



Quick E-Tips



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Thank you for subscribing to this newsletter brought to you by International Advantage. Every month we bring you tips on **global business culture** that give insight into *Leading Across Cultures* for faster business results.

Topic this month:

Lance Armstrong and... the Emotional Intelligence of Your Team, Part I

Have you noticed how much news there has been about Europe and France this summer?!

In addition to the EU vote (no from France and Belgium), and the 2012 Olympics vote (yes for London), I enjoyed watching the high profile bicycling race, the Tour de France.

Did you watch it? During this last month, I saw almost all of it (with a little help from our digital recorder). The French landscape was absolutely beautiful, and Lance Armstrong won again - two more times than anyone else in history.

It really is an inspiring story. Not only did Lance win his 7th consecutive Tour, but in the 1990s he won the battle for his life against cancer in his abdomen, testicles, lungs, and brain.

When I think about each one of the three Europe events, I notice that each event required an incredible amount of group solidarity and collaboration.

In Lance's case, a group of cyclists came together from countries like Italy, Ukraine, Czech Republic, Portugal, and Spain to work for a single group goal.

There is no letter "i" in the word "team," right? We often think that individuals need to sacrifice their individual goals when attempting to achieve a group goal. However, it is impossible to give a 100% effort to the group's needs, if we don't also get what we, as individuals, need.

For teams with members from different cultures, providing an environment where each person gets what s/he needs can be even more difficult than usual. In these situations, we often understand to a lesser extent cultural differences that

determine how each person is used to getting his/her needs met and what might motivate him/her.

High performing teams, like Lance's, spend time developing awareness and regulate norms at three levels that improve their emotional intelligence as a group*:

1. the individual
2. the whole group
3. other cross boundary groups

Tips: How to build emotional intelligence of your team at the individual level*:

1. Consider that without recognizing individuals' voices, the group will never be fully effective.
2. Have a check in at the beginning of the meeting, allowing each person - one at a time - to comment on how s/he is doing. Use creative and fun methods when doing this.

Examples: have everyone in the group complete this phrase in one to three words: "I want..." Or have everyone in the group answer the question: "If you could illustrate how you feel right now, what image would you draw?"

Why? Creates awareness that emotions are part of our humanity and that we are people first, and then employees.

3. Ask quiet members what they think.

Why? Full participation means providing an "opening" to some members. Asking an opinion also communicates appreciation about what each member brings to the group.

4. Protect members from attack.

Why? Members need to feel safe in the group setting.

5. Question those decisions that come too quickly.

Why? Dominate voices often steer conversations.

6. Appoint a devil's advocate.

Why? Decision making processes are sometimes flawed because of "group think" when alternatives are not uncovered.

7. Set ground rules and use them to point out errant behavior.

Why? Behavioral guidelines give members a vehicle by which to address sensitive issues.

8. Create playful devices for pointing out such behavior. These often emerge from the group spontaneously. Reinforce them.

Why? Members need a way to hold each other to agreements in a non-threatening way.

(*Some ideas were adapted from Harvard Business Review, "Building the Emotional Intelligence of Groups," 2001)

In August and September, we will look at ideas that address building emotionally intelligent teams on the group and organizational levels!

[Email us!](#) What tips can you give on this topic? We will respond to your ideas and may include them in next month's Quick E-Tips!

What we have been up to:

We have been thrilled to work with a new client, Molex S.A. de C.V. during June and July. During these two months, it has been a pleasure working with the impressive leadership team of this manufacturing facility, located in Nogales, Mexico. The two following events have helped them to build an even more highly effective leadership team:

1. Customized Workshop: Leadership, Communication & Motivation at Molex.

"I learned more in four hours about cultural differences than I have in 6 years living in Mexico.", Manufacturing Manager, Molex S.A. de C.V., after experiencing the first half of our workshop. (June 15, 2005)

2. Strategic planning retreat. At this offsite event, the leadership team developed a vision for its manufacturing facility, five, exciting, strategic directions for the next two years, and a rollout plan. Everyone agreed the event was a great success, and they are now moving into the implementation phase!

Congratulations, Molex S.A. de C.V., and we look forward to working with you in the coming months.

Lisa is new President of the Institute of Management Consultants, Arizona Chapter

I am pleased to announce my participation as President of the Arizona Chapter of the Institute of Management Consultants (IMC) during this 2005-2006 year!

On the board with me, I am pleased to announce the following management consultants: Abhay Padgaonkar (past President), Janet Young (former Membership Chair), David Black, Natalie Sayer, Ted Szaniawski, Lisa Hamilton and Jim Soudriette (returning Certification Chair).

For more information on the organization, please see www.imcaz.org. I encourage you to check out this excellent organization if it fits your goals. We reconvene Sept 9th for our usual breakfast meeting, after a summer hiatus.

[Read updated news items \(with photos!\)](#)

We have had a busy spring and summer! We now (finally!) have many updated news items on our website about our last several months. Take a look! <http://www.intladvantage.com/news.htm>

[See past issues of Quick E-tips:](http://www.intladvantage.com/e_tips.htm) http://www.intladvantage.com/e_tips.htm

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To your continued success around the globe,

Lisa

[Lisa Koss](#)

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