



Cross-Cultural Teamwork Video

Facilitator's Guide

Intended for Skilled Immigrant Audiences

Developed by:

Funded by:

Financé par:



TRIEC

Toronto Region Immigrant
Employment Council



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada



Ontario

Ontario receives support for
some skills training programs
from the Government of Canada

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About TRIEC

TRIEC creates and champions solutions to better integrate skilled immigrants in the Greater Toronto Region labour market. The Cross-Cultural Teamwork video (previously titled Maximizing Talent) is among the resources TRIEC offers partner agencies that deliver employment-support services to skilled immigrants.

Overview

The Cross-Cultural Teamwork video was originally designed for Human Resources (HR) professionals, trainers, diversity consultants and immigrant-serving agencies who work with employers. These groups all play a role in increasing the awareness of HR professionals, hiring managers and co-workers about issues related to integrating and developing skilled immigrant talent within the Canadian workforce.

Cross-Cultural Teamwork is also an important resource for employers and immigrant-serving agencies offering training to skilled immigrants who are employed or looking for work.

Cross-Cultural Teamwork follows the experience of two skilled immigrants recently employed at CQR Logistics. The CEO of CQR Logistics is committed to building a diverse workforce, which will give the company an advantage in global marketing.

The video illustrates how cultural differences can affect team dynamics in a Canadian workplace, highlights challenges that may arise in cross-cultural teams and suggests strategies for avoiding or overcoming such challenges.

The Cross-Cultural Teamwork Facilitation Guide

This facilitation guide can be used by trainers of skilled immigrants to initiate discussion around the topics covered in the video from the newcomer's point of view.

The video and guide are divided into an introduction and four episodes, which explore the following themes:

Episode 1: Pre-meeting “Small Talk”

Episode 2: Accommodating Religious Diversity

Episode 3: Delegating Roles and Managing Communication Barriers

Episode 4: Facilitating Contributions to Team Discussions

The guide provides an overview of each video episode, identifies learning objectives, and offers suggestions on how to use the video as a learning tool. It is further sub-divided into scenes to help you plan and customize your training.

For each episode and scene the following information is provided:

- Title, timestamp and duration
- A description of what happens
- Key learning points
- Background information for trainers
- Discussion questions

How to Use the Video and Facilitation Guide

The Cross-Cultural Teamwork video and facilitation guide can be used to design a stand-alone workshop or can be part of a broader program for skilled immigrants on finding and keeping a job.

Each audience will be different and, as trainer, you may pick and choose which discussion questions and specific learning objectives to focus on. You may also choose to document additional learning objectives, questions and insights for use with future groups.

We recommend that you take the following steps in preparing to facilitate discussion of the material presented:

- View the video at least once.
- Read through the remainder of this manual, especially the discussion questions for each scene and suggested activities in the appendix.
- Refer to the Resources section of this guide.
- Take participants' needs and your time constraints into consideration when prioritizing the key areas to focus on.
- Have participants watch the video as a group, so they can learn from each other's reactions and experiences. An individual viewer will still benefit from watching the video but will likely learn more when accompanied by his or her peers.
- Watch the video in sequence, either as a whole or by scenes, and allow ample time for group discussion and/or activities.

Consider screening the video over a few sessions to accommodate your timetable as well as to allow for more reflection and in-depth learning.

Training Approach

This video focuses on two immigrant cultures; your training group, however, will likely be made up of newcomers from several different backgrounds. It may be important to stress that much of what the two skilled immigrants featured in the video experience applies to newcomers from around the world. Focus the discussion on identifying elements of Canadian culture.

The scenes are brief and each focuses on specific elements. After each scene, the characters most affected by the interactions become "talking heads," describing their own feelings and perceptions of the other team members. The scene is then replayed with the characters showing a more successful approach to communication in the workplace.

The discussion questions embedded in the video are meant for a corporate audience. You may choose to skip over these questions and focus instead on the discussion questions included in this guide.

We suggest you follow this approach when using the video with a group:

1. Screen the first part of the scene in which there are communication problems.
2. Stop the video and discuss the scene.
3. Watch what the characters have to say about the experience. Discuss, if required.
4. Screen the final part of the scene that demonstrates more effective communication techniques. Discuss and do supplementary activities, if required.

As a viewer, look for different outcomes, tone, atmosphere, body language and other elements of communication.

Cast of Characters

Here is a listing of the main characters in this video, in order of appearance.

Nazneen Khan began to work as a Project Coordinator for CQR Logistics a month ago. Although this is her first job in Canada, she was a Project Manager in Pakistan and is sure she is “more than qualified” to make a strong contribution to the team.

Victor Xiaozhi has also been with CQR Logistics for one month. He is a Software Developer. An avid golfer, Victor has not played the game since coming to Canada. Although Victor feels that his English is good, he often finds that he has difficulty keeping up during business meetings when people are using jargon or speaking quickly.

Carol Scott, Program Manager and Team Leader, has worked at CQR Logistics for 10 years. She often seems pressed for time and is sometimes taken aback by Nazneen’s and Victor’s responses. She is quick to make assumptions and is unsure about the competence of the two “new hires” and their ability to make a positive contribution to the performance of the team.

Rob Goldstein holds the title of Project Manager and Team Leader. He has been working at CQR Logistics for five years. He has never worked with employees from outside Canada before and is having difficulty understanding Victor’s accent. Rob is hoping to be promoted to Team Manager within the next year.

Adeola Bankole was recently promoted to the position of Communications Coordinator at CQR Logistics, where she has worked for seven years. She is excited – and nervous – about the challenges of her new job.

Scene-by-scene

NOTE: Each Episode in Cross Cultural Teamwork contains a scene and then a “preferred practice.” The preferred practice is a repeat of the original scene with a few changes, outlining a different, preferred approach.

Introduction

2 minutes

Description

This section provides a brief written description of the business context within which the ensuing scenes occur. It also introduces the five team members, three long-term employees of the company and two skilled immigrant “new hires.”

EPISODE 1: Pre-Meeting “Small Talk”

7 minutes and 15 seconds

Description

One month ago, Nazneen Khan and Victor Xiaozhi began their new jobs at CQR Logistics, a medium-sized global company specializing in logistics software and support. The company is now launching a media campaign to introduce its new logistics software for small businesses. The CEO of CQR, Peter Thompson, believes that building a diverse workforce will give the company an advantage in the global market.

Nazneen and Victor have been asked to join Carol, the Team Leader, Rob and Adeola on a team that will identify strategies for improving the company’s global perspective. Carol is feeling overwhelmed and is concerned that communication issues and diverse backgrounds will affect the productivity of the team. Rob wonders how long it will take the two new hires to learn “how we do things here.” Adeola recognizes that the team will have to make an effort to make sure everyone feels included.

In this episode, we see Nazneen and Victor at their first meeting with the team. We then see the segment, “Preferred Practices,” which suggests how the meeting could have been better managed.

Key Learning Points

- Making small talk is part of communicating in the workplace.
- Know how to introduce yourself at work.
- Provide a concise description of your experience.

Scene 1: Beforehand

Scene Description

Nazneen and Victor are seated together in the meeting room, awaiting the arrival of the other team members. Carol and Rob enter in mid-conversation discussing such topics as their weekends, golf, family, etc. Carol says “Hi” in the direction of Nazneen and Victor and continues her conversation with Rob and Adeola. When Rob offers baseball tickets to Carol and Adeola (neither of whom can use them), Nazneen says she would love to take her daughter to see her first baseball game.

Notes for Trainer

- “Talk at work is not confined to talk about work.” [Tannen, D. (1994) *Talking from 9 to 5. Women and Men in the Workplace: Language, Sex and Power*, Avon, New York]
- Pleasantries or small talk among participants is a common and expected “ice breaker” before the start of and at the end of meetings. Most Canadians use these few minutes to network with and get to know others in the organization.
- Task-related conversations within a workplace context often include small talk. Sometimes the small talk element may consist of only one or two turns, and sometimes it can take up most of the conversation.
- “Small talk is much more than talking about the weather, or discussing the latest football results. Sometimes it has to do with something at work, but not specifically with the task at hand. It may involve work-related gossip and storytelling; it may be highly routine in character, so that both sides automatically know what to say next. What is certain is that small talk is very common in the workplace. What it does is less clear, but there does seem to be some sort of a relational function; people have to work together, and they use small talk as a way of connecting with each other.” (Evan Frenedo, ELTAF Newsletter, September 2006)
- Small talk allows colleagues to get to know each other better, find areas of common interest or experience and interact more easily. It can help a team become more cohesive.

Discussion Questions

- What is small talk? What is it about? When does it happen?
- How are Nazneen and Victor feeling as they wait for the others to join the meeting? How do you know?
- What messages do you think Carol, Rob and Adeola are communicating through their body language?
- Is this group off to a good start? Why or why not?
- Victor keeps looking at his watch. Why?
- Why is Rob surprised when Nazneen says she would like to take the baseball tickets he has offered?
- The expanse of table between the new hires and the other team members illustrates a cultural divide. How can the team bridge that divide?
- As team leader, how could Carol have started the meeting differently so that all the team members felt included in the pre-meeting small talk?

Scene 2: Beginning the Meeting

Scene Description

As Victor looks once more at his watch, Carol begins the business part of the meeting by explaining that the CEO has formed the team so that the company can reach more of a global market. She then introduces Rob and Adeola by their first names only and mentions that Nazneen and Victor are their “new hires.” When she says that Victor will be working with Rob on the first part of the project, Victor interrupts to ask if Carol will be arranging a meeting at which they can all learn each other’s roles.

Notes for Trainer

- Meetings are always called for a purpose, and in the private sector, the purposes are almost always centered on action, decision-making, or information updating.
- Meeting styles and practices vary from company to company, but generally in the private sector, meetings are informal in communication style, with individual participation expected.

- Many newcomers are surprised or confused by the lack of meeting protocol or lack of formality found during meetings in some business sectors. Each company will have its own business meeting style, depending on the type, size and sector, and it is a new employee's responsibility to learn the "meeting culture" of the new company quickly.
- Basic rules for conducting team meetings include: introductions that ensure that everyone at the meeting knows who the others are and what their roles are; a clear explanation as to the purpose of the team; ground rules that enable all team members to feel equally valued and to participate comfortably and confidently in the discussion.

Discussion Questions

- Why did Victor request an additional team meeting?
- What could Carol have done so that Victor would not have felt the need for a special team meeting?
- How do you think Nazneen and Victor were feeling at this point?

Scene 3: Preferred Practice

Scene Description

In this scene, Carol asks the new team members if they watched the Canadian Open on the weekend. This leads to inclusive small talk, more conversation and a more collegial atmosphere.

Carol identifies the challenge of working with diversity, suggests ground rules for communication and asks each team member to introduce themselves fully.

Discussion Questions

- How did Carol make sure that Nazneen and Victor were able to participate in the small talk exchanges?
- What did the long-term employees learn about the "new hires"?
- Is this team off to a good start? Why or why not?
- How has Carol set the stage for more successful teamwork than she did in the earlier version of this scene?

EPISODE 2: Accommodating Religious Diversity

5 minutes and 58 seconds

Description

In this episode, the team is meeting over lunch. They are surprised that Nazneen will not be eating because she is fasting for Ramadan. The first order of business is to set a date on which they can all meet to report on their deliverables. Because Carol will be out of town for a week, Adeola will be off for Thanksgiving and Rob will be away for Yom Kippur, the only possible date is October 2. Nazneen apologizes and explains that, since Eid will fall on either October 1 or 2 (and she will not know which until the night before), she may not be able to attend the meeting.

Key Learning Points

- Understand and protect your human rights and responsibilities.
- Know the importance of understanding company policies and procedures.
- Negotiate meeting times.

Notes for Trainer

- Under the Ontario *Human Rights Code*, discrimination because of religion (creed) is against the law. Everyone should have access to the same opportunities and benefits, and be treated with equal dignity and respect, regardless of their religion.
- Religion includes the practices, beliefs and observances that are part of a faith or religion. It does not include personal moral, ethical or political views. Nor does it include religions that promote violence or hate towards others, or that violate criminal law.
- Where a rule conflicts with religious requirements, there is a duty to ensure that individuals are able to observe their religion, unless this would cause undue hardship because of cost, or health and safety reasons. Unlawful discrimination because of religion can include:
 - Refusing to make an exception to dress codes to recognize religious dress requirements;
 - Refusing to allow individuals to observe periods of prayer at particular times during the day;
 - Refusing to permit individuals to take time off to observe a religious holiday.

- Both the people responsible for providing the accommodation and the person requesting it have rights and responsibilities during accommodation. For example:

Person Requesting	Person Responsible
<ul style="list-style-type: none"> • Take the initiative to request accommodation • Explain why accommodation is required • Provide notice of request in writing, and allow a reasonable time for reply • Explain what measures of accommodation are required • Deal in good faith • Be flexible and realistic • Ask for details of the cost of accommodation if undue hardship may be a factor 	<ul style="list-style-type: none"> • Respect the dignity of the person seeking accommodation • Assess the need for accommodation based on the needs of the group of which the person is a member • Reply to the request within a reasonable time • Grant requests related to the observance of religious practices • Deal in good faith • Consider alternatives • If accommodation is not possible because of undue hardship, explain this clearly to the person concerned and be prepared to demonstrate why this is so

- A measure of accommodation may be acceptable if it meets the needs of the person, to the greatest extent possible, short of undue hardship, and if it respects the dignity of the person requiring the accommodation.

Source: Ontario Human Rights Commission, "Policy on creed and the accommodation of religious observances"
<http://www.ohrc.on.ca/en/resources/Policies/PolicyCreedAccomodEN/pdf>

Scene 1: Accommodating Religious Diversity

Scene Description

Although Carol easily acknowledges Adeola's and Rob's Thanksgiving and Yom Kippur commitments, she is confused when Nazneen reminds her that she had previously spoken to her about Eid. Nazneen is assertive and patient as she explains why she can't be certain of the date on which Eid, which is noted on the workplace diversity calendar, will fall. Carol responds that Nazneen may therefore have to miss the status update meeting; if so, she will have to submit her report by email instead.

Nazneen's fasting seems to set off warning bells for Carol, who wonders if not eating will affect Nazneen's - and the team's- performance. When Nazneen asks if the meeting can be rescheduled, Carol questions whether she needs to be "more of a team player." In turn, Nazneen thinks that CQR, a company that brands itself as a diverse organization, should ensure that its managers know how to accommodate employees' religious needs.

Discussion Questions

- What concerns do Nazneen's religious observances raise in Carol's mind?
- Why does Carol accept Adeola's and Rob's holiday plans but question Nazneen's?
- What do you think of the way Carol handled Nazneen's request for a rescheduling of the meeting?
- Nazneen explains to Carol why she cannot be definite about the date she will need off work. But, if we think about Nazneen's responsibilities as the person requesting accommodation (see the notes from the Ontario Human Rights Commission pamphlet, "Policy on creed and the accommodation of religious observances" above), what else could she have done to ensure that her employer would know what she needs and why?
- What is an employer's responsibility to accommodate religious observances and/or practices? What would be considered as going beyond reasonable accommodation?

Scene 2: Preferred Practice

Scene Description

When Nazneen explains that she is fasting, Carol asks if she minds the others eating in front of her. She then asks what the fasting is tied in with, allowing Nazneen to give a fuller explanation of Ramadan and Eid. When Nazneen apologizes that she may not be able to attend a meeting on October 2, Carol asks her to explain why she is, at this point, not able to give a definite date for Eid.

Carol asks if the team has any ideas as to how they may resolve the problem. Adeola says that her presence at the meeting is not as important as the rest of the team's, and offers to call in for an hour if they want to meet on October 10.

Carol thanks Nazneen for reminding her of the diversity calendar and promises in future to consult it first.

Discussion Questions

- How did Carol handle Nazneen's request for a rescheduling of the meeting this time? What does it show about Carol's management style? What effect might these actions have on the ability of the team members to understand one another and to work together?
- How do you think Nazneen felt after this exchange with Carol? Why?

EPISODE 3: Delegating Roles and Managing Communication Barriers

5 minutes and 57 seconds

Description

Before the team tackles the first item on the meeting agenda, Carol asks if anyone would like to speak to the sales staff about the status of the new web site. Nazneen volunteers. Carol then moves on to the first agenda item and asks for ideas on how to increase the visibility of the web site.

This episode illustrates some of the difficulties skilled immigrants may encounter when in a meeting with native speakers, who are using idiomatic English and a lot of business jargon. The communication difficulties result in the other team members questioning the competence of the “new hires.”

Key Learning Points

- Become familiar with the language of the industry.
- Identify company norms for conducting business meetings.
- Interrupt to seek clarification.
- Describe professional experience concisely.

Notes for Trainer

- Meeting participants must pay attention to HOW business is discussed and HOW decisions are negotiated. It will differ from one team to the next. Does everyone contribute to the meeting? Only some people? Are meetings and discussions long and comprehensive, or quick and efficient?
- Individuals are expected to contribute updates, ideas, strategies or problem-solving solutions within their area of expertise or responsibility, and they are also expected to comment on other team members' contributions which directly impact one's own area of responsibility.
- A challenge for many newcomers is to learn the art of “jumping in” to a discussion and getting one's opinion heard when others are not paying attention to them. A newcomer who fails to contribute his or her voice to a business meeting might be misinterpreted by the manager or other team members as lacking in confidence or knowledge.
- Strategies for team meeting participation
 - Use the pre-meeting time to make small talk; this will help you get to know your team mates.
 - Learn and use people's names, if possible, when you address their comments or questions within the meeting.
 - If an issue is being discussed that concerns your area of expertise and you have information/perspective that affects the issue, your responsibility is to offer your input, not wait to be asked.
 - Make eye contact with and address your comments and input to everyone present at the meeting, not just the most senior person.
 - Good meeting leaders and meeting participants “read” others' body language and non-verbal signals and respond to these cues (boredom, confusion, distraction, resistance, disagreement, etc.)
- Since language is based in culture, certain business idioms and jargon may not be obvious to both parties – skilled immigrants and employers.

- Jargon exists in every workplace, and when used appropriately, can be a quick way to communicate within a group of people who share a common definition and context. When people become accustomed to using acronyms, idioms and jargon that are specific to their profession or work environment, they may not always realize that other people may not understand.
- There is a distinction between industry-specific jargon that is globally understood and company-specific jargon that only employees will need to learn. Skilled immigrants should know the jargon of their industry. This will help them understand job postings as well as communicate qualifications and experience.
- Strategies to learn new acronyms, new business jargon or industry slang
 - Keep a small notepad/diary at your desk. Jot down new or unfamiliar acronyms or expressions you see/hear as they come along. Compile a list.
 - Search for answers on your company's INTRANET site, if available.
 - Consult a team member or another person on your team that you trust, and ask for clarification.
 - Purchase one of the many book or CD resources available to learn North American business jargon and slang.
 - Go to a free online site that provides business slang, jargon and idioms.

Scene 1: Delegating Roles and Managing Communication Barriers

Scene Description

Carol starts the meeting by expressing her frustration at being “hammered” by the “sales guys” about the status of, and marketing strategies for, the new web site. As she asks if anyone would like to handle the problem, she turns and says, “Rob, have you dealt with these guys before?” Before Rob can respond, Nazneen says she would like to do it. Carol seems somewhat taken aback by Nazneen’s offer and proceeds to express concern both in her words and in her body language.

Then Carol asks for ideas as to how to get the web site noticed by the small businesses they are targeting. Now the acronyms and jargon start flowing as the team members jump in with their ideas. We see that Victor is having trouble keeping up and frequently has to ask for clarification. He is unable to answer any request for information. Indeed, he is still trying to process the term “high-end reward” after that suggestion has been dismissed.

Discussion Questions

- What assumptions does Carol seem to be making about the experience and competence of the “new hires”?
- How do you think Nazneen feels at the end of this episode?
- Why is Carol surprised that Nazneen has been so “assertive”? What stereotypes do you think she might be applying to Nazneen?
- How do you think Rob feels about Nazneen’s volunteering to deal with the sales team?
- Describe Victor’s state of mind during this scene.
- What impression do you think Victor is making on the other members of the team?
- Why is Victor having so much difficulty following the discussion?
- What strategies could Victor use that will enable him to participate more effectively in meetings?
- What could Carol, as team leader, have done to enable Victor to participate fully in the meeting?

Scene 2: Preferred Practice

Scene Description

This time Carol threw the request for assistance out to the team in general: “Who would like to deal with these guys?” After Nazneen volunteers, Carol responds that to be honest, the sales crew can be very difficult. Nazneen explains that in Pakistan she had to manage salesmen who didn’t like the idea of a female manager, so she feels capable of handling the CQR sales team. Carol offers to debrief Nazneen as to what she can expect.

Carol then sets some additional ground rules that will enable people new to logistics and the company to keep up during the meeting. She asks that everyone explain any technical terms they use and that the “new hires” not be afraid to seek clarification. As Rob speaks, he becomes aware through Victor’s body language that he should explain the meaning of “ACL” for him. Rob also appears to be speaking more slowly than before.

Discussion Questions

- What does Carol do differently in this scene? What effect does it have on others’ contributions to the meeting?
- What are the outcomes of this meeting? How do they differ from the outcomes in the earlier version of the same meeting?

EPISODE 4: Facilitating Contributions to Team Discussions

6 minutes and 57 seconds

Description

At this meeting, Carol reports that senior management wants the team to consider what can be done about their outdated website. She then says that many cutting-edge companies are using Flash technology for their intro pages. Rob likes that idea but suggests that, in addition to modernizing the website, they build their list of leads, especially through cold calls and email follow-up. When Rob asks Victor to comment, his response is hesitant, unsure and confusing. It would seem that nobody has really understood his suggestion – and his role in this discussion should have been pivotal.

Key Learning Points

- Know how to talk to your boss.
- Learn how to present alternate views, especially to those senior in position.
- Produce concise, structured responses in meetings.

Notes for Trainer

- Meeting styles and practices vary from company to company, but generally in the private sector, meetings are informal in communication style, with individual participation expected.
- Most North American meetings are non-hierarchical and have a flat communication structure. The most important person in the meeting is not necessarily the highest-ranking executive present.
- Business meetings are generally considered a forum for action and decision-making. They are focused on outcomes rather than on processes. (The process part is done prior to meetings, in preparation.) Participants bring their “conclusions” to the meeting, and concise points to support those conclusions, rather than their entire thought process and development. This explains why/how people communicate very concisely at meetings.
- Employees who are concise and structured in their response are considered confident in their knowledge and grasp of their subject matter. A “narrative” communication style, which is less concise and which provides important information at the “end” of a long explanation, is not appreciated in most workplaces and can be wrongly interpreted by others. If English is not the speaker’s first language and the speaker uses this longer, narrative approach, people might mistakenly feel that his or her English level isn’t high enough for the task.

Scene 1: Facilitating Contributions to Team Discussions

Scene Description

The meeting seems to disintegrate as each member clutches onto his or her suggestion for updating the website. Carol again pushes the idea of Flash; Victor responds that Flash will not help them reach a global clientele. Rob repeats that market research indicates that people respond to personal contact. Nazneen explains that many countries lack the high-speed Internet connections that will enable them to use Flash technology. Adeola builds on the kernel of Victor’s suggestion by saying that they should focus on the website showing up on search engines; she will compile a list of the most-used logistics key words.

This episode examines what the impact on decision-making within a Canadian team setting can be when some team members are unaccustomed to arguing their individual points, but believe in the importance of assessing the impact of each decision on the organization as a whole. Centering on Victor, the episode illustrates the effect of cultural factors on communication. Victor seems reluctant to disagree with those senior to him in the hierarchy. But when asked to

elaborate on his input, his comments seem unrelated to each other. While the others focus on their individual strategies, he thinks that, although they are on the right track, they should be thinking globally. The confusion – and concerns - that Carol and Rob experience is clearly manifest.

Discussion Questions

- How do you think Victor feels at the end of this scene?
- What factors are preventing Victor from providing input in a clear, concise manner?
- Why was Victor stumbling over words to express his idea fully? Could there be any cultural factors that may be affecting his behaviour or is there a language barrier?
- How do you think Carol feels at the end of this meeting?
- How effectively is this team making use of the global knowledge base of its members?
- What could Carol do differently to improve the chances of this team working together to create an outstanding product (e.g. improving the website)?
- How could Carol have more effectively managed the discussion between culturally diverse team members with different preferences regarding communication styles and notions of hierarchy?
- How do you think Carol and Rob perceive Victor's role in contributing to successfully updating the company's website?
- "Organizational fit" can be a vital element in an employee's success with a company. How do you think Carol compares Nazneen and Victor in terms of "organizational fit"? How might Nazneen and Victor view themselves?

Scene 2: Preferred Practice

Scene Description

Carol introduces the agenda item to be discussed and suggests a possible solution: Flash technology. She then opens the floor to further discussion, asking "Is that an idea for us?" Rob suggests that they generate an expanded list of leads and asks Victor for input. Victor responds that the success of the website will depend on the number of people who have access; the way to increase that access is not through Flash but by making sure that the site reaches search engines globally. He suggests that they identify the countries they will be targeting and translate their key words into the necessary languages. Carol asks for clarification when she doesn't understand Victor, probes further and rephrases to confirm her understanding. Nazneen agrees that Flash will not be the most effective technology for clientele in countries lacking high-speed Internet connections. Adeola will list targeted countries/languages and the most-used key words.

Discussion Questions

- Outline some of the communication techniques the team members used to ensure that all could participate equally in the meeting. How did the use of these techniques help bring the team closer to its performance goals?
- Why was Victor better able to express his ideas in this scene?
- How do you think each of the team members felt at the end of this scene?

Suggested Activities

EPISODE 1: Pre-Meeting “Small Talk”

Scene 1

1. For a first viewing of this video, play the first scene without the audio. Ask the group to pay attention to the team members' body language.

Debrief:

- What elements of body language did you notice?
- What did the body language suggest about the relationships between the participants?
- Who seemed in charge of this meeting? Why?
- How do you think each participant is feeling?

2. Practice self-introductions and making small talk. Pair participants off, have each person introduce him or herself, then engage in small talk.

Debrief. Ask the participants to report on what they have learned about their partners. What do they have in common?

3. Practice making introductions. Break into small groups. Ask one person to introduce the members of the group to each number, using full names and mentioning something about each individual.
4. Practice following and participating in group conversations. Break into small groups. Have the group begin a conversation. Assign individuals to approach each group, introduce themselves and participate in the conversation.

Scene 3

For a first viewing of this scene, play it without the audio. Ask the group to pay attention to the team members' body language.

Debrief:

- What elements of body language did you notice?
- What did the body language suggest about the relationships between the participants?
- Who seemed in charge of this meeting? Why?
- How do you think each participant is feeling?

EPISODE 2: Accommodating Religious Diversity

Some of the members of your group may need to request accommodation for religious observances. Give those that do the chance to practice making such requests. Have participants request accommodation of a particular religious observance, explaining what they need and why. Other members of the group may request clarification or additional information.

EPISODE 3: Delegating Roles and Managing Communication Barriers

Have participants prepare a concise status report, which they then present to the group. The others practice “jumping in” to request clarification, ask questions, make comments, etc.

EPISODE 4: Facilitating Contributions to Team Discussions

Present the group (or small groups) with a problem and ask everyone for input. Make sure that each person suggests a solution.

Ground rules for contributing to team discussions include:

- Listen carefully to what each person says.
- Acknowledge others' suggestions.
- If possible, build on another person's suggestion. Say that you agree or that that's a good idea and if such-and-such were to happen it might be even better.
- Remain focused on the problem under discussion.
- Present your ideas as clearly and concisely as you can.

Resources

Type of resource	Description
Business Etiquette	
articles	Business Etiquette http://www.canadianimmigrant.ca/careers/businessetiquette A collection of articles from Canadian Immigrant on Canadian business etiquette
	Business Etiquette http://www.sideroad.com/Business_Etiquette/workplace-etiquette.html Over 30 articles, on topics ranging from business card etiquette to working with employees with disabilities
book	The Essential Guide to Business Etiquette Chaney, Lilian H. and Jeanette St. Clair Martin, Peager Publishers, 2007 Available from Google Books See p. 107 – Meeting etiquette This source goes into detail on everything from seating arrangements to what people do wrong when leading a business meeting to what is required of the participants.
book	Business etiquette for dummies Fox, Sue Part 4 – overcoming work-related challenges
Book	Goldman, Lynda. <i>You're Hired...Now What?</i> Oxford University Press, Don Mills, 2010.
Communication	
article	Asking Clarifying Questions Brenner, Rick http://www.chacocanyon.com/pointlookout/090114.shtml While this article is directed at job interviews, it provides tips that may be valuable in most work-related situations.
Web page	English Interrupting Expressions: How to interrupt someone http://www.englishpond.com/speaking/Communication%20and%20daily%20English/interrupting/index.html
self-directed learning module	Group Interaction Skills http://www.elc.edu.sa/auto/English101-New/topic7/101-0701.html This module covers topics such as asking questions, expressing opinions, agreeing and disagreeing, and negotiating. It provides practical examples and useful expressions.
Blog	5 Tips on Leveraging Body Language at Work http://www.projectmanagers.net/profiles/blogs/5-tips-on-leveraging-body
Blog Post	25 Perfect Phrases for Starting a Business Conversation

Type of resource	Description
	http://www.artofspeakingbusiness.com/?p=20 This source has 25 opening lines for starting a business conversation, with a few different approaches (compliment, advice, etc.).
book	Wiley, Terrence G. and Heide Spruck. <i>Communicating in the Real World: Developing Communication Skills for Business and the Professions</i> . Prentice Hall Regents, New Jersey, 1987.



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