

**Scenario:**

You have been hired as a consultant by Reynolds Walker Walton (R2W), a local supply chain software firm. One of their new employees needs some coaching and you have been hired to help him improve the relationship between him and his new staff

Alex, a recent MBA graduate from the Walton College who originally hails from Philadelphia, PA, has been assigned a 12-month rotational project management role by R2W. R2W is a local supply chain software firm, and Alex's job is to help oversee a product rollout with several partner companies in Mexico. Almost all of the engineers and staff working on the project are Mexican nationals. All work is conducted in English, so there's no language barrier between Alex and the staff. Alex, however, is conversational in Spanish. Alex's new software engineering team has been building the key features of the software and had hoped to begin QA testing in late February.

Unfortunately, the product won't be ready for testing by that time. Alex 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. Nobody provided Alex with any feedback. Alex solicited feedback in weekly meetings and in private but no one responded. As a result, Alex noticed that some of the features were lacking and needed to be completely overhauled before QA testing can begin.

Alex is very frustrated with the team and now will have to figure out what exactly the communication problem is – why is no one responding to Alex's requests, hold a meeting to hold them accountable for not reaching the deadline, and motivate the team to correct action and do better going forward.

**Task:**

Alex is clearly at a loss here, and your job is to write a plan of what Alex should do. Based on the readings from *The Culture Map* and any other 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 Alex is facing and how do you recommend addressing it – i.e. why is no one giving Alex any feedback?
  - Why is *x* a barrier and why does your plan represent the best way of addressing *x*?
- What can Alex do to motivate the team and get them back on schedule?
  - Why is that the best method of motivating Alex's staff in Mexico?
- What should the meeting that Alex holds look like? Should Alex hold a large, team-wide meeting of all 20 people working on the project? Should Alex only meet with the 5 software engineers building the key features? Should Alex hold an informal meeting/chat or a formal meeting with an agenda?
  - Why is this the ideal sort of meeting for Alex 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. I would prefer you have 1" margins and write in a professional font in the 10-12-point range. If you have questions about memo formatting, please look in your textbook or [visit this site](#).

Pay special attention to your topic sentences and make sure that you're actually putting forth a position and [making a claim](#) instead of simply describing something.

**Research:**

You can [access The Culture Map online](#) 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](#) and then clicking on the link. You can also find many of them on [Google Scholar](#). 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>
- 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?* *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](#). *Academy of Management Perspectives*, 20(3), 76-89. Retrieved from <https://www.jstor.org/stable/4166253>
- 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](https://www.fastcompany.com/3048815/how-12-companies-make-meetings-memorable-effective-and-short)

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 below are in APA format.