46TH ANNUAL ECC CONFERENCE
ALIGNING THE STARS
Connecting People, Projects & Performance

ENGINEERING & CONSTRUCTION CONTRACTING ASSOCIATION
Multicultural Effects on Projects

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Poll: What is your experience level with Multicultural, multi-site projects?

1. 1 or 2 projects, 5 years or less
2. Less than 5 projects in various countries with multiple cultures, roughly 10 years experience.
3. 10-15 years, stopped counting the countries.
4. Only have worked on projects in one country.
5. No experience in this area
The reasons we fail and reasons we succeed on globally executed projects are one in the same:

- Internal Alignment – Looking inward first: “Do we as key stakeholders buy into this?”
- Up Front Collaboration – adhere to a methodology and process
- Communication – Don’t ignore the indirect exchanges, emotional intelligence
Key Focus Areas: Bob Allbright

- Find things in common and create relationships
- Be aware of how you may be stereotyped by others
- Adapt to others on your team, don’t expect them to adapt
- Be aware of culture hierarchies where social rank can trump organizational rank
- Understand ‘why’ people do or say things, have certain opinions.
- Have people from each location work in the other locations to create greater effectiveness and trust
- Create a project culture norm of care and concern consistent for all cultures working on the project and supports safety
- Be alert for loyalty issues which could determine whether safety instructions/rules are followed or not
Key Focus Areas – Nim Sanghera

- Leverage corporate learning and support
- Traits not homogeneity
- Build around shared objectives, values and ways of working
- Align with operating model and related roles and responsibilities
- Leadership accountability for success of all team members
- Actively identify ways to play to the strengths of your team and address learning and development opportunities
- Value perspectives and challenges
1. I learned something I can apply to my projects, happy to have some takeaways.

2. I learned a lot, will now make this a focus area.

3. I was already in a good place, this session just reinforced what I already know.

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