

.....

## Suggestions for Using the “Cross-Cultural Team-Building Scale”

**Objectives:**

- Understand how different values impact workgroup cohesion
- Identify cultural differences that influence team functioning

**Intended Audience:**

- Members of any functional work team, either on-site or virtual
- Any manager, facilitator, internal/external consultant, HR professional, or trainer charged with the task of creating a cohesive team
- Managers of diverse teams

**Processing the Activity:**

- Discuss and define each of the items on the continuum.
- Ask team members to mark an X where they see their own values, then connect the dots to see the values profile.
- Divide members into small groups. Ask them to compare their individual profiles.
- You can also reproduce the training tool itself as an 18" x 24" enlargement. Reproduce enough so that there are no more than six people at every station and with different color markers. Have each person plot his or her profile on the enlargement. When all are on the chart, talk about what team gains and losses and what gaps have to be covered. This can be done simultaneously at different locations and lead to very fruitful conversations.
- Come back to the whole group for discussion.

**Questions for Discussion:**

- What values similarities and differences were most notable among group members?
- What surprises, if any, did you find in the responses of any of your team members?
- When you look more closely at the values differences, what impact do they or might they have on the team?
- How can we make those differences work in the team’s favor?

**Caveats, Considerations, and Variations:**

- Refer back to the worksheet in this chapter called *Understanding How Cultural Lenses Impact Teamsmanship*. The suggestions for processing that activity may be appropriate for the *Cross-Cultural Team-Building Scale* as well.
  - After people fill out the scale, compare the various profiles and talk about the implications of the differences. Ask the group for their suggestions on how to use this information productively while honoring the existing ground rules and cultural norms. Depending on the size of the team, you might break people into small groups, getting a good cross-cultural mix in each. But asking the group to come up with some suggestions for how to get maximum input, involvement, harmony, and support while respecting values differences will be helpful and enlightening. The responses will give you pertinent information, while the process will help you create a team where esteem and belonging needs are met.
- .....