

## D Intercultural competence: Focusing on goals

1 Work in pairs to discuss these attitudes to goals in projects. Which do you agree/disagree with? Why?

Successful project leaders need to be very goal-focused. Setting and reaching goals are fundamentals of project management.

One of the main differences with international projects is that goals need to become flexible, because things are changing all the time.

Being goal-oriented is not enough for success in projects. People-focus is more important.

Reaching team goals is more important than reaching personal goals in international projects.

Setting individual goals for team members is important to motivate performance in a team.

Leaders have to decide what 'goal' means – is it achieving the deadline or achieving the right quality solution? Very often, both are not possible in projects.



2 **36–37** Michelle Legeaux works for GFR, an energy company based in Paris. She is leading a project to modernise a gas power station in the south of France. Georgy Dorokhov is one of many external technical consultants who have been recruited to support the project. Listen and answer these questions.

- What does Michelle describe as the main goal of the project?
- How does Michelle describe the working style of the external consultants?  
Why is this a problem for the project?
- What conflict does Michelle describe?
- What mistakes does Georgy see with the project leadership?
- What does Georgy do to get decisions quickly in the project?

3 What do you think is the best way for those running international projects to deal with such problems?

4 Some cultures are described as being typically 'high goal focus', meaning that goals are given a very high priority. Others are described as 'low goal focus', which means that other considerations are often given more emphasis. Complete the summary below, using words from the box.

direction   flexible   local   original   resistance   waste   willing

high goal focus	low goal focus
<p><b>potential advantages</b></p> <ul style="list-style-type: none"> <li>• More likely to achieve (a) .....</li> <li>• Can give a strong sense of (b) .....</li> <li>• Keeps things clear and simple most of the time.</li> </ul>	<p><b>potential advantages</b></p> <ul style="list-style-type: none"> <li>• (d) ..... to adapt to local ways and priorities.</li> <li>• Can explore different opportunities.</li> <li>• Can operate in a (e) ..... and customer-friendly way.</li> </ul>
<p><b>potential disadvantages</b></p> <ul style="list-style-type: none"> <li>• May overlook changing circumstances.</li> <li>• May compromise relationship-building.</li> <li>• May create (c) ..... and conflict in local business units.</li> </ul>	<p><b>potential disadvantages</b></p> <ul style="list-style-type: none"> <li>• Easily distracted from the main task.</li> <li>• May (f) ..... time and money.</li> <li>• May be too influenced by (g) .....</li> </ul>

5 Think about your own international working style in terms of goal focus. Are you high, low or somewhere in between the two? Think about your style in a range of possible international project contexts. Note down three things you should do in order to manage goals effectively. Compare your ideas with others in the class.

## Case study: A question of goals

**Background** Csaba Grozer is a research-and-development scientist working for MedTech, a manufacturer of high-quality surgery equipment based in Budapest, Hungary.

He is leading a project to develop new lasers for eye surgery. The project is part of a larger programme of laser-based development, which is co-ordinated from the company's office in London.

The programme manager and project sponsor is Michaela Arens, a senior executive based in London, who travels extensively in order to manage the full project programme for the company.



**Situation** Csaba is worried that a number of technical problems will soon put his project schedule under pressure. He urgently needs to talk to Michaela in order to get approval to employ extra technicians, required to solve the problems and avoid future delay. No meeting has yet been organised, due to Michaela's constant travelling. Telephone conferences are also cancelled regularly. E-mail is the only realistic channel of communication.

Csaba's project does not seem to be a priority for Michaela. This is a real issue for Csaba, as he hates to miss any targets or deadlines. He decides to e-mail Michaela to try to deal with the situation.

Dear Michaela  
As per my previous e-mails, I am concerned about a number of technical issues which are threatening to cause delays to the eye-surgery project. I would like to schedule an urgent meeting – possibly in London – to discuss the status of this project. I think it would also be useful to discuss how we can communicate together effectively in the future, to keep things on track and avoid unnecessary delays. I look forward to hearing from you.  
Regards, Csaba

Michaela schedules a telephone conference with Csaba after receiving his e-mail. However, she cancels that meeting later in the day, as she has to go on an urgent business trip. No new appointment is scheduled.

**Task 1** In small groups, discuss these questions.

- How much do you sympathise with Csaba's frustration?
- How do you think Michaela sees the situation?
- How useful was Csaba's e-mail?

2 Write a second e-mail which Csaba could send to Michaela to help to resolve the situation. You can invent any necessary information.