



**We cordially invite you to participate in our study on:**

## **Making your multinational teams more effective**

### **Levers to bridge cultural differences and develop a global mindset**

Globalization and advances in transportation, information and communication technology have led to an internationalization of the labor market. As companies compete for skilled employees across countries and cultural borders, the number of multinational teams is continually growing. Such multinational teams are especially promising due to a number of potential benefits:

- Increased team creativity and enhanced organizational learning
- Access to and exploitation of a diverse set of knowledge
- Integration of multiple perspectives

Unfortunately, many multinational teams or collaborations do not progress as planned and fall short of achieving the expected results. Even experienced managers who are aware of the potential benefits highlight frequent difficulties, such as:

- Misalignment of views on team leader tasks and methods
- Communication inefficiencies and misunderstandings
- Divergent perceptions of priorities and responsibility
- Differences in the emphasis placed on formal rules
- Unfounded stereotypes and in-group favoritism

As culture influences literally all aspects of interaction between individuals, the importance to develop multicultural competence in multinational teams is ubiquitous. Especially team leaders are expected to manage and effectively deal with arising challenges in order to make use of the full potential of a diverse team.



## **Our Study, Your Benefits**

### **Research agenda:**

Together with our project partners we continue to investigate how multinational teams can be managed successfully and how to make the best of both negative and positive experiences. Building on the results of precursory studies in Australia, Germany, China and Singapore as well as direct interviews with managers from several leading multinational corporations in Japan (e.g., Samsung, Nokia, Merck), we were able to identify factors which appear to explain a significant amount of the variance in team success.

The present large-scale study is designed to reconfirm previous findings with a special focus on the Japanese context, in order to provide answers to the following questions:

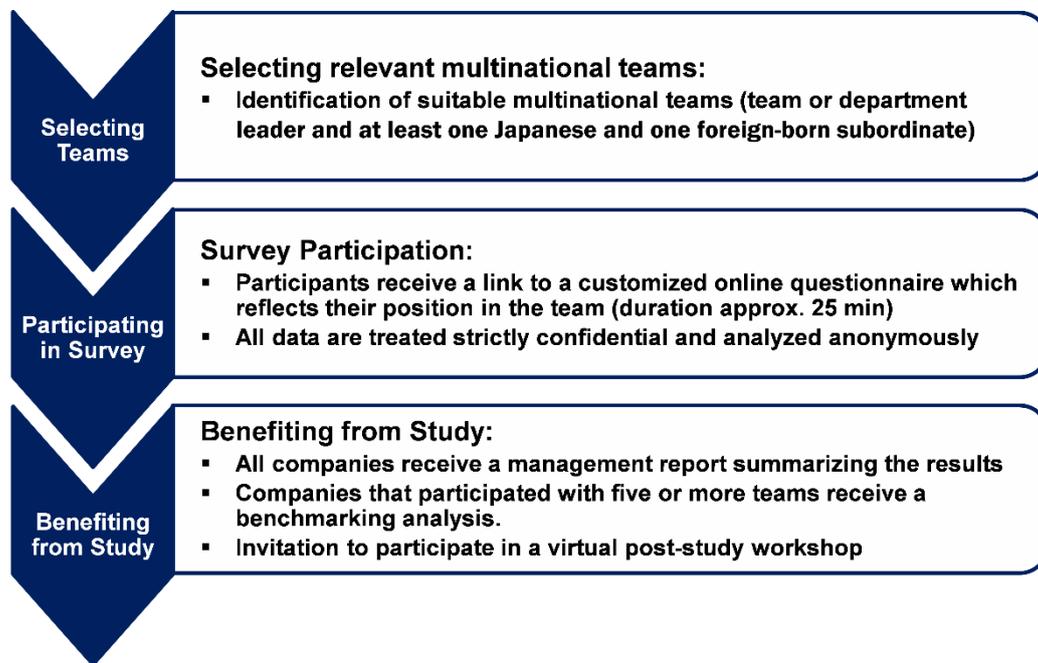
- How can we establish respectful and fruitful collaborations across cultures?
- How can conflicts and inefficiencies in multinational teams be minimized?
- How can cultural differences and geographic distances be bridged?
- How can global leaders be selected, trained and supported?
- How can we effectively lead multinational teams?

### **Benefits for participating companies:**

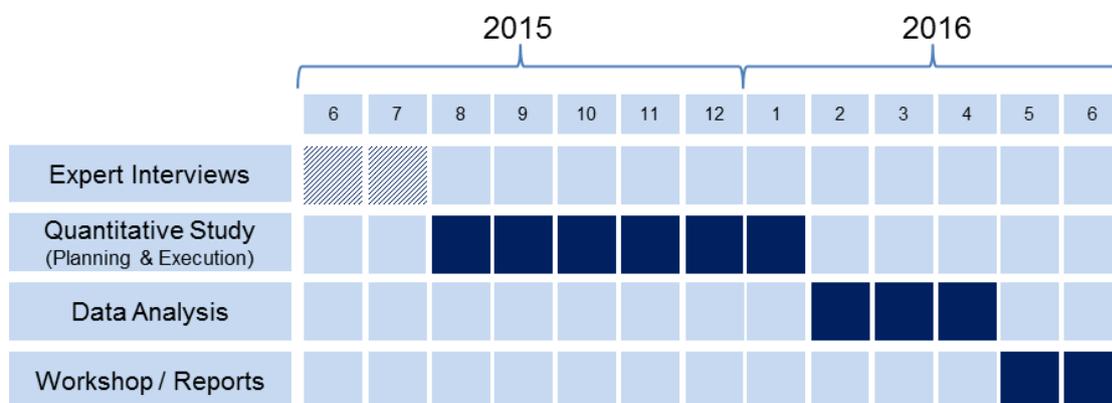
- a professional pre-publication management report which highlights the results and major managerial implications of the study. For companies with five or more teams participating, this management report is complemented by
- an individual benchmarking analysis specifically for your company, highlighting the specific strengths and potentials of your teams
- an opportunity for future collaboration in order to further examine team potentials
- a post-study discussion workshop to clarify open questions

## Target group and project timeline

The research project focuses on the dyadic relationship between team leaders and their team members. By means of an anonymous online survey, approximately 100 leaders and members of multinational teams in companies in Japan will be examined. Participants should either currently work together or should have worked together in 2014/2015. The course of the study is split into the following three phases:



The planned schedule for the research project is outlined in the following diagram:



## The Research Team

We are looking forward to discuss your questions and participation in our study.

### **Prof. Dr. Martin Hoegl; Project Lead**

Head of the Institute of Leadership & Organization  
Ludwig-Maximilians-Universitaet (LMU) Munich



Professor Martin Hoegl is Head of the Institute for Leadership and Organization at Ludwig-Maximilians-University Munich (Germany). He served at Washington State University (USA), Bocconi University (Italy) and WHU - Otto Beisheim School of Management (Germany). Moreover, Professor Hoegl held visiting professorships at the Kellogg School of Management (USA) and National Sun Yat-Sen University (Taiwan), and has given guest lectures at numerous universities. Professor Hoegl has published in eminent journals such as the Academy of Management Journal, and Journal of Product Innovation Management amongst others. He has conducted several research projects on teamwork and leadership in the US, Europe and Asia.

### **Prof. Dr. Franz Waldenberger**

Director German Institute for Japanese Studies Tokyo



Dr. Franz Waldenberger is director of the German Institute for Japanese Studies (DIJ) in Tokyo. He is on leave from Munich University where he holds the professorship for Japanese Economy at the Munich School of Management. His research focuses on the Japanese Economy, Corporate Governance and International Management. He has published numerous articles and books on the Japanese economy and is member of the editorial board of Japan and Asia related social science and economics Journals. Mr. Waldenberger was visiting professor at Osaka City University, Hitotsubashi University, Tsukuba University, the University of Tokyo and Shimomura Fellow at the Research Institute of Capital Formation of the Development Bank of Japan. He is member of the German Japan Forum and of the board of the Japanese German Business Association (DJW).

### **Dr. Julia Backmann**

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Dr. Julia Backmann is an Assistant Professor at the Institute for Leadership and Organization (Ludwig-Maximilians-University Munich/Germany). She has received her PhD from WHU - Otto Beisheim School of Management in Germany. Before her PhD studies, Dr. Backmann gained professional experience as a management consultant at Accenture. Dr. Backmann has conducted research projects in Australia, Germany, and Singapore focusing on team collaborations within and between companies and the roles of multiculturals within teams.

### **Dr. Tobias Soeldner**

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Dr. Tobias Soeldner is a Senior Research Fellow at the German Institute for Japanese Studies (DIJ) in Tokyo, Japan. Following a research visit to Tokyo University, he received his PhD in Psychology from Humboldt University Berlin. A former awardee of the German National Academic Foundation, his academic interests center on acculturation processes and the interplay between culture, personality, and personal values in group interactions with a special focus on the German, Japanese, and US contexts.