

## ARTICULATION

### 1. Teams without Borders (TWB)

[Intercultural communication]

- Meetings across location & cultures
- Win-win meetings with pluri-cultural stakeholders
- Articulate to improve productivity in Multilocation Teams
- Risks to embrace when working in multicultural teams
- Handling disruptions in multiculturally sensitive teams

### 2. Business English

[Commerce]

### 3. Communicate effectively in global teams

- etiquette essentials at workplace

### 4. Articulation foundation.

## Teams without Borders

### 1. Meetings across location & cultures

#### → Before Vcon

- Agenda

- Share in advance

- choose imp topics

- Invite only required ppl

- Language

- empathize

- speak slowly

- Articulate clearly

- Duration

- confirm language of comm.

- If necessary, use interpreters

#### → During Vcon

##### meeting time

In some cultures



some



Meeting Starts at 10 AM



at 10 AM sharp



ppl. assemble prior 10am

Meeting Starts at 10 AM



around 10 AM



TCS TATA CONSULTANCY SERVICES  
ppl assemble b/w 9:50 to 10:10, start at 10:10

## → Task oriented cultures

- Job at hand is imp
- Agenda followed strictly
- Let's get down to business / time is money
- leave meeting on time , irrespective of others

Purpose: conduct & conclude business

## Relationship-oriented

- No stress on completing tasks
- NOT leave meeting when time is up
- Meeting Spilling over are common

Purpose: know ppl, build relationships establish trust

## → After VCON

\* create protocols & establish norms of meeting from beginning

- Be flexible about process
- use multiple platforms
- get to know others cultures in advance
- understand others
- focus on cultural prototypes ✓  
stereotypes X

- Intercultural IS 2-way
- Not only countries even organisations and even teams have own cultures
- In some cultures disagreement leads to loss of face for counterpart
  - eg: In some, ppl can't contradict seniors
  - In some, it is easier to disagree with idea.

## 2. Win-win meetings

### → cultural differences

- Decision making
  - Some ppl take decisions quickly  
etc. USA, Australia [individualist]
  - Some, prefer to arrive at consensus each member's opinion  
etc. Sweden, Netherlands [individualist]
  - Some, consult team before taking decision

etc. Malaysia, Japan [collectivist]

- TIPS
  - Aware that silence is disagreement
  - Adapt to their ideas
  - Be cooperative, encourage other teams to adjust to new
  - Working together is main objective

→ cultural wise approach for presentations

- Linear, brief and focused  
eg: US, UK, Australia
- Strong basis in philosophical, intellectual arguments, lengthy . . .  
eg: France
- Historical flow, clear, aesthetic visuals, graphs, charts, min. text  
eg: Japan

TIPS : → aware of audience

- Don't impose your culture in ppt
- Engage during the ppt presentation
- respond to questions

ppt

Ref: involve → global market → selected country essay

→ Building trust thr. reciprocal relationships  
beniHittingsall [Guanxi]

- Respect viewpoints and approaches of team members with diff. cultures
- Ack, that every approach have some limitations
- explore cultural traits of others
- encourage open atmosphere.

### 3. Articulate to improve productivity

→ interacting with team member from another culture

- Do not judge
- Do be empathetic
- Don't give weird reactions, they feel hesitant
- when asking ques, be careful of words you choose
- use humour carefully

\* how you say, what you say \*

→ during meetings in geographically dispersed multicultural teams

- Show empathy
- Rotate time slots
- In some cultures, praising in public is embarrassing
- In some, group matters more than individual
- Nurture the an environment which embraces risk, it is okay to fail fast.

→ when asking questions

- It gives your colleagues the space to avoid offending you
- It gives you oppor. to scout for multiple perspectives
- It gives others to share their views

→ what motivates

- In some, praises
- for some, challenging work
- for some, work-life balance or salary like

## → Silence means

- In some, sign of respect  $\Rightarrow$  agreement
- In some, way of refusing politely
- also mean, thinking or formulating ideas.

## 4. Risks to embrace

### → factoring in differences in time zones and DST (Daylight saving time)

- Aware of time zones
- Be conscious many large countries have multiple time zones
- Aware of DST

### [] Addresses clients by first name

- In direct communication cultures (US, UK, Australia etc) prefer informal ways of being addressed]

\* end March to end October [DST], UK to India  
 - 4 &  $\frac{1}{2}$  hr diff  
 otherwise 5  $\frac{1}{2}$  hr diff

### → Definition of Done (DoD)

for some countries

EOD → when action completed

→ for monochromic time cultures [Germany,  
 USA, UK, Australia] mean end of  
 typical work day for person asking  
 task

→ for polychronic time cultures [India,  
 Brazil, Mexico, Indonesia], work day  
 stretch ... eg like 10PM 2ST

- Find out DoD for all work submissions, once it is done, business proceeds much smoothly.

### → Comm. b/w Snr & Jnr

Hierarchical culture

- Refrain from expressing disagreement

Egalitarian culture

- voice opinions, express disagreement

- tendency for snrs to stand on their authority and make diff is very obvious.
- Bossy attitudes of rudeness as lack of respect for individual such are not all appreciated.

- DO maintain decorum & respect for people you are interacting with.
- Be Suitably firm or assertive

### → Personal time vs. professional time

- ppl from Individualist cultures (US, UK, Aus.) keep personal, professional time separate it spills over considers poor time management
- They disconnect from office email & official mobiles after office hours.
- collectivist cultures (India, Arab) sign of commitment to one's org, to extend work day well beyond work hrs.

## 5. Handling Disruptions

→ overstretching delivery schedule

Expect work 'tomorrow' means

Japan → before midnight b/w curr. day and foll. day

US, UK, Aust,  
North Europe → within office hours foll. day

India, South Asian,  
Middle Eastern → A loose range of dates  
beyond foll. day.

→ Deconstructing the delivery delay

- Build some buffer time
- find out how customer likes to receive work
- use agile planning
- Seek information and mentoring to gather wider perspective of one's contrib. to business
-

## → Revisions & new planning

- understanding where and how one's work contributes to whole
- understanding wider context
- Take responsibility of one's work
- Sending incomplete work X → major source of dissatisfaction.
- offering one's ideas and suggestions is beneficial

## Business English

- TOAST
- PACE
- Commence
- Art of Articulation
- Express



Date: \_\_\_\_\_

## Communicate effectively in global teams

### → Intercultural skills

- Ability to work seamlessly across cultures  
    ↙  
    Intercultural agility

→ Recognize own culture

→ Recognize similarities and differences  
in diff. culture

→ use empathy to deal with diff's

### cognitive flexibility

Ability to shift perspectives.

→ flexible mindset is one of the core skills  
that allows one to flourish in an  
intercultural setting

### uncertainty & Ambiguity

Ambiguity → capable of more than one  
interpretation

Ambiguity tolerance - we're comfortable  
with unknown and accept the  
idea of uncertainty

→ Tips to deal with uncertainty

- Do not panic
- look for information that helps you understand situation
- Determine best approach to deal with it

◦ Intercultural Empathy:

→ Ability to understand dynamics of different culture even when the value systems are diff. from yours

Tips:

- Put yourself in other person's shoes
- Recognize & support feelings and emotions of that person
- Adjust your behaviour acc. to needs of other person

Practice empathy

- use Active listening
- Be observant
- Open up

empathy > emotional connect > Rapport > trust