GLOBAL MINDSET, LOCAL IMPACT:
AN HR MANAGER'S GUIDE

A BOUNDARY-FREE MARKETPLACE

Many organisations share the ideals of a boundary free marketplace. One of the foundations global business growth relies on is the ability to share cross-border information and respond quickly. New avenues of growth, expansion into new markets, increased operational efficiency, and the development of new competitive advantages are made possible by the decentralisation and spread of management personnel throughout different countries.

In addition, many challenges are associated with the degree of integration, coordination, and control between the systems in various localities. Having multiple operational and marketing systems, multiple customers, cultural diversity among customers and personnel, a wide range of infrastructures and resources, and a dynamic of fast-paced change leads to many challenges in building a decentralised, multicultural global organisation while preserving an efficient structure.

The challenges of managing a global marketplace are doubled when those managing the decentralised systems have different cultural backgrounds to those at headquarters. This challenge is compounded when teams consist of people spread across geographic locations and time zones. Therefore, we recommend that part of an organisation's mission be unifying culturally-diverse management teams into an organisation that can operate cohesively as an international team with local managers

SOCIAL DISTANCE: THE MAIN CHALLENGE

Social distance is one of the most impactful indicators of the feasibility of connectivity between systems. Social distance is an expression used in a cultural context, but in the context of a global organisation, it describes the emotional bond between team members. The difference between global teams and local teams is that local teams have an easier time building an emotional connection, trust, and rapport through informal communication due to geographic proximity and a shared cultural context.

1 THE POWER STRUCTURE

2 PROCESSES

3 COMMUNICATION

4 IDENTITY AND CULTURE

5 TECHNOLOGY

THE POWER STRUCTURE

Social distance within an organisation is affected by the distance of its different locations from headquarters, the CEO, significant personnel and managers, or other central decision-making landmarks. At sites with more employees or in closer proximity to decision-makers, team members tend to ignore the contributions or insights from teams at sites located further away. As a result, the more distant or remote a site is, in terms of proximity to significant locations or the number of employees, the less heard employees at the site feel. This causes groups to form, with some employees included while others are left out.

1

PROCESSES

For teams to reduce their social distance, they need to adopt work methods that encourage the development of empathy (the ability to see things from others' points of view and understand their needs). Local teams naturally develop empathy through informal conversations that happen due to geographic proximity, and this helps improve productive interactions even in formal contexts. Social distance increases among global teams because of a diminished ability to empathise with each other.

2

COMMUNICATION

Human communication is characterised by miscommunications resulting from emotion, cultural differences, gender, status, and more. In addition to these factors, global employees' communication is also complicated by language barriers, which can increase the social distance teams face. Important communications may slip between the cracks, particularly when they are shared via technological mediums that can often experience disruptions, adding to this challenge. These issues affect the data-sharing and decision-making processes, impacting the quality of teams' performance.

3

IDENTITY AND CULTURE

Culture is a huge part of our identities and affects how we view others. The cultural differences that teams from different countries face increase social distance and can make it challenging to understand others' motives, forms of expression, and behaviour. It can make essential managerial tasks (i.e., conflict resolution, organisational crisis management, receiving or delivering feedback, and responses to failure) even more complex.

4

TECHNOLOGY

Technology is a double-edged sword that can decrease or increase cultural distance therefore, the technological communication methods used to unite global teams should be carefully considered before implementation. Some methods are more complex to maintain due to time zone differences or connection disruptions, such as video calls. But these methods also enable more emotional and organic communication and make it easier to communicate complex information. Other, more straightforward methods, such as emails, can lead to misunderstandings or miscommunication.

5

THE 5 FOUNDATIONAL VALUES MODEL

INCLUSIVE
LEADERSHIP

GLOCALIZATION

INTERPERSONAL
COMMUNICATION
CHANNELS

TRANSPARENCY

TRUST

How to Build a
Respectful Global
Corporate Culture

TRUST

This is one of the most important elements of building a functional management team with strong leadership abilities. Trust will give employees psychological security, increasing their motivation and emotional involvement. Natural trust is built on similarities, particularly when people share cultural similarities and communicate frequently. All these criteria occur less in global teams, making the need to create trust even more critical.

LET'S TAKE IT INTO PRACTICE

A. Strengthen work bonds
- Find opportunities for as much inter-group interaction as possible to strengthen professional relationships.
- Assign tasks to smaller teams who need to work together.
- Conduct shared global meetings with managers across sites to strengthen professional interpersonal relationships.

B. Maintaining fairness within the group
- Create a secure atmosphere where everyone is treated fairly and equally and held to the same standards, with no exclusive benefits.
- Manage conflicts as soon as they are identified, as distance and miscommunication can lead the conflict to grow if it is left to fester.
- Clarify the organisation's goals, expectations, and priorities.
- Ensure that practical solutions are accessible to all management staff.

GLOCALIZATION

LET'S TAKE IT INTO PRACTICE

Establish cultural hubs, which consist of a diverse range of personnel, including employees and managers from varying age groups, locations, and positions within the organisation.
- Don't fall into the trap of cross-cultural projection: work processes and organisational policies will still need to be adjusted to meet local needs. For example, salaries will need to be adjusted, welfare conditions, employment conditions, and policies will need to meet local labour laws, and more.
- Set and track measurable goals: By measuring employee performance, headquarters can coordinate expectations for success indicators across positions and encourage employees and management to work to reach these goals independently. For example:OKR.

While creating a global identity and uniform organisational values are important, It is also important to preserve cultural diversity and leave room for local practices, including behavioural practices. On the one hand, we need to allow local sites to make significant organisational decisions and participate in building significant processes. On the other hand, we must maintain the organisation's standards, including reinforcing a common goal and partnership in the organisation's messaging and culture.

INCLUSIVE LEADERSHIP

Another key factor in the distribution of a global organisation's worldviews is the organisation's leadership, i.e., the managers. Having cohesive leadership that takes responsibility for the process can help persuade the rest of the organisation of the importance of globalisation. Moreover, global trends, a borderless world, and the economy gig require managers to develop inclusive management skills, including collaborative skills, agility, transparency, innovativeness, efficiency, and diversity. We recommend being curious, open-minded, and willing to try new experiences.

LET'S TAKE IT INTO PRACTICE

- Recruit managers with inclusive values
- Emphasise the appropriate skills in executive development programs
- Strengthen internal processes that are agile, promote transparency, involve a diverse range of employees, and encourage input and innovation
- Promote managerial apprenticeship programs that support inclusivity - meaning that apprentices and their mentors come from different and diverse backgrounds

INTERPERSONAL COMMUNICATION CHANNELS

LET'S TAKE IT INTO PRACTICE

- Implement ongoing interactions and feedback sharing
- Share real-time communication while documenting the data.
- Select the right technological tools: Consider which require an immediate response (phone, video call, etc.) and which enable deferred communication (such as email or Slack), and then select the medium that best fits the urgency of the message you're sharing.
- Create opportunities for unstructured time: Water cooler conversations are no less important for building strong employee rapport than regular work conversations. Create opportunities to engage in interactions with annual offsites, personal discourse group sessions, joint work that requires interaction between group members, and learning and development courses that encourage interaction.
- Set aside time for brainstorming and discussions: This allows you to channel conflicts into more manageable areas.

Different languages, values, and cultural contexts affect our behavioural norms and reactions to different situations. Concepts such as punctuality, decision-making, attitude to authority, open discourse, and more are perceived completely differently by different cultures. To minimize communication challenges and reduce social distance, taking advantage of every opportunity for personal communication, face-to-face meetings, video calls, and other forms of intimate communication are important. Quarterly management meetings, corporate events, customer events, or simply personal work meetings increase familiarity with the organisation's spoken language through practice, raise morale, improve team spirit, and encourage cooperation.

TRANSPARENCY

Transparency is the key to improving global teamwork and produces a "collaborative organisation" by allowing leadership across the organisation to contribute equally regardless of geographic location or organisational hierarchy.

In today's world of social media and global communication, it is impossible to control the spread of information or the speed of response in corporate discourse. Organisations that manage an orderly intra-organisation communication system that enables the transfer of information and updates, supporting both down-top and up-bottom communication, can help conveying information accurately and in a timely manner.

LET'S TAKE IT INTO PRACTICE

- Harness the help of your management to share your strategy and vision with the entire organisation. For example, via an all-hands meeting.
- Collect knowledge from the field and distribute it among the management create open communication channels in all directions.
- Conduct surveys, round tables on specific topics, and management meetings, maintaining an open dialogue at all times.

IOT INDEX

How can you tell if you are using your tools correctly for maximum efficiency within your global management team? We at AL Consultants recommend using the IOT scale, which recommends examining your organisation and provides ratings and insights for:

Influence:

Do the various managers all have an equal level of influence across sites?

One company mindset:

To what extent do managers feel their actions impact the organisation's main goals, and to what extent do they connect to the organisation's shared goal?

Trust:

To what extent do the various team members trust each other and the organisational leadership?

Examine the organisation: Click here to access the full questionnaire to assess your IOT index.

HR'S ROLE

What is the role of the HR manager, and are they responsible for maintaining global connections?

Globalisation, unification, and exposure:

As HR managers, your goal is to enable each global unit to access all the tools and possibilities that the organisation offers related to instruction, career development, moving roles and markets, and with regards to benefits, organisational culture, and values. Break the local glass ceiling. The goal of global processes is to share information and knowledge across sites so that everyone starts on the same page and can contribute equally, with an equal opportunity to prove themselves and gain success and recognition for their effort.

Localisation:

Respond to the needs of local and individual sites. For example, we must understand the local talent market and adapt to the market's needs in order to recruit the personnel best suited for us, and to streamline the recognition and promotion of talent, improving the local leadership. In order to successfully compete in a globally diverse market, the HR department needs to recruit, train, and manage people locally and reflect the local culture, local job markets, and the diverse needs of the local business units.

Maintaining global consistency

Maintaining global consistency and uniform standards increases efficiency and the organisation's ability to grow. Global flexibility promotes agility, growth, and connectivity between employees. Both are necessary to develop an HR department that is "VUCA GLOBAL." Even if your company does not have local HR managers yet, you can still lay the foundations by:

- Imparting the values of diversity and transparency to managers
- Providing managers with cultural training for the organisation's local sites
- Training managers about intercultural differences. It is important to foster a culture of openness and empathy to understand employees from different cultural backgrounds.

CONCLUSION

It is clear that many organisations are ready to broaden their activities, break into new markets, and expand their horizons to new regions. This is possible now more than ever before as the world becomes more accessible by the day, making vast, global dreams achievable.

Many of the companies brave enough to take the leap discover that the reality is quite challenging. Managing distributed employees, and even more so distributed management, can be extremely challenging, and handling this diversity should be a high priority. Any challenges that globalisation creates need to be dealt with as soon as possible in a controlled and responsible manner.

Successful globalisation is often determined by the quality of your management and headquarters. Strong management and headquarters allow local teams to embrace local cultural differences while maintaining central organisational values and common global goals. Headquarters should recognise the importance of the social distance index, its components, and the challenges that arise from them, particularly in the following three areas: influence/absences, cultural and linguistic differences, and geographic and time differences, and work to provide practical solutions to each.

Trust, maintaining "glocal" values, transparency, and respectful interpersonal communication channels are the tools you can use to strengthen your organisation's foundations and its branches worldwide. Whether you're applying these principles effectively can be easily assessed with the IOT index. Once you receive the results, we recommend developing an action plan to bring your index to the desired level to achieve your organisation's global potential.

The HR manager and the entire HR department play a significant role in ensuring your organisation maintains the desired index and can navigate all the global and local processes as a team. Your task is to synchronise each site and guide the organisation into completing the transition to a well-managed, successful global organisation. But don't worry, you don't need to do it alone. We'll be here every step of the way to direct, guide, and advise you towards bringing your organisation one step closer to conquering the world.

Best of luck,
The AL Consultants team

ABOUT US

AL Consultants is a dedicated strategic partner for all internal organizational growth processes, focusing on human capital, business innovation, and the connections between them. We support growing companies at all levels, from internal strategy to practical solutions directed at maintaining a market advantage and fully realizing business potential in a dynamic work environment.

Our team is known for its creativity, originality, open minds, and flexible thinking, as we specialize in shaping dynamic work environments that can adapt to changing global trends. Through four specialist divisions, we create innovative models and develop the latest cutting-edge tools for our clients. AL Consultants' blend of uncompromising quality, customization, commitment, and collaborative partnerships has led our advisory team to gain extensive professional experience in organizational consulting for market-leading companies.

CONTACT US

AYALAHMI.COM

SEND ME AN EMAIL
NIRIT@AYALAHMI.CO.IL

CLICK HERE
TO FILL OUT THE QUESTIONNAIRE

TRUSTED BY:

fiverr. vimeo Hunters. eitan medical care & beyond' riskified Fyber BUILDOTS tufin

MEND ARMIS. imperva Healthy.io Traiana vcita bob

FOLLOW US