**Leadership and Team Effectiveness**
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**Lecture - 46**
**Managing Multicultural Teams**

In the previous session, we have talked about that is how we have the different virtual teams and in virtual teams what should be the leadership is there. Now today we will talk about the managing multicultural teams and in multicultural teams, we will talk advantages of multicultural teams, and the challenges of multicultural teams.

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Four strategies to overcome challenges with the help of the HBS study and multicultural managers and organizations, multicultural organization, development model, and as usual the case study research papers and the book recommendations with the references.

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## Multi-Cultural Teams

- "The central operating mode for a global enterprises is the creation, organization and management of multi-cultural teams – groups that represent diversity in functional capability, experience levels and cultural backgrounds."

- Multicultural groups represent three or more ethnic backgrounds. Diversity may increase uncertainty, complexity, & inherent confusion in group processes. Culturally diverse groups may generate more & better ideas & limit groupthink.

Image Source: https://corporatestays.com/wp-content/uploads/2020/03/cross-multicultural-teams-1.jpg

Now, whenever we talk about the multicultural team the central operating mode for a global enterprise. So, it is the creation, organization, and management of the multicultural teams that is a group that represents diversity. Diversity in functional capability is there and experience level and the cultural backgrounds are there. So, therefore in that case it will be always depending upon the; they are not coming from the same culture while they are coming from a different culture.

The team members are coming from the different cultures are there and therefore their capability is different, their experiences are different, they are coming from the different zone also maybe from the Asia, USA or Europe, UK. So, therefore in that case they will be having their experience will be also from the different zones part of the globes and as a result of which there will be the different cultural backgrounds will be there.

Now, these multicultural groups represent three or more ethnic backgrounds are there. That is diversity may increase the uncertainty complexity and inner confusion in group processes. So, therefore it is always because the culture is different. So, naturally, there will be uncertainty and communication, and the food habits will be also different. So, there will be the complexity will be there and naturally, there will be the as a human being that is getting mixing with another culture.

So, that confusion will be always there in the group processes. So, culturally diverse groups may generate more and better ideas and limit group think is there. But then why do we are having these multicultural teams? So, therefore on the one side, we are having this; the uncertainty and complexity in the multicultural team while on the other side we will have this whenever the teams are there, they are having the better ideas. Because as we; have seen they are coming from the different geographical zone, and different cultures.

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## Advantages of Multi-Cultural Teams

**Productivity:** Different cultural backgrounds and perspectives can inspire innovation and productivity. Every individual of the team differs from experiences and mindsets, and this can enrich the variety of services and products that an organization can offer to the public.

**Thinking quickly:** Knowing the rules is the perfect way to become more agile inside groups. Especially in multicultural teams, where, as sooner the members will start feeling comfortable, the better they'll become more productive, spontaneous and quick thinkers.

**Improve of creativity:** When an individual is strictly exposed to people from, let's say, Asia, South America and, Europe, chances are the flow of ideas will be endless. Not only will teammates pitch in with their personal experiences, but also they will teach others about what works well in their environment and vice-versa.

So, as a result of which there will be the of course the ideas will be also different, and then those different ideas will give the strength to the team. So, different cultural backgrounds and perspectives can inspire innovation and productivity. So, as I mentioned it is there will be different ideas so naturally there will be innovation and productivity will be also there will be a different perspective.

So, how to make the manufacturing process in a better way? How to make use of the machines? How to handle the people and the men behind the machine? So, therefore employees; so, therefore in that case it will be always this type of these ideas will come and the innovations and productivity will be increasing is there. So, every individual of the team differs in the experiences and mindset. So, enrich the variety of services and products.

Thinking quickly, so knowing the rules is a perfect way to become the more agile inside groups. Especially in multicultural teams where as soon as the members will start feeling comfortable and the better, they will become more productive. So, now here it is the responsibility of the leader to make them the more comfortable as soon as possible. So, whenever it is the cross-cultural team multicultural team or it is from the homogenous team is there.

What is the responsibility of the leader to make them the more comfortable? And as soon as you will make them comfortable to the team members the team will be performing very effectively. Improve creativity is there an individualistically exposed to the people from letting us say, Asia. So, therefore in that case definitely they will be having this exposure to the new culture and there will be a different enhancement of this creativity in ideas as I mentioned earlier it will be there.

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## Advantages of Multi-Cultural Teams

**Improve of problem solving skills**: Workers of an international group bring their own life and experiences inside the team. For this reason, when a solution is needed, they can come up with ideas that would have never crossed the mind of a group with a single culture mind-set. Moreover, teammates are exposed to different points of view and they can easily know to think outside-the-box, increasing their soft skills.

**Personal growth and flexibility**: Being a part of an international team is like attending an exchange program every working day. Indeed, while working in a multicultural team, members are exposed to new cultures and this can easily have an impact on their personalities and their mindset

The improvement of the problem-solving skills will be there so international group brings their own life and experiences inside the team. So, when a solution is needed, they can come up with ideas and that would never cross the mind of a group with a single cultural mindset and that is the beauty. So, there though we say that is the two brains are better than one but the two brains are you know they are from the different cultures. So, then they will be better than two.

So, therefore, in that case, it will be the cultural mindset will be there. Moreover, teammates are exposed to different points of view and they can easily know to thinking outside the box is there

and that with these problem-solving skills that will be increasing and their communication skills will also improve. And they have improved the sensor in the cross-cultural multicultural team's communication will improve.

So, as a result of it their soft skills will also increase. Personal growth and flexibility is that being a part of an international team are like attending an exchange program so every working day. So, therefore in that case or it is also an exposure to the culture different nations, the whatever is their strength is there those strains are getting the exposes they are indeed while working in a multicultural team and the members are exposed to a new culture and this can easily have an impact on their personalities and their mindset is concerned.

So, whenever you are working with the people from different nation. So, therefore your behaviour and your mindset and will also change and will get exposed to the different ideas.

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## Challenges of Multi-Cultural Teams

### 1. Communication Problems

- **Trouble with fluency and accent**: When non-native speakers struggle to find the right words, the team might not take their point of view seriously, even when they probably should. Members who aren't fluent in the team's dominant language may have **difficulty communicating** their knowledge. This can prevent the team from using their expertise and **create frustration** or perceptions of incompetence.
- **Direct and indirect communication**: Western cultures tend to speak directly, while in many other cultures it is considered more polite to be indirect. When members see such mismatch as violations of communication norms of their cultures, relationships among the teammates can suffer.

But the challenges are there; there is a communication problem, and trouble with the fluency in accent. When non-native speakers struggle to find the right words, you might not take their point of view seriously. So, even when they are probably issued members who are not fluent in the team's dominant language may have difficulty communicating their knowledge. So, therefore in that case it is definitely that they have these the way they communicate.

So, they may not be fluent. So, many times they will not be having a different understanding which is required amongst the team members. There will be difficulty in communicating also. As this can also, prevent the team from using the expertise because they are not able to communicate. So, they may remain silent and if they remain silent in that case, they will not be able to express their expertise.

And as a result of which what will happen? That will create frustration or perceptions of incompetence. So, direct in indirect communication are there. So, western cultures tend to speak directly while in many other cultures it is considered more powerless to be indirect. So, when members see such mismatches as violations of communication norms of their cultures. So, therefore it is considered.

So, western cultures in Indian culture are different is considered the more polite to speak directly while in many cultures it is considered more polite to be indirect. So, therefore this type of direct communication the way of communicating directly like in western cultures, and in other cultures it is to be spoken to be indirectly. So, this will also create a communication problem among the team members is there.

And therefore, in the beginning, there might be an uncomfortable situation among the team members.

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## 2. Challenge: Different Work Cultures

**Work culture differs across the globe and with it also the attitudes toward authority.** Indeed some cultures are okay with flat organizational structures, while others are used to a formal hierarchy. Behavior that is perceived as respectful in one culture, may not be seen that way in the other. For instance, team members from hierarchical cultures expect to be treated differently according to their status in the corporation.

**Another issue related to work culture is being less likely to speak up.** This could be challenging for individuals from polite or deferential cultures, like for Asian people. They may just feel less comfortable to make their voice to be heard or to share ideas, especially if they are new in the team or have a junior role. On the other hand, members from Western or Scandinavian countries who are used to flat organizational hierarchy may be more inclined to point out their opinions.

The work culture differs across the globe and with it also the attitudes towards the authority is there. So, indeed some cultures are okay with flat organizational structures, while others are used to a formal hierarchy. So, behaviour that is perceived as respectful in one culture may not be seen that way in the other; this is a very big problem. So, therefore when it is perceived it is the inward behavior, the particular behavior in the one culture which is supposed to be respectful.

In other cultures it may not be that perception and as a result of which team members from hierarchies' cultures expect to be treated differently according to their status in the corporation. So, this is a very simple example of calling by the first name. So, team members from hierarchical cultures want to be called by the sir. But in the other culture it might be by the first name. So, the person may not be comfortable.

Another issue related to the work culture is being less likely to speak up and this could be challenging for individuals from polite or differential cultures like for Asian people. So, therefore in that case it is that is the polite differential cultures in Asia. These matches feel less comfortable making their voices to be heard or sharing their ideas. Because of their polite in nature and therefore they may not be having those particular expressions of in the meetings.

And therefore, in that case, it might be possible that is their voice, their ideas. If they are new in the team or in the junior role then it may be less comfortable for them. So, on the other hand,

members from the western are the Scandinavian countries those who are speaking directly. And therefore, in that case, that will be becoming the very, very important for them to communicate directly. So, free flow of communication may be there.

## 3. Challenge: Decision-making Conflicts

Working in a multicultural team means also facing differences in how decisions are made and in how much analysis is required by teammates beforehand. Conflicts arise when some of them make decisions quickly versus slowly, or analytically versus instinctively. Someone who prefers making decisions quickly may grow frustrated with those who need more time.

## 4. Challenge: Negative Cultural Stereotypes And Prejudices

The interactions of people from different country unavoidably arise unconscious cultural biases and stereotypes. Those can be quite difficult to overcome, particularly if they make part of the team less inclined to work together. Negative culture stereotypes can be seriously disruptive to company morale and can also affect productivity.

So, decision making conflicts also there. So, what so one side there is the communication challenges, other side is the decision-making conflicts. Working in a multicultural team means also facing differences in how decisions are made in how much analysis is required by teammates beforehand is there. So, conflicts arise when some of them make decisions quickly versus slowly, so, analytically versus instinctively.

So, therefore in that case that is the decisions which are based on the rational, logical, analytical and somebody is taking the decisions on the basis of their intuitions. So, therefore and immediately then definitely in that case this may be creating the frustration among the others. So, negative cultural stereotypes in the predictions may be there. The interactions of people from different country unavoidably arise unconscious culture biases and stereotypes are there.

Those can be quite difficult to overcome particularly if they make part of the team less inclined to work together. Negative cultures; your steps can be seriously disruptive to company moral and can also affect the productivity is there. And therefore, in that case it is whenever there is this

type of the tive culture is there so then there will be disruption. So, this is disruptive behaviour to the company that will also affect productivity.

And the culture in the team also and the culture in the organization also. So, that will be having the prejudice sizes and biases and a negative impact will be there. So, here company has to take care of its strategies for addressing the challenges. So, what are those strategies? The four main strategies for addressing the challenges are adaptations that acknowledge the cultural gaps and find ways to work around them.

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## Four Main Strategies for Addressing the Challenges

- The most desirable is **adaptation**, which acknowledges cultural gaps and finds ways to work around them. This works well but requires creativity, self-awareness, and time.
- A second option is **cultural intervention**, where projects or tasks are reassigned to reduce friction or to compel team members to get to know each other better.
- Then there's **managerial intervention**. Managers can set rules, and step in when there is a need for someone with authority.
- As a last resort that Harvard's study suggests is the **exit option**: completely removing someone from the team. This is costly and the most extreme way to salvage a situation.

So, as I mentioned in the beginning that them because they are coming from the different culture. So, naturally there will be the different communication, styles will be there, their different habits will be there, their different the issues will be there. So, then in that case naturally we have to accept that yes. There will be the divert, whenever there is a diversity there will be challenges. So, we have to adopt it that is yes.

This is a situation because unless and until we will not accept that. How it will? So, this works well but requires creativity, self-awareness and time is there. So, once you adopt it then definitely you require certain that creativity and self-awareness and certain time is required. The cultural in interventions is required to reduce friction or to compel team members to get to know each other better.

Then there is a managerial intervention, managers can set rules and the step in when there is a need for someone with authority is there. So, managerial intervention will be there. As a last resort that Harvard study suggests is the exit option. So, completely removing someone from the team this is costly in the most extreme way to salvage your situation is there. So, but this particular first strategy that is not the; suggested one unless and until it is must.

So, adaptation, cultural interventions, managerial interventions and the exit option and these four stages when we are adopting. So, then managers will be able to make the lead the team and therefore there can be the effectiveness of the team and work will be there.

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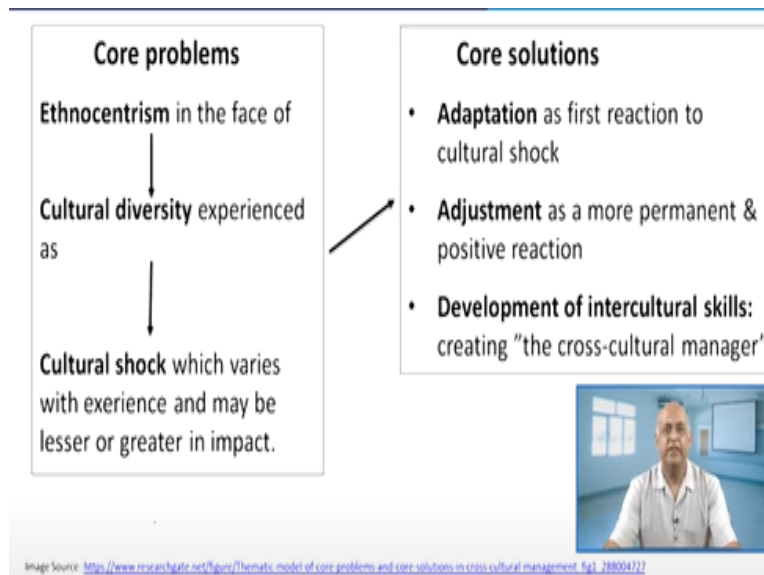


Now the core problems are its ethnocentrism in the face and then the cultural diversity experienced as cultural shock which varies with experience and maybe lesser or greater impact. And normally it is the greater impact and course solutions are these adaptation adjustment and development of intercultural skills. So, whenever there is a cultural shock is there that is the first reaction to the cultural shock will be there that is old.

So, much cultural difference is there. And but what is required the adjustment is a more permanent and positive reaction that is the whenever such type of teams are there the rest of the team members they should make the adjustments. And developments of intercultural skills are

there. Many times, it is also seen by when they there is a productive team. So, productive team what it does? And it is they learn the culture of each other, they learn the communication skills of each other.

They learn the way that their direct and indirect way to express the opinion, ideas in the; team that is also they are learning. So, therefore the cross-cultural managers many times and they come out with the more ideas, more productivity, more effectiveness. And as a result of which these and what is leader is required? The leader is required to develop that inter cultural skills if he is able to develop those intercultural skills and already there is an adjustment is there.

So, this cultural shock will be less and that is how many companies they are starting with the orientation programs and in the orientation programs they work on that particular this schedule that is the people and they enjoy. They enjoy that diversity and then as our Indian culture is there that is the unity in diversity. So, the team is developing that unity in diversity on the basis of these intercultural interactions.

And therefore, the cultural shock will be less and there might be but the time period, the time period for this cultural shock will be less and the team will be very soon working into the direction of the goals.

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## Multicultural Managers and Organizations

The Multicultural Manager.
- Has the skills and attitudes to relate effectively to and motivate people across race, gender, age, social attitudes, and lifestyles.
- Respects and values the cultural differences.
- Has the ability (e.g., is bilingual) to conduct business in a diverse, international environment.
- Has a cultural sensitivity in being aware and interested in why people of other culture act as they do.
- Is not parochial in assuming that the ways of one's culture are the only ways things should be done.
- Is not ethnocentric in assuming that the superiority of one's culture over that of another culture.

The multicultural managers and the organizations are there. The multicultural manager has the skills and attitude to relate effectively to motivated people. Now, this is the skill is required. So, first, once the person is having that particular understanding that is the yes, there will be the different cultural people. So, then he should be skillful and his attitude is to motivate the people across the race, gender, age, social attitude, and lifestyles.

For example, even this gender is there. So, therefore in that case the effective leader that we will be able to work on this different diversity. He respects and values the cultural differences manager and has the ability bilingual to conduct business in a diverse international environment has a cultural sensitivity in being aware and interested in why people of other culture act they do. It is not parochial in assuming that the ways of one's culture are the only ways things should be done.

And as a result of which is not ethnocentric in assuming the superiority of one's culture over that of another culture. So, therefore in that case there is no such complexity is there, no complexity to that particular person that is the manager will think that is my culture is better than others culture, it is not like this. Everybody's culture has been respected. Similarly, the cultures over that of another culture there is nothing like superiority is there.

And therefore, in that case everybody is equal and when the everybody's culture is equal, everybody's culture is honoured then definitely you can assume that what will be the environment.

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**Developing Multicultural Organizations**

Multicultural organization development (MCOD) is a process of change that supports an organization moving from a monocultural – or exclusive –organization to a multicultural – or inclusive, diverse and equitable – organization. The approach requires an initial assessment of where the organization is and a commitment to a vision of where it wants to be in the future.

- Stages of MCOD model:

    Stage 1: The Exclusionary Organization
    Stage 2: The Club
    Stage 3: The Compliance Organization
    Stage 4: The Affirming Organization
    Stage 5: The Redefining Organization Stage
    Stage 6: The Multicultural (Inclusive) Organization

The multicultural organization development is a process of change that supports an organization moving from a monoculture or exclusive organization to a multicultural is there. So, therefore this multicultural organization development. So, in many organizations nowadays it is common that find it is the employees are coming from the different countries, and different cultures. So, therefore from a monoculture, it is going to be the organization into a multicultural one.

So, what is required the inclusivity is required and the understanding of the diversity and equitable that is has to be understood, that is there will be a diverse culture. But we have to create the equitability in the organization and the approach requires an initial assessment of where the organization is committed to a vision it wants to be in the future. So, and there will be the exclusionary organization, the club, the compliance organization, the affirming organizations, the redefining organization stage, and the multicultural inclusive organizations will be there.

So, whenever we want to develop a multicultural organization development, we have to implement these all six stages and whenever you right from these your exclusionary organization to the inclusive of the organization. So, therefore right from that cultural shock to the; becoming the effective team. So, unless and until you do not treat the team members respectfully. If you do not make them the comfortable you do not make them mean to understand to each other, then that the team cannot be developed.

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Multicultural organization development (MCOD) Model

Jackson/Hardiman MCOD Continuum*
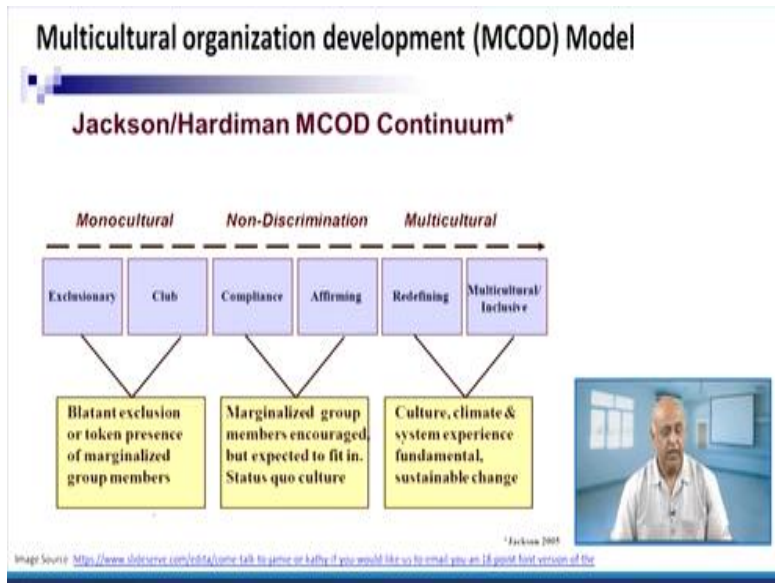
So, multicultural organization development model Jackson, Hardiman is given this the multicultural organization development continuum and monoculture, non-discrimination and the multicultural this transformation will be there from the monoculture to the multicultural. So, therefore in the blatant exclusion or the token presence of marginalized group members is there. So, therefore in that case it will start with the exclusionary.

So, with in this particular stage you what you have to do? In that is the club. So, you have to club them you are doing making them to work together. And the marginalized group members encouraged but expected to fit in status quo culture, compliance and affirming. So, therefore those employees are their active members are there. So, then those who are the marginalized group members and the cultural, climate and system experience fundamental sustainable change is there.

So, that is redefining the multicultural and inclusive is there. So, always we talk about that is the whenever we are talking about the change that it is from the unfreezing and taking to the refreezing. So, it becomes very important that is the; you also take the care of the change process and here I would like to mention that is compliance and affirming. The leader's effectiveness will depend on this because the most of the members.

You see that is some of them will be the totally into the monoculture, some of them those who are ready for the multicultural. But some of them they will be in the margin. So, these marginalized groups with the compliance and affirming and these steps are to be taken by the leader. Leader has to understand, he has to bring the team at a particular competitive level and to bring the count team at the particular competitive level it becomes very important.

That is the you are having the compliances is there. Because the club is already there, the group has form. But when you are taking into the multicultural inclusive level then in that case you have to take care of those employees those who are having at the marginal level.

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## Multicultural organization development (MCOD) Model

- The MCOD model, based on earlier work by Jackson and Holvino, provides a useful way for an organization to:
    1. frame an initial assessment of where it is on the path to multiculturalism,
    2. decide on a vision of multiculturalism it wants, and
    3. select appropriate goals and interventions to support its desired vision.

### Stage 1: The Exclusionary Organization ~ NO WAY!

- Openly maintains the privileged group's power and privilege
- Deliberately restricts membership
- Intentionally designed to maintain dominance of one group over others
- Overt discriminatory, exclusionary, and harassing actions go unaddressed
- Unsafe and dangerous environment for marginalized group members.

So, the multicultural organization development model based on earlier work by Jackson and Holvino provides a useful way. And there is a frame in the initial assessment of where it is on the path to multiculturalism. So, you are leading that particular group towards the multiculturalism is there and then you decide on a vision of multiculturalism it wants. So, what the multicultural is the goal that it wants to achieve and they select the appropriate goals and interventions.

So, here I would also like to take the help of the OD organization development is there. So, structural interventions, team interventions. So, these interventions appropriate interventions are to be used to support the desired vision, and the exclusionary organizations those are the it will

not work. So, there openly maintain the privileged groups, power, and privilege and deliberately restrict membership. So, that is the exclusionary is there.

So, is so that is why many times those who are having this exclusionary organizational system so they restrict the membership, they do not allow to even recruit the member employees from the different cultures. Intentionally designed to maintain dominance of one group over others. And therefore, in that case, there will be groupism and the one group will not allow the other group to enter. So, over discriminatory exclusionary, and harassing actions go on addressed.

So, therefore in that case the practices in the team that will be a very negative and unsafe, and dangerous environment for marginalized group members will be there. Because those who are coming from a different culture and there might be chances that is they may feel unsafe and dangerous. So, what is required?

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So, therefore in the club our way to the highway so when it is not the; my way is highway, it is in from no way to the; our way or the highway is there. So, here it maintains the privilege of those who have traditionally held power and influence. And mono cultural norms policies and procedures of the dominant culture are viewed as the only right way to business as usual. So, therefore in that case it is not the question of your way or my way it is the right way.

So, the dominant culture institutionalizes in policies, procedures, services etcetera. So, here it is very, very much important that is the; we have to be very careful in understanding and framing policies, processing, and services. The limited number of token members from other social identity groups allowed in if they have the right credentials attitude and behavior and therefore those who are able to mix up. So, they have been allowed.

So, engaging issue of diversity and social justice only on club members' terms and within their comfort zone is there. So, here you see those who can be comfortable. Here, it is very important to point has been mentioned that is about the diversity and social justice is there. So, this will be only possible when there are the club members are there and, in the club, members are there so then you can create a comfort zone.

So, here it is that is the collective actions will be taken and on the basis of these collective actions the decisions will be taken in this particular our way or the highway is concerned. So, in the stage two what if what from the; we are moving up? We are moving from the no way that is from the exclusion to the other way is there. So, now what is the role of leadership here? The role of leadership is the right credentials to identify the right credentials that who will be the right person to incorporate into team.

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Multicultural organization development (MCOD) Model

Stage 3: The Compliance Organization ~ The letter of the law!

- Committed to removing some of the discrimination inherent in the Club organization
- Provides some access to some members of previously excluded groups
- No change in organizational culture, mission, or structure
- Focus: Do not make waves, or offend/challenge dominant group members
- Efforts to change profile of workforce (at bottom of organization)
- Token placements in staff positions: Must be "team players" and "qualified"
  - Must assimilate into organizational culture
  - Must not challenge the system or "rock the boat"
  - Must not raise issues of racism, classism, ableism, heterosexism, religious oppression, ageism.

The third is the compliance organization, the letter of the law. The committed to removing some of the discrimination inherent in the club organization. So, therefore in that case this is to be taken care of. So, this removal of the discrimination inherent in the club organization that will be the; that should be there and they provide some access to some members of previously excluded groups. So, it is those who have been excluded earlier they should be given certain access also.

So, therefore no change in organization, culture mission or structure is there. So, ultimately it is organizational culture that has to be there and that should not be changed and do not make waves are often the challenges dominant group members are there. So, therefore in that case about it should be our focus. So, our focus is to be that is the whenever we are talking about these challenges there, our offend is there.

So, then there should not be this offend and challenge by the dominant group members should not be there. They should not do that. Efforts to change the profile of work force at bottom of organization. So, therefore for every team member, for every culture there are certain essentials and then essentials are that has to be made. So, efforts are to be made to change the profile if somebody is not having.

Token placements in stock positions must be team players and qualified, must assimilate into organization culture, must not challenge the system or rock the boat, must not raise issues of racism, classism, ableism then the hetero sexism, religious operations and the ageism. So, therefore, whatever the reasons are there which are making the suppress the group or team that those all issues that they should not be allowed to raise.

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**Multicultural organization development (MCOD) Model**

**Stage 4: The Affirming Organization ~ We welcome "diverse candidates".**

- Committed to eliminating discriminatory practices and inherent advantages
- Actively recruits and promotes members of groups that have been historically denied access and opportunity
- Provides support and career development opportunities to increase success and mobility
- Employees encouraged to be non-oppressive ~ awareness trainings
- Employees must assimilate to organizational culture.

**DIVERSITY HIRING**

Image Source: https://content.wisestep.com/wp-content/uploads/2020/10/Diversity-Hiring-Diverse-Candidates.jpg

The affirming organizations is there that is we welcome the diverse candidates. So, now from the exclusive to marginalized, conforming now we are going to miss the affirming. So, committed to eliminating discriminatory practices and inherent advantages are there. So, actively recruits and promotes the members of the groups that have been historically denied access and opportunity and the therefore in that case that a group has been those who were earlier not selected.

Now the team will provide the support and career development opportunities to increase success and mobility is there and it is a responsibility of the leader. The employees encourage to be the non-oppressive awareness training is there. So, therefore in that case employees must assimilate to organizational culture. And whenever they are assimilating to organizational culture then definitely in that case, they will be able to work together in the diversity also.

So, here it is the employee should be always given they should be selected also. So, therefore in that case as per the selection procedure of the organization is concerned. So, such type of employees should be applicant should be allowed to get selected into the organization and whenever they are ready to work in the organization then at that time this type of these training programs that can be organized.

So, that therefore if there is a very high gap or there is a diversity then here, they will be able to perform in us collectively with the help of the training. And whenever this training programs will be provided, they will be able to perform.

## Stage 5: Redefining Organization

**Inclusion is central to our success and daily practices!**

- In transition
- Working to create environment that "values and capitalizes on diversity"
- Working to ensure full inclusion of multicultural workforce to enhance growth and success of organization
- Begins to question limitations of organizational culture: mission, policies, structures, operations, services, management practices, climate, etc.

So, redefining organization is our success and daily practices are there in transition and working to create environmental values and capitalize on the diversity. So, that is working to ensure full inclusion of multicultural workforce to enhance the growth and the success of organization. So, it is the beginner to question limitations of organization culture and therefore it is a mission, policies, structure, operations, services, management practices and climate is there.

So, this is very important find for the leader is concern that is the leader should go for this type of this redefining organization practices and implement the policies and practices to redistribute the power and the empowerment of all members is there.

**Stage 6: Multicultural Organization (Fully Inclusive Organization)**

- At this stage, differences of all types become integrated into the fabric of the business of the organization, such that they become a necessary part of doing its everyday work.
- A multicultural organization can be defined as one where:
- The diversity of knowledge and perspectives that different groups bring to the organization shapes its strategy, work, management and operating systems, and its core values and norms for success; and
- Members of all groups are treated fairly, feel included, have equal opportunities and are represented at all organizational levels and functions.

And finally, the inclusive organization is there. In the inclusive organizations it can be the diversity of work knowledge and the perspectives has to be there. So, that they will be here that is the fabric of the business of the organization such that is all are working together are there. And members of the all groups are treated fairly, they feel included and have equal opportunities and represented organizational levels and functions are there.

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| ORGANIZATIONAL DIMENSION | Monocultural | | Transitional | Multicultural |
|---|---|---|---|---|
| MISSION/ PURPOSE | • Exclusive<br>• Ignores differences<br>• Driven by dominant groups | | • Non-committal<br>• Linked with diversity | • Inclusive<br>• 4-bottom line (Economic, Governance, Social, Environmental) |
| STRUCTURE/ ROLES | • Rigid hierarchy<br>• Decision-making limited to dominants | | • Hierarchical<br>• Limited teams/matrix<br>• Glass ceilings | • Shared decision-making<br>• Flat/flexible<br>• Wide access |
| POLICIES/ PROCEDURES | • Discriminatory<br>• Unwritten rules/word of mouth | • EEO/AA<br>• Some supportive policies (e.g., partner benefits)<br>• Performance appraisals reviewed<br>• Zero tolerance | • Flexible work arrangements<br>• Fair and transparent performance appraisals<br>• Score cards | |

Image Source: https://naasv.org/sites/default/files/msodmodel.pdf

So, these are the on the basis of the above discussions these are the mono cultural transitional and multicultural parameters are there and accordingly we can develop the policies can be developed.

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| ORGANIZATIONAL DIMENSION | Monocultural | | Transitional | Multicultural |
|---|---|---|---|---|
| **INFORMAL SYSTEMS/ CULTURE/NORMS** | • Open and subtle harassment<br>• Homosocial<br>• Assimilation | | • Support groups<br>• "Don't ask, don't tell"<br>• Accommodation | • Multilingual, multicultural symbols/norms<br>• Openly confront discrimination |
| **PEOPLE/ RELATIONSHIPS** | • Homogeneous/tokens<br>• Patriarchal<br>• Segregated work teams | | • Minimum numbers<br>• Guarded/political relations | • Diverse at all levels<br>• Dialogue across diverse groups<br>• Org. learning |
| **LEADERSHIP** | • Charismatic<br>• Autocratic | | • Bureaucratic<br>• Visionary | • Shared/rotating |
| **ENVIRONMENT** | • Exploitation<br>• Opposition to | • Limited interaction/ response to shifting demographics | • Global focus/local action<br>• Socially responsible | |
| **PRODUCTS/ SERVICES/ TECHNOLOGY** | • 1 dimension<br>• "Culture neutral" | • Targeted/ stereotyped markets | • Adapts or creates for new populations | |

Image Source: https://naacc.org/sites/default/files/moodmodel.pdf

On basis of this we will be able to create that environment that is the global environment, socially responsible environment that will be developed production services and technology will be developed.

**(Refer Slide Time: 32:16)**



## Case Study : Multicultural Multinational Teams at IBM

• When many people think of a traditional, established company, they think of IBM. IBM has been famous for its written and unwritten rules—such as its no-layoff policy, its focus on individual promotions and achievement, the expectation of lifetime service at the company, and its requirement of suits and white shirts at work. The firm was one of the mainstays of the "man in a gray flannel suit" corporate culture in the United States.

• Times have certainly changed.

• IBM has clients in 170 countries and now does two-thirds of its business outside the United States. As a result, it has overturned virtually all aspects of its old culture. One relatively new focus is on teamwork.

Image Source: https://www.silicon.co.uk/wp-content/uploads/2017/02/IBM-logo-684x513.jpg

And ultimately, we will be having the inclusive organization. These are the case studies.

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## Case Study : (Cont.)

- First, they help lay the groundwork for uncovering business in emerging economies, many of which might be expected to enjoy greater future growth than mature markets. Stanley Litow, the IBM VP who oversees the program, also thinks it helps IBMers develop multicultural team skills and an appreciation of local markets. He notes, "We want to build a leadership cadre that learns about these places and also learns to exchange their diverse backgrounds and skills. Among the countries where IBM has sent its multicultural teams are Turkey, Tanzania, Vietnam, Ghana, and the Philippines.

- As for Chakra, he was thrilled to be selected for the team. "I felt like I won the lottery," he said. He advised GreenForest on how to become a paperless company in 3 years and recommended computer systems to boost productivity and increase exports to western Europe.

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## Case Study : (Cont.)

- Another team member, Bronwyn Grantham, an Australian who works at IBM in London, advised GreenForest about sales strategies. Describing her team experience, Grantham said, "I've never worked so closely with a team of IBMers from such a wide range of competencies."

- **Questions:**
1. Would you like to work on one of IBM's multicultural, multinational project teams? Why or why not?
2. Multicultural project teams often face problems with communication, expectations, and values. How do you think some of these challenges can be overcome?
3. Why do you think IBM's culture changed from formal, stable, and individualistic to informal, impermanent, and team-oriented?

This case study and you will be able to answer the questions on this case study.

**(Refer Slide Time: 32:29)**

**Research Paper**

Diversity climate perceptions and its impact on multicultural team innovation and performance

Raavee Kadam, Srinivasa A. Rao, Waheed Kareem Abdul and Shazi Shah Jabeen

**Journal Name: Measuring Business Excellence**

## Purpose

This study aims to examine the influence of diversity climate perceptions (DCPs) on team member's contribution to team innovation and team performance in a multicultural team (MCT). The authors also investigate the moderating effect of cultural intelligence on these relationships.

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**Research Paper**

### Design/methodology/approach

This study aims to examine the influence of diversity climate perceptions (DCPs) on team member's contribution to team innovation and team performance in a multicultural team (MCT). The authors also investigate the moderating effect of cultural intelligence on these relationships.

### Findings

Results indicated that when team members have positive DCPs, it had a positive impact on their innovation and performance in the team. Cultural intelligence was also found to have a direct impact on team member innovation but not on team member performance. Furthermore, cultural intelligence was found to positively moderate the DCPs – team member performance relationship but not the DCPs – team member innovation relationship.

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**Research Paper**

**Practical implications**

Managing diversity is a key concern for organizations worldwide given the exponentially rising cultural diversity within the workforce. This study would enable practitioners to understand that developing positive DCPs and cultural intelligence of team members are critical to the success of MCTs.

**Originality/value**

Literature has documented mixed results pertaining to team diversity and its effect on performance, resulting in scholars urging the need to explore how the negative effects of team diversity can be mitigated. This research establishes that positive DCPs and cultural intelligence as two key factors contributing to the performance of MCTs.

And these are the research papers which you can refer and that will help you.

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**Book Recommendation**

**Multicultural Teams: Creating and sustaining an environment for learning from perspective diversity that maximizes team effectiveness**

**Authors:** Robin Denise Johnson
**Publisher:** CreateSpace Independent Publishing Platform; 1st edition (May 2, 2013)
**Language:** English
**ISBN-10:** 1484818067
**ISBN-13:** 978-1484818060

Image Source: https://i.gr-assets.com/images/S/compressed.photo.goodreads.com/books/1387662903/17895548.jpg

And this is the book that will multicultural teams creating and sustaining environment for learning from perspective diversity and maximize the team effectiveness is there.

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**Book Recommendation**

Multicultural Teams outperform other teams when you need creativity, commitment and buy in - but only if they are designed and managed well. This book will explain how to design and manage your multicultural team well, and how to create and sustain a learn-from-differences environment.

Dr. Robin gives practical suggestions from research on how to design your team and then explains how you can leverage diverse perspectives within the team to maximize creative problem solving. These include: A clear, motivating focus that requires team members to engage in a conversation about why the mission is important strategically to the organization and personally to them; An understanding of how important designing the team well is, while knowing how to make the right intervention into the group process at the right time; Metrics that measure output, learning and satisfaction; The right degree of empowerment and the right type of team given your task and members; And the use of interlocking skills that maximize learning within the team.

Image Source: https://i.gr assets.com/images/S/compressed.photo.goodreads.com/books/1387662903l/17895548.jpg

And therefore, we will be understanding that is how to design the team for the effective performance.

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These are the references which we can refer for the further readings also. Thank you.