**SCENARIO**

You have been hired as a consultant by Fichtner Milam Owen (FMO), a local warehouse software firm. Your task is to assist Daniel Smith, FMO Project Manager, in improving his relationship with the new staff. Daniel, a recent MBA graduate from the Walton College, has been assigned a 12-month rotational project management role at FMO. His current responsibility involves overseeing a product rollout in collaboration with several partner companies in Mexico.

Initially, Daniel spent several months stationed in Mexico, working closely with the team. He then had to manage remotely from Arkansas for a few months due to unforeseen circumstances. After a period of remote management, Daniel has returned to Mexico, where he plans to remain until the project is completed, with occasional travel. The project team primarily consists of Mexican nationals, and English serves as the primary language of communication. Daniel is conversational in Spanish—there is no language barrier between him and the staff.

However, since Daniel's return to Mexico, he has faced significant communication challenges. Despite his attempts to solicit feedback on the key features and their performance before initiating QA testing, he has not received any responses from his subordinates in the engineering team nor his peers in project management. As a result, Daniel has noticed significant deficiencies in the features, necessitating a complete overhaul before QA testing can commence.

Daniel is frustrated with the lack of progress in the project and seeks your assistance in finding a solution to the challenges he is facing. Your task is to write a one-page memo, based on the research you conduct, addressing the following questions:

1. Identify the communication barrier that Daniel is facing and recommend how he should address it. Explain why he is not receiving any feedback.
2. Justify why your plan is the best approach for overcoming the communication barrier.
3. Propose and justify strategies for motivating the team and getting them back on schedule.
4. Define the nature of the meeting that Daniel should conduct. Should he hold a large, team-wide meeting involving all 20 people working on the project? Should he meet exclusively with the 5 software engineers responsible for building the key features? Should the meeting be informal or formal, with an agenda?
5. Explain why your recommended meeting format is ideal for Daniel to hold.

**Guidelines**:

Please write in complete sentences and in clean, polished prose with very few/no grammatical errors. Please **write in paragraph form,** and do not simply answer the questions above in a bulleted or numbered list. FMO would like 1” margins and a professional font in the 10-12-point range. If you have questions about memo formatting, please [visit this site](https://wordpressua.uark.edu/bclresources/memo/). Pay special attention to your topic sentences and make sure that you’re actually putting forth a position and [making a claim](https://tippie.uiowa.edu/sites/tippie.uiowa.edu/files/documents/effective_claims.pdf) instead of simply describing something.

**Research:**

You can access The Culture Map online through [Mullins library](https://libraries.uark.edu/) – if off-campus, login to the library website first. Read pages 39-41, 55-57, 119-120, 141-142, and 214-215. The links below will work best after logging in to the [Mullins Library website](https://libraries.uark.edu/) and then clicking on the link or by using [Google Scholar](https://scholar.google.com/). You will likely not be able to write a passing assignment if you do not read these pages and some of the resources below:

Andriopoulos, C. (2014, August 6). *Save Your Next Staff Meeting From Itself*. Retrieved from Harvard Business Review: <https://hbr.org/2014/08/save-your-next-staff-meeting-from-itself>

Ferrazzi, K. (2015, February 24). *Use Your Staff Meeting for Peer-to-Peer Coaching*. Retrieved from Harvard Business Review: <https://hbr.org/2015/02/use-your-staff-meeting-for-peer-to-peer-coaching>

Gurchiek, K. (2020, April 30). 10 Tips for Successfully Managing Remote Workers. Retrieved from Society for Human Resource Management: <https://www.shrm.org/hr-today/news/hr-news/pages/covid19-10-tips-for-successfully-managing-remote-workers-.aspx>

Harris, A. (2017, September/October). Rethinking the Role of Monthly Staff Meetings: A Teaching Case. *Human Service Organizations: Management, Leadership & Governance*, 41(4), 332-335. doi:<https://doi.org/10.1080/23303131.2017.1366224>

Meyer, E. (2014). *The Culture Map: Breaking Through the Invisible Boundaries of Global Business*. New York: PublicAffairs. <https://onesearch.uark.edu/permalink/01UARK_INST/1es9vl6/alma991035943432507336>

Molinsky, A. (2014, January 30). *Encourage Foreign-Born Employees to Participate More in Meetings*. Retrieved from Harvard Business Review: <https://hbr.org/2014/01/encourage-foreign-born-employees-to-participate-more-in-meetings>

Ruiz, C. E., Wang, J., & Hamlin, R. G. (2013, March 1). [What makes managers effective in Mexico?](https://www.emerald.com/insight/content/doi/10.1108/01437731311321904/full/pdf?title=what-makes-managers-effective-in-mexico) *Leadership and Organization Development Journal, 34*(2), 130-146. doi:https://doi.org/10.1108/01437731311321904

Shimoni, B., & Bergmann, H. (2006, August). [Managing in a Changing World: From Multiculturalism to Hybridization: The Production of Hybrid Management Cultures in Israel, Thailand, and Mexico](https://www.jstor.org/stable/pdf/4166253.pdf). *Academy of Management Perspectives, 20*(3), 76-89. Retrieved from <https://www.jstor.org/stable/4166253>

Smith, A. (2020, November 17). SHRM Report: Global Executives Respond to Remote Work, Other Emerging Trends. Retrieved from Society for Human Resource Management: <https://www.shrm.org/resourcesandtools/hr-topics/global-hr/pages/global-executives-respond-to-emerging-trends.aspx>

Society for Human Resource Management. (2018, July 25). *Managing Organizational Communication*. Retrieved from Society for Human Resource Management: <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/managingorganizationalcommunication.aspx>

Stevens, P. (2019, August 6). *Viewpoint: The Silencing of ESL Speakers*. Retrieved from Society for Human Resource Management: <https://www.shrm.org/resourcesandtools/hr-topics/behavioral-competencies/global-and-cultural-effectiveness/pages/viewpoint-the-silencing-of-esl-speakers.aspx>

Vozza, S. (2015, July 28). *How 12 Companies Make Meetings Memorable, Effective, And Short*. Retrieved from Fast Company: <https://www.fastcompany.com/3048815/how-12-companies-make-meetings-memorable-effective-and-short>

**Note:**

You must cite two different articles/sources in APA on your references page. The references page won’t count towards the one-page requirement. When citing sources, use parenthetical citations (*Publication Manual of the APA* §6.11-21), not footnotes. The readings given above are in APA format.