

## **MANAGEMENT OF DISTRIBUTED TEAMS**

Any company that does production or provides services at any moment in time faces the issue that there is not enough expertise to reach its goals, and there is a lack of time, budget, and resources. Outsourcing helps with it - "the process of paying to have part of a company's work done by another company" [1]. It provides the next benefits such as focusing on core competency, does not spend money on a company restructuring, doing work more efficiently [2], gaining an advantage over competitors, saving resources, be lean and mobile [3].

A large number of business cultures, increasing openness of markets, globalization trends in the world economy call for the need for multi-faceted research and accounting in the practical activities of the cross-cult [4]. In this case, project success now depends on quality management of cultural differences and relationships with external teams. Statistic says that nearly 30% of such relationship is failed because of cultural differences [5].

People from different countries have differences in traditions, rites, laws, manners, behavior, culture, values and attitude [6] so next problems come into being when you deal with an international team:

- Communication. People who are not fluent in the team's dominant language have problems with describing their thoughts, sharing knowledge, and providing their expertise, being less productive and less polite.

- Different work cultures. Some cultures prefer flat organizational structures, another prefers formal hierarchy. People from Asian countries feel less comfortable when they share thoughts, people from Scandinavian or Western countries usually likes to share their opinions.

- Decision-making conflicts. There are differences between slow and fast decisions, with and without analysis. People from the USA make decisions quickly and with little research, while people from Asia take more time to analyze.

- Negative stereotypes and prejudices. For example, it can be the antipathy between Germans and Polish, French and British, Japanese and Chines.

- Increasing stress and diverting of opinion. Diversity can create too many opinions, arguments, and more stress. Lower social integration inside the team and the speed of a project can slow down [7].

There are next ways to avoid such problems and build stronger cross-cultural teams:

- Acknowledge and respect cultural differences. Learn and be aware of culture, language, and behavioral differences. Take into account the next dimensions: power distance, individualism vs. collectivism, masculinity vs. femininity, uncertainty avoidance, long-term vs. short-term orientation, and indulgence vs. restraint. Discuss differences in a team, cultural background, and expectations about communication and working style, and select activities where team members get to learn more about each other through asking questions and sharing about their backgrounds.

- Establish norms. Establish rules for the timeliness of email replies, email and document templates, and frequency of team meetings.

- Develop team identity, roles, and responsibilities. It reduces misunderstandings and lets everyone know that their contribution matters. It sets expectations for what needs to be done, by who, and when.

- Over-communicate. It should improve verbal skills. Also after every meeting need to write a follow-up letter to revisit everything that was said.

- Build rapport and trust. Use more face-to-face interaction, organize team-building sessions, and gather feedback [8].

All progressive organizations require cross-cultural management. It is a unique opportunity to manage such organizations. Managing a team in the wrong way the team can cause failure. Therefore, we need to keep in mind that a set of rules and regulations, a tolerant climate, learning, diligence, and diplomacy are all required.

### **References:**

1. <https://dictionary.cambridge.org/dictionary/english/outsourcing>
2. <https://gatewayprocurement.co.uk/insights/outsourcing-a-brief-history/>
3. <https://gc.ua/uk/chi-korisno-xoditi-na-storonu-abo-shho-take-outsorsing/>
4. Саваріна І.П. Теоретичні аспекти крос-культурного менеджменту.
5. [https://www.researchgate.net/figure/Outsource-success-and-impact-on-ratings\\_fig2\\_277203594](https://www.researchgate.net/figure/Outsource-success-and-impact-on-ratings_fig2_277203594)
6. Т. П. Близнюк. Крос-культурні особливості менеджменту сучасної мультинаціональної організації. Монографія.
7. <https://www.teambuildingincentive.com/working-multicultural-team/>
8. <https://www.business.com/articles/from-conflict-to-cooperation-building-stronger-cross-cultural-teams/>