MANAGING GLOBAL TEAM

Communication & Collaborations - 2

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James faces the aftermath of his worldwide tour of duty. From one angle, the non-Americans in the group avoided talks out of fear of appearing uninvolved in the conversational whirlwind. On the other hand, James may have been oblivious to the implications of his extra time spent, and his bias may has not been intentional.

Although, difficulties in communication and agreement-building have resulted from a need for more close and personal connection with groups. Brett et al. (2016) point out that cultural differences usually influence communication difficulties. The HS Property crisis was also precipitated by "Open Work" environment, which is complicated to some employees (Neeley & DeLong, 2009). James had to face the challenge of steering a different group across different time zones, and he needed help finding the right balance between actually dealing with the group and meeting the needs of his clients. Research indicates that a lack of strong leadership challenges the employees and the organization (Gardner, 2012). The fact that he is considering immediate and long-term solutions to improve the situation proves which he is aware of problems and trying to solve.

Judging James' performance as a manager without information about the specifics of the situation and the factors that have led to the ongoing issues is difficult.

The information provided did not demonstrate HS Possessions' obligation in light of the emergency. Even still, it is usually deduced that James, as the global group chairman, played some role in the crisis. Both his chief's assessment and a coworker's observation that James was using top picks as evidence of this and the emergency may have been exacerbated by the lack of direct cooperation and correspondence with non-American groups, as decisions may have been made without the full accountability of all group members (Neeley & DeLong, 2009). However,

additional factors may be at play, such as challenges with the larger team structure or client requirements that must be more conducive to the open workplace. With more information, pinpointing who is ultimately at fault for the crisis at HS Prope   rty becomes increasingly possible. The company culture of "Open Work" is crucial to its success. The term "open working" refers to a method of work that is flexible enough to allow employees to do their jobs from anywhere, at any time, using any device they choose. James's international team, for this purpose, uses a shared office.

An open office layout contributed significantly to the crisis at HS Property by making communication and collaboration issues even more difficult. Misunderstandings and misunderstandings have arisen due to the dispersed nature of the group and the lack of opportunity for face-to-face interaction (Neeley & DeLong, 2009). James finds it difficult to effectively manage the group because his colleagues are spread throughout the globe and operate in different time zones, adding more complexity to the situation.

Similarly, the open office layout has fostered an environment where employees take personal responsibility for their actions and decisions. According to Lin & Tsai (2019), giving employees more responsibilities increase their morale and sense of belonging. However, there needs to be a clear chain of command to help create a system for knowledge sharing and avoid uncertainty about who is responsible for which activities and findings. Haas & Mortensen (2016) Adds that teams need favorable context, Chain structure, and attractive leadership to be successful. A lack of clear chain structure and inadequate leadership may have exacerbated the crisis at HS Possessions.

James's team benefits from the freedom and independence of an open office layout, but they also need help with private communication, teamwork, and accountability. Zak (2017)

posits that groups benefit more when there is an effort to identify employees' needs which helps increase engagement. His idea is backed by Brett et al. (2009), who emphasize of benefits of considering the individual strengths and weaknesses of people in teams before deciding who does what. The HS Possessions crisis highlights the need for a clear correspondence structure (Neeley & DeLong, 2009). It plans to aid a diverse and geographically dispersed group, as well as the importance of balancing the benefits and drawbacks of an open workplace.

The information provided needs to define diversity's role in James' global team clearly. James' group is mentioned to have members from various countries, including China, India, and Prague, indicating cultural and national diversity. Despite the richness of perspectives, the team needed help communicating effectively and reaching a consensus. Toegel & Barsoux (2016) state that group conflicts can make or break a group depending on whether the conflict is negative or positive. A lack of mutual appreciation for one another's varying ways of doing things, social norms, and linguistic backgrounds contributes to these negative conflicts, thus causing the issues shown in HS property (Neeley & DeLong, 2009). Erickson (2007) adds that ignoring error lines within groups poses challenges in terms of team morale and performance. It is unclear whether James has done what it takes to address the impact of variation in group execution or understands the need to do so. Diversity can help bind a group together but can also cause friction and misunderstanding if it needs to be appropriately managed (Brett et al., 2016). James demands that you assess diversity's influence on his team and do whatever it takes to fix any problems preventing them from presenting as a unit and working together effectively.

James, the international team leader tackling this issue, is up against several challenges. In the near term, he needs to figure out how to deal with the crisis at HS Property and prevent such incidents in the future. Some examples of this might be leading an in-depth analysis of the

group's patterns and tactics or researching ways to improve teamwork and comunication in the workplace. He should also strengthen personal ties with coworkers in different countries by making regular trips there or organizing infrequent get-togethers.

Further, James need to figure how to concoct agreements among his coworkers to ensure that everyone contributes equally to the team's efforts. One option is to organize a review to determine if the open office layout suits all employees and make any required adjustments (Neeley & DeLong, 2009). He may also need to assess the team's make-up and clients' needs to guarantee they are realistic, given the team's size and the office's layout.

James needs to stop being reactive and start looking for solutions to the problems posed by social and public contrasts so that his group may succeed. This could entail helping coworkers adjust to a new, remote, and geographically dispersed work environment by providing them with training and support. James can steer his team to success despite the HS Property crisis if he employs the appropriate strategy.

Reference

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