



INTERNATIONAL TRAINING CONSULTANTS

Develop Externally~Grow Internally



Global Project Management *Teamwork*



GLOBALINX CORP
International Training Consultants Since 1968
Developing High Potential People for Global Business



Training Objectives

The overall objective of this seminar is to give all team members the knowledge, skills and techniques to work in and lead high performance, multicultural, global project teams.

Skills, Techniques, and Benefits

The Team Work seminar introduces both team management skills as well as skills for effective team participation.

| | | |
|---------------------|---|---|
| Leadership | • Communicating a Common Vision | Eliminate misunderstandings and wasted effort. |
| | • Closed Loop Communication | Eliminate mistakes and rework. |
| | • Active Listening | Speed up and increase accuracy of communication. |
| | • Four R's: Roles, Responsibilities, Recognition and Reward | Reduce confusion and overlap; Improve performance. |
| | • Management by Walking Around | Get accurate, honest, timely progress reports. |
| Team Building | • Task Delegation Process | Delegate work in an organized manner; develop skills, monitor progress. |
| | • Giving Positive Feedback | Promote desired behavior. |
| | • Giving Corrective Feedback | Reduce unacceptable behavior without creating bad feelings. |
| | • Receiving Feedback | Eliminate tendency to react badly to feedback; make it effective. |
| | • Scrum Meetings | Build a self-monitoring team. |
| Multicultural Teams | • Forming Teams | Recognize and reduce cultural barriers to team formation. |
| | • Finding a Third Way | Negotiate acceptable team behavior and standards. |
| | • Building Cultural Bridges | Overcome cultural misunderstandings between individuals. |
| Conflict Resolution | • Direct Approach to Resolving Conflicts | Resolve interpersonal conflicts before they become serious. |
| | • Reflective Listening | Reduce emotional intensity in discussions. |
| | • Using "I" Statements | Provide appropriate feedback during conflict resolution. |
| | • Mediated Approach to Resolving Conflicts | Resolve serious conflicts between staff members. |



Training Theory

In order for a team to function in a healthy and productive way, certain base-line conditions must exist¹. We have grouped these conditions into two areas: Leadership and Team Building. The seminar introduces practical skills and techniques to fulfill all of these requirements.

Leadership

- **SHARED MENTAL MODEL:** Team leaders must create a common understanding of project objectives, roles, responsibilities and the interrelationship between tasks and team members.
- **CLOSED LOOP COMMUNICATION:** Team leaders need up to the minute awareness of performance and status, to monitor progress, provide back-up and support for other teammates and adapt to changing circumstances.
- **MUTUAL TRUST:** Critical for each member's commitment of time and energy.

Team Building

- **LEADERSHIP:** The team leader is responsible for creating and maintaining a positive working atmosphere.
- **MUTUAL PERFORMANCE MONITORING:** Mistakes must be caught in time and identified.
- **BACK-UP BEHAVIOR:** When one team member falls behind schedule, another must step in and help out.
- **ADAPTABILITY:** Teams need to be able to quickly adapt to changing demands and situations.
- **TEAM ORIENTATION:** The goals of the team must be held above those of individual members.

Multicultural Teams

In order for multicultural teams, to function at a high level, team members must have well developed multicultural abilities which will allow them to adapt to any intercultural situation². This is *not* the same as memorizing a list of cultural stereotypes for one culture and attempting to superimpose these stereotypes on every individual from the target culture, which is always risky and leads to misunderstandings, frustration and conflict³. Our training provides learners with *portable* skills for intercultural competence so they can function effectively in any cultural mix.

- **UNDERSTAND:** Recognize that team members from different cultures actually do have different ways of thinking and different ways of doing things.
- **ACCEPT:** Accept that other culture's ways of behaving are just as valid as your own. They are simply different.
- **ADAPT:** Help your team to find a new, unique, hybrid team culture, one which everyone can live with.

Conflict Resolution

Due to the extraordinary pressures of project team work, conflicts often arise and yet most team workers have no training or experience of dealing with this. Our training covers the following areas:

- **CAUSES:** Conflict can arise from many sources within a team and generally falls into three categories: communication, organization and personal factors. Communication problems are among the most important factors and can be a major source of misunderstanding.
- **CONFLICT REDUCTION:** All team members should be aware of the potential for negative conflict to occur, and take the necessary steps to prevent it.
- **CONFLICT RESOLUTION:** When negative conflict occurs there are five possible ways for handling it. Each can be used effectively under different circumstances.

1 Sims, Salas & Burke, Is there a "Big Five" in Teamwork? (2003)

2 Klein & McHugh, National Differences in Teamwork (2005)

3 Antal & Friedman, Negotiating Reality as An Approach to Intercultural Competence (2003); Ferrari, S., Human Behavior in International Groups (1972)



Training & Study Flow

| | | |
|------------------|--------------------------------|--|
| Before | Prepare | <ul style="list-style-type: none"> • Pre-study material is provided for each participant. • Each learner studies at a time, place, and pace suitable for them, using bilingual workbooks. |
| | Pre-Assignment | <ul style="list-style-type: none"> • Learners email a short pre-assignment directly to the instructor for preliminary assessment and immediate feedback. |
| Classroom | Interactive Lecture | <ul style="list-style-type: none"> • Learners receive multimedia classroom instruction, delivered at a pace that is comfortable, yet challenging, for them. • Questions are answered immediately by qualified trainers. |
| | Exercises | <ul style="list-style-type: none"> • Topics are broken down into manageable learning points which are made familiar through short exercises. |
| | Feedback | <ul style="list-style-type: none"> • Learners get instant feedback from instructors and fellow students. |
| | Workshops | <ul style="list-style-type: none"> • Learners assemble skill sets in preparation for full-blown role-plays based on realistic business scenarios. |
| | Role-plays | <ul style="list-style-type: none"> • Learners practice each skill set in a safe, controlled environment. • Scenarios are customized for the client's specific business requirements. • Role-plays are recorded on video. |
| | Observation | <ul style="list-style-type: none"> • Learners observe and learn from each other. • Student Observers are given evaluation checklists to assess and guide their feedback activity. |
| | Feedback | <ul style="list-style-type: none"> • Student Observers provide immediate feedback. • Instructors facilitate a group de-briefing and feedback session. • Instructor feedback is recorded on video for action planning. |
| | Video Review & Self Evaluation | <ul style="list-style-type: none"> • Learners watch their own performance and evaluate it against a checklist of targets. |
| | Repeat Process | <ul style="list-style-type: none"> • The seminar contains 4 interactive lectures, focussing on key learning areas. |
| | After | Action Plans |
| Follow-up | | <ul style="list-style-type: none"> • Follow-up study and review materials are provided. • An online graduates forum is available for peer consultation. • Performance improvements are measured using peer review, customer satisfaction, or other appropriate metrics. • Recommendations are made for further study and practice. |



Schedule

| Day 1 | |
|-------|---|
| AM | <p>Seminar Introduction and Overview</p> <p>Lecture 1 - Leadership</p> <ul style="list-style-type: none">• Communication Techniques; Common Vision,• Closing the Loop <p>Communication Exercise</p> <ul style="list-style-type: none">• Management Techniques; 4 R's, Walking Around <p>Management Exercise (Feedback and Discussion)</p> |
| PM | <p>Lecture 2 - Team Building</p> <ul style="list-style-type: none">• Structured Delegation Process <p>Management Exercise: Task Delegation</p> <ul style="list-style-type: none">• Positive and Corrective Feedback• Receiving Feedback• Scrum Meetings <p>Case Study: Feedback Workshop</p> <p>Role-Play: Giving and Receiving Feedback</p> <ol style="list-style-type: none">1. Providing Feedback in a Constructive Way2. Creating a Supportive, Learning Environment <p>Role-Play Review (Feedback & Group Discussion)</p> |
| Day 2 | |
| AM | <p>Lecture 3 – Multicultural Teams</p> <ul style="list-style-type: none">• Managing Cultural Differences• Form, Work, Act• Third Way• Bridge Building <p>Team Exercises</p> <p>Case study: Multicultural Teams Group Discussion Questions</p> |
| PM | <p>Lecture 4 - Conflict Resolution</p> <ul style="list-style-type: none">• Direct vs. Mediated Approaches• Reflective Listening• "I" Statements <p>Workshop</p> <p>Role-Plays: Conflict Resolution Methods</p> <ol style="list-style-type: none">1. Direct Approach2. Mediated Approach <p>Role-Play Review (Feedback & Group Discussion)</p> <p>Seminar Review: Lessons Learned</p> |



Target Participants

This seminar is designed to be beneficial for both team leaders as well as team members.

Since the training is designed for people working on Global Project Teams, the classroom training and role-plays will be conducted in English. As a result, a minimum TOEIC score of 600 is recommended.

The optimum class size is 8-12 people.

Classroom Materials

All of GLOBALINX training material is developed 100% in-house. We adapt the latest, most up-to-date Business Management research and theories to suit our clients specific business needs and training objectives. Role-plays used to practice new concepts are custom-designed and written to suit the client's precise specifications and requirements. PMBOK methodology and terminology is used where appropriate.

GLOBALINX workbooks are written in both English and Japanese and use graphics wherever possible to illustrate difficult concepts or procedures. Lectures are accompanied by Powerpoint presentations.

Trainers

GLOBALINX Project Management seminars are designed and facilitated by experienced Project Managers.

Cost

Trainer: Contact Globalinx Office for Quotation

Material: ¥12,500/Person

Contact

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