



Debriefing the
GLOBESMART PROFILESM
Focusing on Team Building

TABLE OF CONTENTS

Purpose	1
Time Recommendation	1
Pre-Work	1
Team Dialogue	1
<i>Introductions</i>	1
<i>Exploring Similarities and Differences</i>	1
Tools and Next Steps	2
Handout #1: GlobeSmart Profile Dimensions	3
Handout #2: Sample Team GlobeSmart Profile	4
Handout #3 (a,b): GlobeSmart Topics and Features	5,6

AN OVERVIEW

Purpose

To utilize GlobeSmart as a platform for team dialogue, specifically:

- To increase awareness of individual business styles through the GlobeSmart Profile;
- To brainstorm inclusive team behaviors and norms in order to leverage the diverse potential of a team
- To build strategies for improving team effectiveness

Time Recommendation

- Pre-Work: 15 minutes
- Team Dialogue: 1-2 hours (depending upon team size)

Pre-work

Participants can access the GlobeSmart Profile tool through the Aperian Global Portal page under the Tools tab or by going into the GlobeSmart home page. This survey asks participants to respond to 40 items concerning their business-related cultural values and attitudes. There is no time limit for this survey, but it generally takes about 15 minutes to complete.

The resulting "profile" will be displayed as soon as survey responses are submitted. Results of the survey are plotted along five dimensions of behavior that impact the way people do business. Participants will be able to see how their profile compares with the average profile of a person from any other country in GlobeSmart, including the countries of other team members or key customers.

Participants share their profile results with the facilitator or administrator prior to the team meeting (if the meeting is virtual), so that an online team profile can be built within GlobeSmart. Alternatively, team members may bring their results to the meeting (if held face-to-face) and post their results on large sheets of paper on the walls so that the group's results are visible in the conference room.

TEAM DIALOGUE DURING DEBRIEF

Note: V = activity for a virtual environment; F = activity for a face-to-face meeting

Introduction

- Overview and purpose of session
- Key questions to consider:
 - What are some of the challenges of working on a global, virtual team?
 - What are team behaviors or norms we could create that would manage our different styles and leverage the diverse potential of the team?
- Record comments on whiteboard (v) or flipchart (f)

Exploring Similarities and Differences in Business Styles

- Overview of GlobeSmart Profile dimensions
 - Navigate to the Overview tab from the GlobeSmart Profile page once the survey has been completed**OR**
 - Handout #1: GlobeSmart Profile Dimensions can be sent via email or shared via a web meeting software(v) or handed out to the team(f)

Note: Facilitators might also choose to use the short video vignettes illustrating each of these dimensions.

- Facilitator shows own GlobeSmart Profile as compared to typical profile of their own country (to demonstrate that we typically do not fit exactly into our country profiles).
 - Factors influencing GlobeSmart Profile results:
 - Individual personality
 - Job function
 - Organizational culture
 - Life experiences
- Discussion of team's GlobeSmart Profile results
 - Display team results on PowerPoint (v) or flipchart (f)
 - Handout #2: Sample Team GlobeSmart Profile Results
- **Questions for discussion:**
 - **Individual Team Members:** What do you see in your own GlobeSmart Profile that would be important for this team to know about you? For example: you might notice that your profile is more "relationship" oriented (from the Task – Relationship dimension) – so it would be important for your team members to know that a successful way to work with you is to focus on relationship building, not just the task at hand.
 - **Team as a Whole:** What do you notice about the results of our team? On which dimensions are there similar styles? Which dimensions have more of a range of styles?
 - What are team norms or specific behaviors in communication and team meetings that would ensure the contributions of team members with different styles are fully incorporated?
 - How can the team be more aware and responsive to the different decision-making and problem-solving processes that exist with diverse team members? What actions would support the team in its work process?
 - What other strategies for bridging style gaps would support the team in leveraging its diversity?

Tools and Next Steps

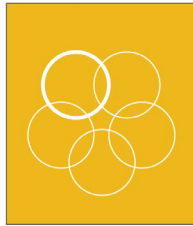
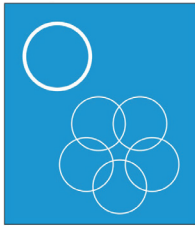
- GlobeSmart for ongoing skill-building
 - Handout #3: [GlobeSmart Topics and Features](#)
- **Next Steps:**
 - Team agrees on action items and follow-up times to check in on progress
 - Post-program, participants may compare individual GlobeSmart Profiles for further personal discussions using the GlobeSmart "Compare your Profile" function

Handout #1: GlobeSmart Profile Dimensions

Independent

- Place great importance on individual identity
- Derive identity from personal choices and achievements
- Prefer taking action on one's own

How do I derive my identity?



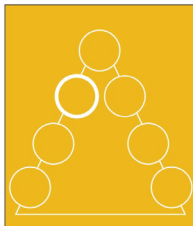
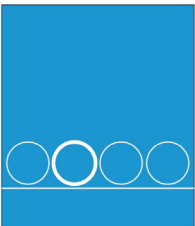
Interdependent

- Place great importance on group harmony and cooperation
- Derive identity from group affiliation
- Feel a sense of duty, obligation, and loyalty to ascribed groups

What is my preference for how my group should be structured and power should be distributed?

Egalitarianism

- Be comfortable challenging the views of superiors
- Be flexible about roles
- Treat everyone much the same
- Assume power and authority should be shared broadly among a group



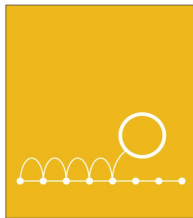
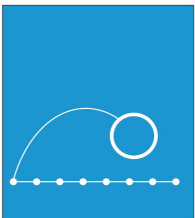
Status

- Prefer not to challenge those above them
- Be deferential to superiors
- Adapt behavior depending on relative status
- Assume power and authority should be reserved for a few members of a group

How do I make decisions in uncertain or ambiguous situations?

Risk

- Prefer rapid decision-making and quick results
- Place great importance on flexibility and initiative
- Value speed over thoroughness



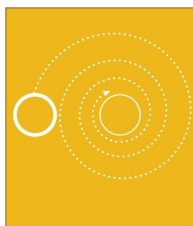
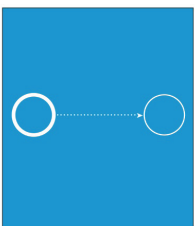
Certainty

- Spend significant time on background research
- Establish proper procedures before starting a project
- Value thoroughness over speed

How do I communicate requests, tasks, and feedback?

Direct

- Come to the point quickly
- Be forthright in asking questions in most settings
- Be comfortable making requests, giving direction, or disagreeing with others
- Give negative feedback directly



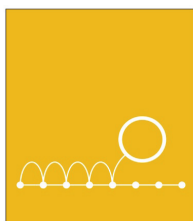
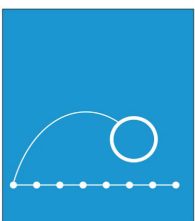
Indirect

- Spend time explaining the context before coming to the point
- Avoid asking questions in public settings
- Express disagreement in subtle ways
- Give negative feedback indirectly

When working on new projects, do I prefer to address tasks first, or relationships first?

Task

- Place high value on reaching goals & objectives on schedule
- Prioritize accomplishing tasks over maintaining relationships
- Focus on what people achieve more than who they know

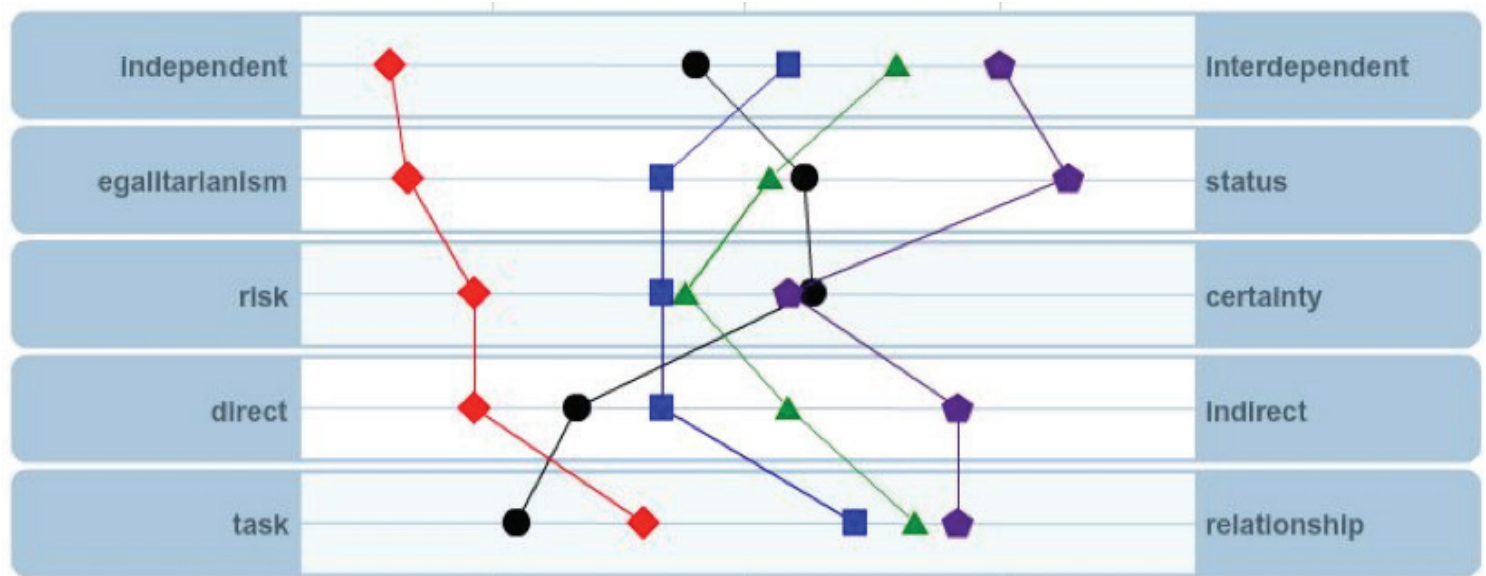


Relationship

- View time building relationships as key to achieving good results
- Prioritize maintaining relationships over accomplishing tasks on time
- Focus on who people know as much as what they themselves can achieve

Handout #2: Sample Team GlobeSmart Profile

Below is a sample comparison of profiles from various team members.



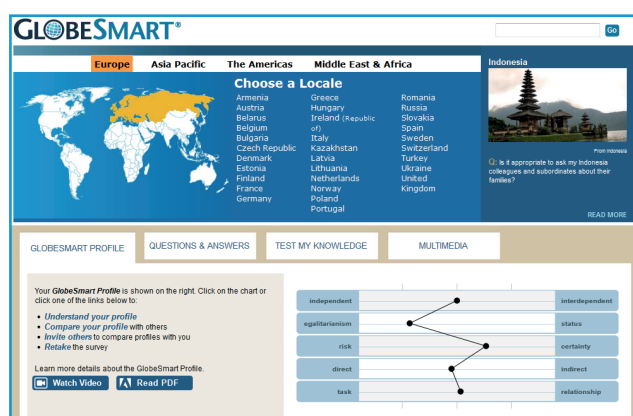
Handout #3a: GlobeSmart Topics and Features

GLOBESMART®



One of the greatest challenges in global business is having the ability to successfully engage with counterparts from other countries.

Aperian Global's *GlobeSmart*® cultural intelligence tool is designed to address global business challenges, providing access to detailed information on how to conduct business effectively with people from around the world.



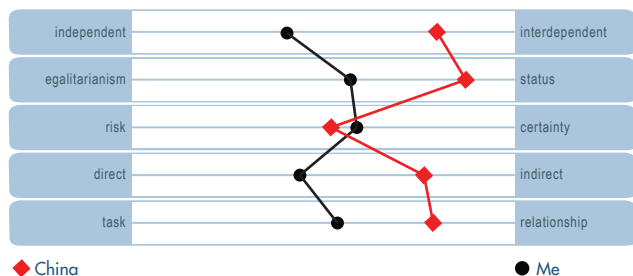
The screenshot shows the GlobeSmart website with a world map highlighting Europe, Asia Pacific, and Middle East & Africa. A 'Choose a Locale' section lists various countries. Below, the 'GLOBESMART PROFILE' section shows a comparison chart between 'Me' and 'China' across dimensions like independent, egalitarianism, risk, direct, task, interdependent, status, certainty, indirect, and relationship.

GlobeSmart has over **800,000** registered users in more than **160** corporations & universities worldwide.

GLOBESMART PROFILE™

The GlobeSmart Profile is an effective, statistically validated online tool used to discover your preferred work-style and how you compare with other cultures and colleagues.

Available in 13 languages, the GlobeSmart Profile provides specific, dynamically generated advice on how to bridge differences and leverage similarities.



GlobeSmart can help you & your organization:



Promote global team collaboration



Improve overseas management



Work effectively with global clients and vendors



Support international assignees & business travelers



Enhance global communication



Understand colleagues' daily realities & challenges

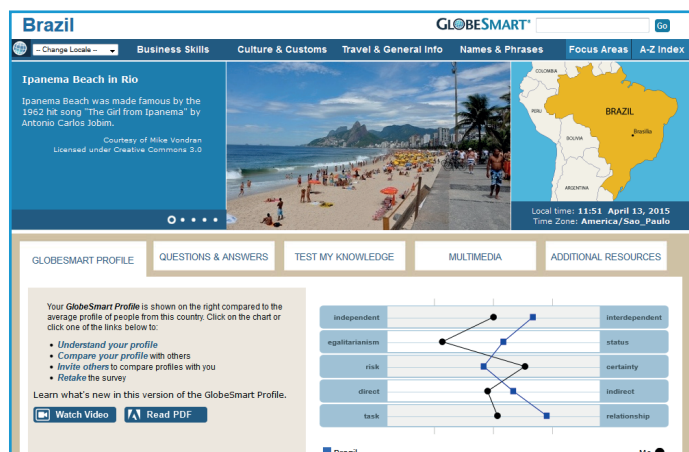
GlobeSmart users have access to:

- Specific advice for traveling and doing business with over 90 different countries
- Quizzes & Case Studies designed to apply newly acquired knowledge
- Audio guides for useful phrases and common names in each country
- Easy-to-read overviews of important historical events
- Key points to remember for any business traveler

Worldwide Offices | Bangalore | Boston | Kolding (Denmark) | Oakland | Paris | Shanghai | Singapore | Tokyo

Handout #3b: GlobeSmart Topics and Features

GLOBESMART®

Brazil

Change Locale Business Skills Culture & Customs Travel & General Info Names & Phrases Focus Areas A-Z Index

Ipanema Beach in Rio

Ipanema Beach was made famous by the 1962 hit song "The Girl from Ipanema" by Antonio Carlos Jobim.

Courtesy of Mike Vondran
Licensed under Creative Commons 3.0

Local time: 11:51 April 13, 2015
Time Zone: America/Sao_Paulo

GLOBESMART PROFILE QUESTIONS & ANSWERS TEST MY KNOWLEDGE MULTIMEDIA ADDITIONAL RESOURCES

Your **GlobeSmart Profile** is shown on the right compared to the average profile of people from this country. Click on the chart or click one of the links below to:

- Understand your profile
- Compare your profile with others
- Invite others to compare profiles with you
- Retake the survey

Learn what's new in this version of the GlobeSmart Profile.

[Watch Video](#) [Read PDF](#)

Independent egalitarianism risk direct task interdependent status certainty indirect relationship

Brazil Me

Country Skills Topics Include:

- Establishing credibility
- Communicating effectively
- Bridging cultural gaps
- Managing conflict in a virtual setting
- Persuading others
- Driving performance
- ... and much more

Explore topics for each of the following 90+ GlobeSmart Countries:

EUROPE	ASIA PACIFIC	AMERICAS	MIDDLE EAST & AFRICA
Armenia Austria Belarus Belgium Bulgaria Czech Republic Denmark Estonia Finland France Germany Greece Hungary Ireland (Republic of) Italy Kazakhstan Latvia Lithuania Netherlands Norway Poland Portugal Romania Russia Slovakia Spain Sweden Switzerland Turkey Ukraine United Kingdom	Australia Bangladesh China Hong Kong India Indonesia Japan Korea (Republic of) Malaysia Mongolia Myanmar (Burma) New Zealand Pakistan Papua New Guinea Philippines Singapore Taiwan Thailand Vietnam	Argentina Bahamas Barbados Bolivia Brazil Canada Chile Colombia Costa Rica Dominican Republic El Salvador Guatemala Jamaica Mexico Nicaragua Panama Peru Puerto Rico Trinidad and Tobago United States Venezuela	Angola Egypt Equatorial Guinea Ethiopia Ghana Iraq Israel Jordan Kenya Lebanon Mauritius Morocco Mozambique Nigeria Qatar Saudi Arabia South Africa Tanzania Tunisia Uganda United Arab Emirates Zambia

For more information, contactus@aperianglobal.com

Worldwide Offices Bangalore | Boston | Kolding (Denmark) | Oakland | Paris | Shanghai | Singapore | Tokyo

© Aperian Global

aperianglobal.com

Alternately, you can download and print the GlobeSmart Overview Flyer from this page within the [GlobeSmart Resources](#) section.