

All Over the World: Succeeding in a Global Workplace

Barbara Haney

Experience

- 1979 BSIE
- 1980-1987: IBM
 - 1983-1987: *Italy*
- 1987-2010: Intel
 - 2006-2010:
 - *Dalian, PRC: Wafer Fabrication Startup Program Manager*

Agenda

- The global workplace:
 - *Why, Which, and How*
- What you need to know to succeed
 - *Workforce, work methods, and working there*
 - *Separate reality from hype*

What is the global workplace?

*A growing proportion
of the workforce is located in other countries*

Your co-workers

Your bosses

Your suppliers

Your customers

And you are going to work with them every day

Why a global workplace

- Cheaper collaboration: communication, travel
 1. Cost: Lower costs in developing countries
 2. Competency: Global competition is stiffer₁
 3. Customers: Growth is outside US

Costs

- **Per-capita GDP**
 - US: \$47,000
 - China: \$7,400

Competency

- "What's changed is that companies today are getting top talent in emerging economies, and the U.S. has to really watch out",

Jeffrey Sachs, globalization expert and economist at Columbia University₂

Customers

By 2015, ...

the number of consumers in Asia's middle class

=

those in Europe + North America₂

Big companies

- DuPont:

- Employees: 2005 - 2009

- U.S.: -9%
- Asia-Pacific countries: +54%



- Sells less than a third of its products in the U.S.

- "We are a global player out to succeed in any geography where we participate in," ...

- ... "We want our resources close to where our customers are, to tailor products to their needs. " 2

- Similar:



Small companies



- Husband-and-wife business partners ... are on track to open the first out-of-state branch of their Michigan **brewpub** later this year—in Bangalore, India.
- At Peter Frykman's Palo Alto, Calif., **irrigation-equipment company**, seven of the 20 employees are located outside the U.S., in China and India, 3

Brian Widdis for the Wall Street Journal MINIMULTI Matt and Rene Greff, at right, plan to open a brewpub in Bangalore.

Industries: Agriculture



Cows for Kazakhstan

Global Beef's prize was a \$50 million joint venture with the Kazakh government that calls initially for flying ... ultimately 40,000 animals ⁴

Industries: Defense

China Eyes U.S. Defense Contracts

The maker of China's new stealth fighter jet has teamed up with a tiny, unprofitable California company to try to launch bids for U.S. defense contracts, ...⁵



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Impacts

- Global workplace is a fact, and accelerating
- You can succeed in this setting

Reality vs Hype: Competency

- Graduation rates
 - *Heard the One About the 600,000 Chinese Engineers?*
 - "fewer than 10 percent of Chinese job candidates, on average, would be suitable for work [in a multinational company] in the nine occupations we studied." ⁶
- Fundamental training: engineers, technicians
 - *Very different than US-based*
- Turnover
- Quality culture

Embrace the challenges

1. Develop the competency

- Learn, innovate, invent, and be ready to export

2. Learn to collaborate across the globe

- Working, Traveling, Managing
- Even if you never leave your desk, expect to work with someone in another country:
 - Peers
 - Bosses
 - Suppliers
 - Customers

→ Be the expert that others look to, want to work with, and that gets results, no matter where

Example

1. Innovate in the US

- *Workforce*

2. Export products/production to developing countries

3. Send expertise from the US

Expertise: Examples

- Engineers
- Accountants
- Attorneys
- Architects
- Interior designers
- Teachers
- Restaurant owners
- ...

Real people who are advancing their careers: expertise which is not locally available

Quiz

Working, Traveling, and Managing
With “Them”, Over “There”

Global workplace: Quiz #1

- You travel from the US to China, via South Korea.
- Your flight is delayed in South Korea, due to bad weather.

What do you do?

Global workplace: Quiz #2

- Your factory, in another country, has a big burst of orders, but does not expect this to continue long-term.
- This factory works 2 shifts/day, 5 days/week.

What do you recommend as a temporary solution to increase capacity?

Global workplace: Quiz #3

- Your factory, in another country, has a big burst of orders, but does not expect this to continue long-term.
- This factory works 24 hours/day, 7 days/week.

What do you recommend as a temporary solution to increase capacity?

Global workplace: Quiz #4

- You are selected to interview on college campuses in another country.

What questions do you ask in the interviews?

Being Successful

1. Learn about the other workplace

– *No, it is not “all the same”*

2. Travel there: Go!

– *Be ready*

– *Push for the opportunity*

“One of the things I've found as a businessperson: Our elected politicians don't travel enough”, John Mack, chairman, Morgan Stanley 7

Workplace Differences

- **Education:**
 - How are the engineers trained?
 - Straight to work with no “practice”?

Workplace Differences

- Experience:
 - What is the experience level?

Workplace Differences

- **Workplace conditions:**
 - Work times – flexible?
 - Meal times?
 - Transportation?
 - Telecom?

Workplace Differences

- Management style?
 - What do employees expect?
 - Influence of education, experience

Collaboration: Everyday stuff

Work a different way:

1. Don't rely on conference calls:
 - *Difficult to hear, hard to interpret*
2. Write everything down:
 - *Use email, IM, PowerPoint, ...*
3. Use any televideo options you have
4. Discipline yourself: eliminate slang, idioms, ...

Collaboration: Travel

- Be ready ahead of the need
 - Passport
 - Business cards
- Be prepared for work
 - Phone
 - Electricity 😊
- Pay attention to import/export regulations

Collaboration: Travel

- Be vigilant at all times about your health
- Take precautions on personal safety:
 - Get a map / know where you are
 - Ask someone to meet you

Managing across the globe

1. Workforce and management styles

- Experience base and preparation

2. Motivation and turnover

- May vary widely from your experience

3. Labor practices

- Local laws
- Pay and Benefit Practices

Conclusion

- “Flat” world = global workplace
 - *And more so, every day*
- Separate the hype, but pay attention
 - Cost
 - Competency
 - Customers

Suggested reading material

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