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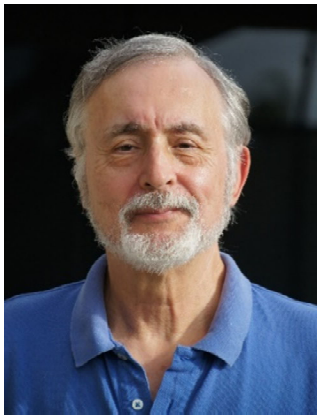
The Business Analyst in Global Business Teams

Presenter:

Steve Blais, PMP, PMI-PBA

Author, Consultant, Teacher and Coach

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Steve Blais, PMP, PMI-PBA, is an author, consultant, teacher and coach who has over
55 years' experience in Information
Technologies working as a programmer,
project manager, business analyst, system analyst, general manager, and tester.

He is the author of Business Analysis: Best Practices for Success (John Wiley, 2011) and co-author of Business Analysis for Practitioners: a Practice Guide (PMI, 2014) and a contributor to the Business Analyst Body of Knowledge, V3 (IIBA, 2015). His new book, The Digital Transformation of Business Analysis, published by IIBA Press, will be out in early 2023.

Defining a Global Team

- **A global team has three dimensions:**

1. **No common past or future**
2. **Culturally diverse and geographically dispersed**
3. **Communications are generally electronic**



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Characteristics of a Global Team

- **Exists over multiple time zones**
- **Project deployment, headquarters, supply chains, customer team or management are in several different countries or continents**
- **Communication must rely heavily on online interaction and collaboration tools**
- **The project involves team members, management and stakeholders from across multiple cultural and corporate boundaries**

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Challenges to Success in the Global Project

Challenges

Increased number of constraints on the project

- From local regulations and jurisdictional controls
- From local corporate management

Increased amount of conflict in stakeholders due to inherit cultural and political differences

Lack of face to face interaction may impact team trust

Increased difficulty in collaboration

Greater difficulty getting information from the stakeholders and others

Benefits

Source subject matter experts from a larger resource pool

Solutions with greater corporate impact (global) increasing visibility to upper level management

Wider range and scope of information: e.g. local laws

Greater opportunity to include cultural variations in global project such as online websites

larger number of participants since there is no constraint on space

Assist organization in gaining advantages from diverse values, culture, etc.

Challenge #1: Lack of Trust



- Distance
- Lack of Communication
- Differing cultural communication styles
- Inherent cross-cultural mistrust
- Misunderstood power structures

Trust and Communication

- **Increase communications among and between the team**
- **Communicate consistently**
- **Communicate respectfully**
- **Vary the communication mechanism**
- **Ask for and receive feedback**
- **Exchange photographs**

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Trust: Cultural Sensitivity

- **Three tips to improve trust in the global team :**

1. **Create an environment where stakeholders and / or team members are comfortable**
2. **Avoid rigid structures, especially information gathering approaches, that are not flexible and adaptable**
3. **Suggest and promote informal communication among the team members**

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Challenge #2: Communication



Tips for Leading Virtual Meetings

- **Before the call: Be fully prepared.**
  - Warm up
  - Invite only those who need to be there and assign roles
  - Remove all distractions
  - “Arrive” 15 minutes early and ask all participants to sign in early and check connections
  - Engage in some socialization

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Tips for Leading Virtual Meetings

- **At start of the call: Initiate with energy and momentum.**
  - Start the call immediately
  - Include socialization as part of the initiation
  - Introductions are mandatory
  - Flow of meeting more important than face to face
  - Establish etiquette / ground rules
  - Establish one clear purpose for the call

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Tips for Leading Virtual Meetings (

- **During the call: Facilitate interaction among participants.**
  - Address background noise immediately
  - Ask simple, clear questions
  - Allow silence after asking a question
  - Paraphrase responses
  - Acknowledge the contributions of others frequently and timely

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Tips for Leading Virtual Meetings

- **At the conclusion of the call:**
  Close the conference call with focus and momentum.
  - Establish a time frame to accomplish all action items
  - Close your call in 5 minutes or less
  - Three closing questions are still valid
  - End your call clearly and on time
  - Do not summarize the contents of the call

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Tips for when you are the Facilitator

- **Promote discussion**
- **Facilitate interaction**
- **Ensure all stakeholders are included**
- **Maintain the focus of the meeting**
- **Remain neutral**
- **Uncover hidden agendas**
- **Listen very carefully**
- **Address disruptive behavior immediately**
- **Be prepared for conflict**

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When you are a participant

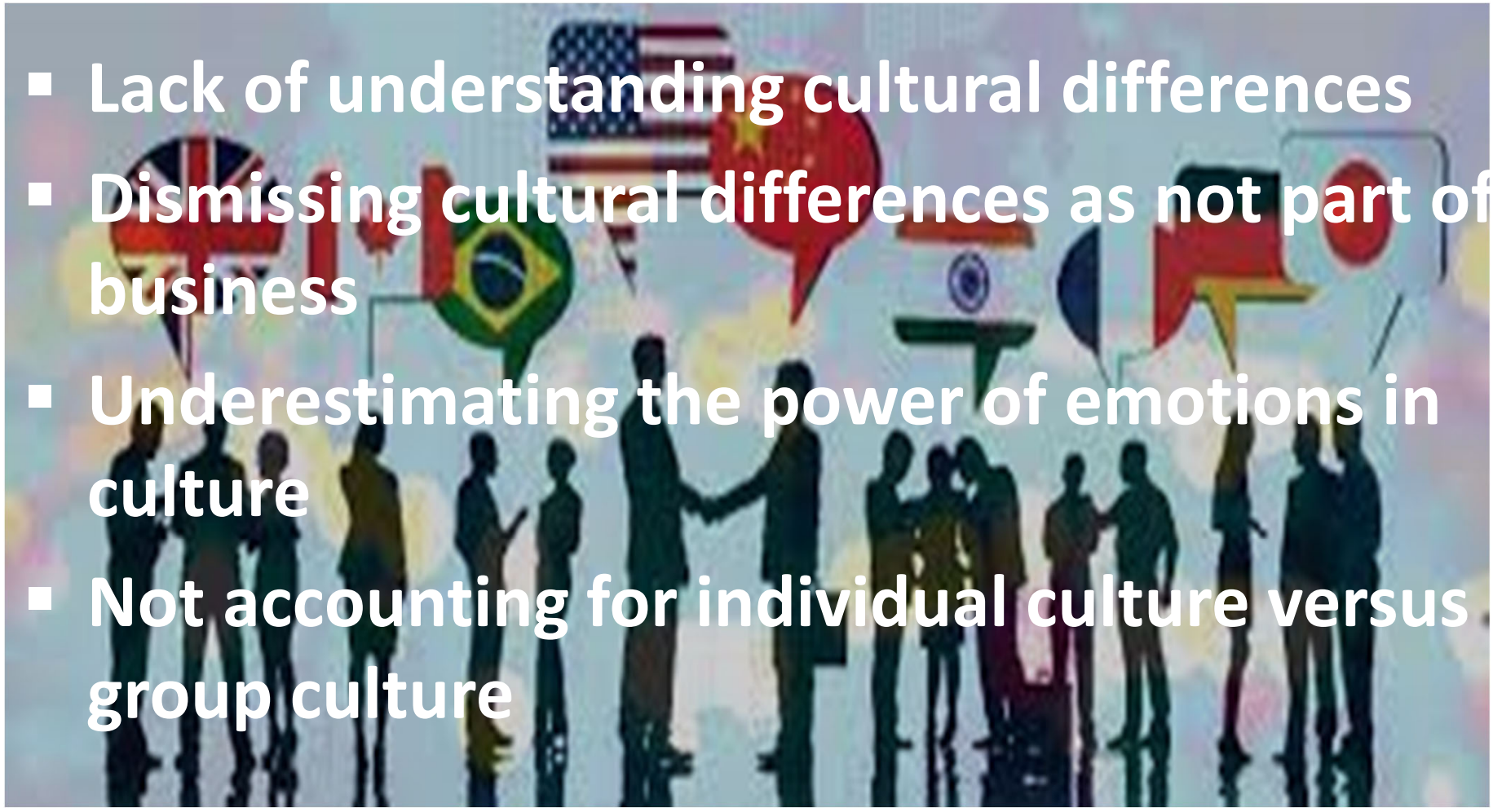
- Ask what your role is in the meeting
- Be prepared
- Identify yourself each time you speak (even if you are called upon)
- Treat virtual meetings like a face-to-face meeting
- Give the meeting your full attention
- Speak slowly and clearly and keep remarks succinct
- Be ready to share your screen
- Take notes by hand rather than typing
- Speak to the camera not to the screen

Challenge #3: Communication styles

- Culture
- Language and dialect
- Sender versus the receiver responsibility
- Visual, auditory, kinetic



Challenge #4: Cultural Differences



- Lack of understanding cultural differences
- Dismissing cultural differences as not part of business
- Underestimating the power of emotions in culture
- Not accounting for individual culture versus group culture

Cultural Barriers

- Power distance
- Individualism and conformity
- Masculinity
- Uncertainty avoidance
- Short term orientation
- Affirmative confirmation













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The Culture Map: Eight Scales Mapping Culture

How each culture deals with each of these characteristics













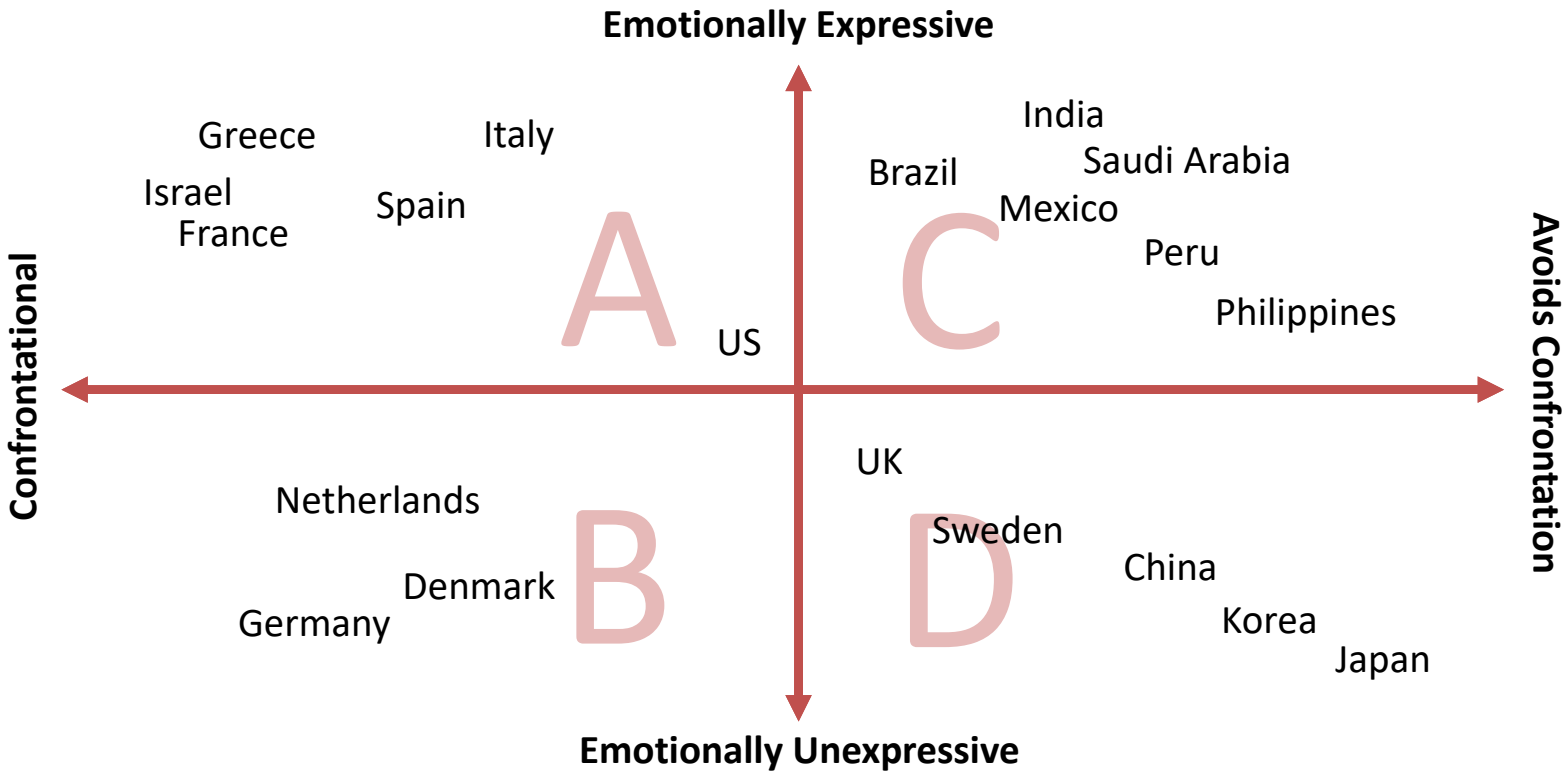




Adapted from: Meyer, Erin. *The Culture Map: Breaking through the Invisible Boundaries of Global Business*. PublicAffairs, 2014.

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The Culture Map: Confrontation vs. Emotional Expressiveness



Adapted from: Meyer, Erin. *The Culture Map: Breaking through the Invisible Boundaries of Global Business*. PublicAffairs, 2014.

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Differing Management Communication Styles

- **Outward vs. inward**
- **Direct vs. indirect**
- **Email vs. calls or in-person meetings**
- **Difference in levels of emotions**

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Better Inter-Team Communication

- Understand the relationship between the teams
- Understand your relationship in the inter-team work
- Understand the culture of the other team
- Establish a standard for communication
  - Media
  - Time
  - Constraints and limitations

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Some Ideas

- Observation (listening)
- Ask the other person to repeat what you have asked of them
  - Repeat back what they have asked of you
- Make use of asynchronous communications such as email and voice messaging
- Learn the corporate culture of your team members and stakeholders by listening to their stories and observing their "rituals“
- Humility: ask questions

Trust builds Rapport

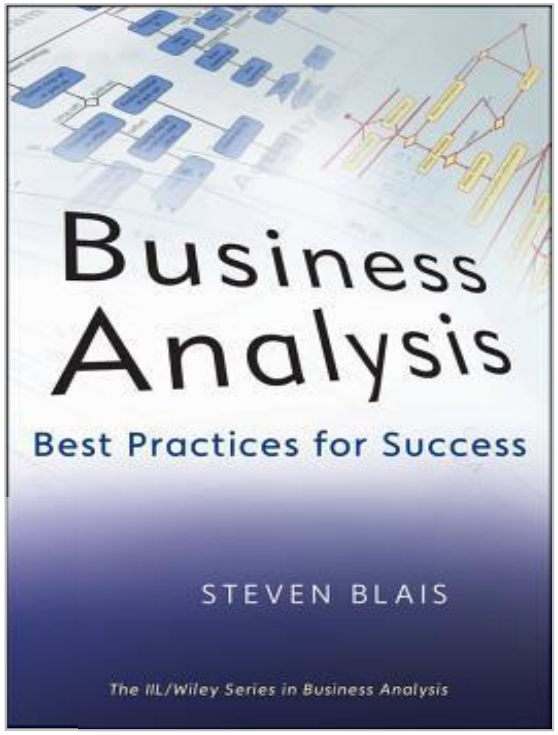
Rapport builds Communication

Communication builds Trust

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Questions and Contact Slide

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