

# Benna

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**Profiling** cross-cultural teams

## A. Background

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We attempted to establish the individual preferences of individuals working in cross border projects.

Our aim was to investigate the impact of Individual preferences on

- knowledge flow in teams
- the performance of individuals in groups
- the effectiveness and innovation levels of individuals and cross cultural teams

## B. Respondent profile

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- 487 experts, team members, team leaders, project managers, account managers and department managers
- all attended Benna competence, leadership and or MBA training programs
- average age 37 and 65 % of respondents were male
- included marketing , management, human resources, sales, technical, legal and finance functions
- all have at least one degree from a tertiary education institution
- 32% Finnish, 30 % Korean, 18% Swedish, 20 from USA, Germany, Latvia, China and the UK
- duration of research 2003 to 2005 ( to be finalized April 2005 )
- all of the respondents were (are) members of multinational teams or are employed in cross border projects

## C. Research results ( selected Questions )

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Answer key	A = Yes	B = Often	C = Don't know	D = Not often	E = No					
						YES %			NO %	
						A	B	C	D	E
1. Are you able to contribute in a meeting when you are not very familiar with the topic?						14	39	4	41	2
5. Are you asked to give your opinion during team meetings?						20	25	5	30	10
6. Are you comfortable with debating and discussion as a way of gaining knowledge?						30	30	1	30	9
9. Are you comfortable to disagree verbally with other team members during meetings ?						20	32	2	42	4
10. Is the way in which you communicate perceived as clear and convincing by others?						10	40	36	12	2
14. Do you feel you should contribute more to your team's knowledge						19	33	5	33	10
15. Do you leave meetings feeling you should have said more?						10	25	5	40	20

## D. Questions that **managers** must address

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1. Why is the percentage of team members answering A or B in Question 14 so high ?
2. What are the financial implications for corporations whose experts answer A or B in Question 14 ?
3. If 39% of team members are uncomfortable with discussion as a way of gaining knowledge, ( Q6), how is knowledge shared ?
4. If 42 % of team members are uncomfortable to disagree verbally during meetings , what are the quality of decisions reached.
5. What is the profile of your own team and how will you increase the effectiveness of your team ?