



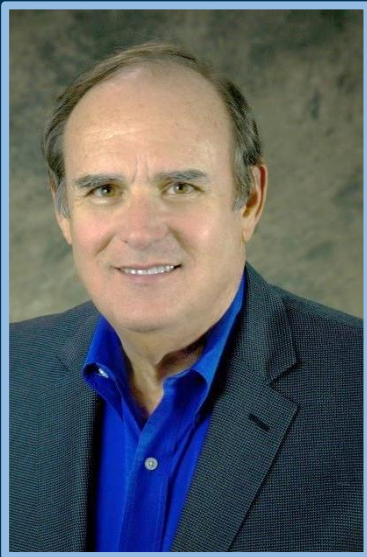
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Multicultural Effects on Projects



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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

Key Messages - Brian Ludolph

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

Poll: Feedback after this session:

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.
4. Help! I'm still confused how to eliminate surprises/ delays due to Multicultural issues.



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