focus on three elements of cultural understanding, which are cultural practices, cultural values, and team mutuality. They should be able to make an appropriate organizational style based on this understanding [11]. MTs require cognitive, communicative and affective competencies to reduce many difficulties including stress, risk, and ambiguity. These skills also help the team to develop understanding and cultural awareness[2].

Trust

Trust in a team is defined as confidence or reliance on another by giving or accepting credit without evidence. Trust can be established or tested in an unpredictable and risky environment when reliance on others is real. The strength of trust is often related to the quality of project outcomes. There are two principle forms of trust, which are affect-based trust and cognition-based trust. The affect-based trust is related to emotional elements and social skills that are used in working groups. The cognition-based trust stems from rational trust based on evidence of trustworthiness [12], [13].

> "The amount of knowledge necessary for trust is somewhere between total knowledge and total ignorance. Given total knowledge, there is no need to trust, and given total ignorance, there is no basis upon which to rationally trust."[20]

Trust is an important issue in an MT. The influence of trust leads to high performance through communication, cooperation, informed decision-making, and reduced risks. Maintaining and developing this trust level through the project life cycle continues to increase performance in its team members. However, developing trust in team members can be difficult if the duration of a project is short or if there is unhealthy competition between members.

> "The manager should use techniques to build team spirit, and a team organizational structure" – [3]

A kickoff meeting is a valuable tool for introducing team members and aligning their understanding, focus and effort. The members can develop relationships by sharing information, goals, and purposes[14]. There are still many other ways a team can establish trust. First, the PM should preserve empathy for team members and understand not just what your team is thinking but also what the individuals are feeling [15]. Second, enabling team members to build close relationships is a good

> "It is important to share a meal… more than once. With the Germans you have to have a beer (or coffee)" [19]

technique when developing a multicultural team. Planning social events such as having dinner, coffee, tea, or beer every project week can contribute toward developing acquaintance among team members [10]. Third, a kind of cultural mediator can help to ensure that team members have a way to get to know each other. It helps a team in interpreting and constructing acceptable compromises. Fourth, face-to-face communication is a simple and effective way to build relationships among members [6].

Conflict Resolution

Conflict is a natural function of progress in a team. Conflict arises when individuals have different perspectives on a common issue. Conflict can be constructive in nature, or it can be destructive. The end result has much to do with the way the

> "Be on the lookout for hidden conflict. If you see folds that are quiet, solicit their input"[19]

conflict is managed. When a team has been built effectively, most conflict is handled by the individuals themselves. However, sometimes conflict can remain unresolved to the point that it begins to affect the performance of the team. At this time, the project manager must step in to assist with the resolution. In these situations, the manager must exercise extra care to maintain the morale and trust of the team. The manager must be decisive and just to enable the team to move forward.

The skill required for effective conflict resolution is not a simple one. Conflict resolution requires deep understanding of the individuals and issues involved. It is important to know how the conflicted

> "Some cultures prefer to not have conflict in an open forum with a lot of people around the table" [19]

individuals will respond to the method of resolution that you choose. Often, the best path toward conflict resolution may be unclear. It takes diligence and deep effort to truly root out the causes and solutions to issues. Once the source of the conflict has been determined, it is equally important to choose a proper method of resolution. Conflict issues can easily spread or be made worse if not handled properly.

Importance of Team Building

Team Building builds on communication. The act of Team Building organizes and focuses communication toward a goal of creating trust. Along with communication, trust is crucial to the effectiveness of a team. While understanding gives meaning to communication, trust gives it weight and enables confidence. This trust strengthens the communication and expands the possibilities of the team.

Another main function of Team Building is for developing understanding of other cultures and processes. To work well with a team member, you must know how to interface with them effectively. Team building helps individuals improve the way they interact by creating experiences through which individuals get to know each other. In a MT, Team Building is especially important because of the considerable differences in culture. Team Building is a skill and a method through which a competent manager reduces uncertainty, and increases confidence and predictability in the team.

Coping Skills

> "Things will take longer, you have to be patient and persevere" [21].

In describing how to be effective in the various communication and team building skills, the interview subjects consistently gave explanations with three terms: **Patience**, **flexibility** and **persistence**. These personal traits speak to the need for the PM to be willing and able to try different approaches to the challenge of effectively brining a multicultural team together and ensuring they are able to cooperate and communicate. These traits speak more to

> "It will take longer to communicate, you have to show patience … you have to be persistent in digging for information that [they] might not want to share freely"[22]

personal virtues than trained techniques but are just as important as the core skills for success[3]. According, there are project leaders' traits that are required to effectively manage multicultural teams such as flexibility, charisma, honesty, patience, and self-confidence[10]. These skills can strengthen relationships among the group and in doing so reduce conflict and stress among team members.

Importance of Coping

Coping skills help a manager maintain effectiveness during difficult situations. A manager who is able to cope with stress can inspire other team members to do the same. Coping helps a manager keep a level head under pressure, reducing the possibility of making mistakes and exacerbating issues. A manager who is able to cope with the day to day challenges is better prepared to persevere through the long

term struggles of project management. This skill is especially important for MT managers because of the elevated challenges inherent in multicultural team life.

Conclusions

Our research identified many project management skills, which are key for a project manager of a multicultural team. These skills are mostly people oriented and include **Communication** (listening, understanding, presenting), **Team Building** (trust, respect, conflict), and **Coping** skills. Multicultural Teams are all unique, and all come with opportunities and risks. The Project Manager involved with this team must be able to communicate effectively, must be a competent team builder, and must be able to cope with the difficulties along the way. If the PM is successful, he or she will find great productivity and a rewarding experience working with MTs.

Appendix A: References

[1]   S. J. M. J. Jack R. Meredith, *Project Management*, 8th ed. Wiley, 2011.

[2]   P. Iles and P. K. Hayers, "Managing diversity in transnational project teams: A tentative model and case study," *Journal of Managerial Psychology*, vol. 12, no. 2, pp. 95–117, 1997.

[3]   D. M. Miller, R. Fields, A. Kumar, and R. Ortiz, "Leadership and Organizational Vision In Managing a Multiethnic and Multicultural Project Team PROJECT EXAMPLE DIVERSITY ON A PROJECT TEAM," no. December, pp. 18–23, 2000.

[4]   M. Eberlein, "Journal of Information Technology Management CULTURE AS A CRITICAL SUCCESS FACTOR FOR SUCCESSFUL GLOBAL PROJECT MANAGEMENT IN MULTI-NATIONAL IT SERVICE PROJECTS THEORETICAL BACKGROUND : GLOBALIZATION IN PROJECT Definition of Terms," vol. XIX, no. 3, 2008.

[5]   L. Lee-Kelley and T. Sankey, "Global virtual teams for value creation and project success: A case study," *International Journal of Project Management*, vol. 26, no. 1, pp. 51–62, Jan. 2008.

[6]   M. Oertig and T. Buergi, "The challenges of managing cross-cultural virtual project teams," *Team Performance Management*, vol. 12, no. 1/2, pp. 23–30, 2006.

[7]   J. Gilleard and J. D. Gilleard, "Developing Cross-Cultural Communication Skills," no. October, pp. 187–201, 2002.

[8]   P. Milano and P. Leonardo, "Continuous learning in global product development : a cross-cultural comparison Riitta Smeds Paola Olivari and Mariano Corso," vol. 22, no. 4, pp. 373–393, 2001.

[9]   R. Khormaei, "Chief Executive Officer, Circle Technology," in *Interview*, 2013.

[10]   S. Chevrier, "Cross-cultural management in multinational project groups," *Journal of World Business*, vol. 38, no. 2, pp. 141–149, May 2003.

[11]   T. Horii, Y. Jin, and R. E. Levitt, "Modeling and Analyzing Cultural Influences on Project Team Performance," *Computational & Mathematical Organization Theory*, vol. 10, no. 4, pp. 305–321, Jan. 2005.

[12]   P. Kanawattanachai and Y. Yoo, "Dynamic nature of trust in virtual teams," vol. 11, pp. 187–213, 2002.

[13]   T. M. Devinney, "A FORMAL MODEL OF TRUST BASED ON," vol. 23, no. 3, 1998.

[14]   Z. Liu, "A qualitative analysis on cross-culture communication and its context perception in collaborative work processes," *International Journal of Internet Manufacturing and Services*, vol. 2, no. 2, p. 156, 2010.

[15]   J. Frost and M. Walker, "Cross cultural leadership," no. July, pp. 27–30, 2007.

[16] R. Guyot, "Senior Project Manager, DTNA," *Interview*, 2013.

[17] E. Metzler, "Project Manager DTNA," *Interview*, 2013.

[18] S. Murugesan, "IT Manager, DTNA," *Interview*, 2013.

[19] M. Spriggs, "IT Manager, DTNA," *Interview*, 2013.

[20] D. J. Mcallister, "AFFECT- AND COGNITION-BASED TRUST AS FOUNDATIONS FOR INTERPERSONAL COOPERATION IN ORGANIZATIONS," vol. 38, no. 1, pp. 24–59, 1995.

[21] G. Schatten, "Senior Project Manager, DTNA," *Interview*, 2013.

[22] K. Waldemer, "IT Manager, DTNA," *Interview*, 2013.

Appendix B: Synthesis Matrix

	DTNA - Richard Guyot	DTNA - Morgan Spriggs	DTNA - Clinton Pereira	DTNA - Greg Schatten	DTNA - Ed Metzler
Communication	- Have a communication plan- Internal and External				- Make action items explicit with clear dates and timelines
-Listing	- If there is a breakdown in communication go back to listening skill			- Listening skills are critical. You are dealing with things that are unfamiliar, you need to listen and interpret. Absorb what they are saying and translate it in your mind into your own terms	- Use reflexive listening - If you are not sure you understand ask questions… you might look foolish but you need to know
-Understanding	- Repeat 'this is what I think I heard' but not in those words				- Need to take the time to make sure there is common understanding - Ask them to repeat back to me what I said to them
-Presentation		- Use a formal communication style - Avoid social and cultural references (not everyone might get a star trek reference)		- Be able to communicate at different levels of work and experience and different work cultures	- Ovecommunicate - User different modes of communication… visual, verbal, etc..
Team Building	- "Project management is about managing cost schedule and quality. At the core of all of these are people" - I think of everyone as being on the same team				- Use humor - Get the group laughing (but not at each other)
-Developing Trust	- Use Humor - In 8 years I have only found one person I could not joke with - Information sharing - If everyone knows what's going on they will be better armed to work together	- It is important to share a meal… more than once ' With the Germans you have to have a beer (or coffee) - Know how people want to be addressed	- Go out for a group meal at least once a week - With Germans it is hard to figure out how to break the relationship barrier, but once you get through and gain their trust they will do what they said they would - "Nothing better than taking someone out for a beer" - "In Germany it is expected you will go out for dinner after the workshop"		- You need to understand what their personl interest is in the project - it builds trust and respect - Call people by their proper names and learn how to pronounce it - Use a team building exercise (like a treasure hunt)
-Nurturing Respect	- Understand not everyone is as comfortable with English - They are all individuals – look for the individual style - Don't treat team members differently from each other	- Make sure you know where each member is as an individual - Not all Indians from India behave the same way… if you racial profile you will get into a lot of trouble	- "It is easier to say 'he behaves like a German' than 'he is German so he will behave this way'" · You have to have pictures of offshore people to have a face to attach to the names		- Show respect for all team members - Respect the differences

This sample shows the first page of the synthesis matrix

15