**Scenario:**

You have been hired as a consultant by Fichtner Milam Owen (FMO), a local warehouse software firm. One of their new employees needs some coaching and you have been hired to help Daniel improve his relationship with the new staff. You will address your memo directly to Daniel Smith, FMO Project Manager.

Daniel, a recent MBA graduate of the Walton College who hails from Paterson, NJ, was assigned a 12-month rotational project management role by FMO. FMO is a local warehouse software firm, and Daniel’s job was to help oversee a product rollout with several partner companies in Mexico. He began his project term stationed in Mexico for several months, then returned to Arkansas to manage remotely for several months, and has now returned to Mexico, where he plans to stay – with some scheduled travel – until the project ends. Almost all of the engineers and staff working on the project are Mexican nationals. All work is conducted in English, and Daniel is conversational in Spanish, so there is no language barrier between Daniel and the staff. Daniel’s new software engineering team has been building the key features of the software and had hoped to begin QA testing by the end of 2020. Because of the pandemic and spike in cases, Daniel was relocated back to Arkansas and was forced to manage his team remotely for a couple of months. As cases have declined, he was allowed to move back after the holidays. He plans to mostly remain in Mexico until the project’s completion but will manage the team remotely for a few weeks in March.

Unfortunately, the product rollout had to be delayed because of the pandemic *and* because of other factors. Daniel recently returned to Mexico to get the project moving again but has experienced many communication challenges upon returning. He’s continually asked subordinates in the engineering team and peers in project management to provide direct feedback about the key features and their performances before formally beginning QA in April. Nobody has provided Daniel with any feedback since his return. Daniel attempted to solicit feedback in weekly meetings and in private, but no one responded. As a result, Daniel noticed that some of the features were lacking and needed to be completely overhauled before QA testing can begin.

Daniel is frustrated with project’s lack of progress and would like you to provide a solution to the problems he is facing. The questions he and FMO would like help with are listed in the “Task” below in bold type.

**Task:**

Daniel is clearly at a loss here, and your job is to write a plan of what he should do. Based on the research you conduct (see “Research” below), write no more than a single-spaced one-page memo that answers the following questions:

* **What is the communication barrier that Daniel is facing and how do you recommend addressing it** – i.e. why is no one giving Daniel any feedback?
  + Why is *x* a barrier and why does your plan represent the best way of addressing *x*?
* **What can Daniel do to motivate the team and get them back on schedule?**
  + Why is that the best method of motivating Daniel’s staff in Mexico?
* **What should the meeting that Daniel holds look like?** Should Daniel hold a large, team-wide meeting of all 20 people working on the project? Should Daniel only meet with the 5 software engineers building the key features? Should Daniel hold an informal meeting/chat or a formal meeting with an agenda?
  + Why is this the ideal sort of meeting 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](https://library.uark.edu/search~S4/?searcharg=erin+Meyer+culture+map&searchtype=X) through Mullins library – if you’re off-campus, be sure to login to the library website first. The pages you should read online are: 39-41, 55-57, 119-120, 141-142, and 214-215. The links below will work best when logging in on campus or by first logging in to the [Mullins Library website](https://libraries.uark.edu/) and then clicking on the link. You can also find many of them on [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.

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: Globabl 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.