Leading change in a management team with various cultures

Case story

A management team, comprising of people of various cultural backgrounds (incl. English, Ukraine, German, Dutch, French, Spanish and Danish) needs to restructure the global engineering division of an industrial refrigeration multinational. The purpose is to become more efficient by offering modularized solutions, derived from the current knowledge solutions chosen and build for the customers in the many country organizations. Of course, this change meets resistance.
How can this team prepare itself to deal with the resistance effectively and achieve the goals of the company?

In a series of coaching workshops the team members were led through the following steps:

- Awareness of each person's individual behavior preferences, using the Lumina Spark personal development tool (www.luminalearning.com)

- Focusing on team business results and how the individual team members can support each other to achieve these

- Sharing own experience and general cultural do's and don'ts, discussing applicability in practice

- Role play with an actress, mimicking actual situations, training the cultural aspects of each interaction

- Training in how to lead change in multi cultural teams, using the Lumina Leader 360 instrument, showing preferred leadership styles with personal feedback from up to five chosen people (boss, peers, staff)

- Feedback session by team members to each other, enhancing trust

- Commitment to the team result to be obtained

Some learning was reflected in the following two quotes:
Excellent. Company statement gives ground for an aligned team

Feedback sessions excellent and valuable!

For each team and specific situation we are preparing a customized approach to achieve the results that you want.
Han de Ronde