

You have been hired as a consultant by Reynolds Bumpers Gearhart (RBG), a Chicago-based company that recently purchased Fayetteville-based Sake Logistics for \$250 million in cash and stock. One concern for RBG is incorporating Sake’s 300 employees into its current workforce of 4,000 – especially the workers in its offices in Shenzhen (China), Singapore, and Jeddah (Saudi Arabia).

RBG has faced this problem before. In 2012, RBG purchased another firm, Hub Logistics. Its employees struggled to adjust to cultural differences regarding time and communication. These new teams missed several deadlines and produced low-quality work for several months before collaborating effectively with their colleagues in Asia. RBG wants to make sure Sake employees receive the proper training to work together and collaborate effectively with team members in these three Asian locations. Instead of learning by trial and error like Hub employees did, RBG wants Sake employees to communicate and collaborate effectively from the start.

RBG wants to prevent the problems that occurred in 2012 from happening again. What recommendations would you give them to overcome these challenges and navigate a new business environment in these locations? What relationship-building strategies would you recommend to Sake employees to help them collaborate with team members across the globe and develop stronger ties with them? Senior management needs to learn what the current research is on teamwork, negotiating diverse viewpoints, working across different time zones, and cross-cultural communication. RBG and Sake senior management would also like to know how other companies have successfully dealt with similar challenges. Your job is to conduct this research and provide two recommendations to senior management.

**Your task:** Compose a 2-page, single-spaced business brief providing RBG and Sake with two recommendations for working with a new team. Be mindful of your tone; you should **recommend**, not dictate action.

**Note:** You must cite 4 different articles/sources in APA on your references page. The references page won’t count towards the 2-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, but **remove the hyperlinks** when you cite.

### **Readings that will help you form your recommendations:**

Cross, R., Rebele, R., & Grant, A. (2016). Collaborative Overload. *Harvard Business Review*, 94(1), 74-79.

Kwan, L. (2019). The Collaboration Blind Spot. *Harvard Business Review*, 97(2), 66-73.

Meyer, E. (2017). Being the Boss in Brussels, Boston, and Beijing: If You Want to Succeed, You’ll Need to Adapt. *Harvard Business Review*, 95(4), 70-77.

Schaubroeck, R., Tarczewski, F., & Theunissen, R. (2016). Making collaboration across functions a reality. *McKinsey Quarterly*, 2, 106-112. Retrieved from Business Source Complete database.

Thomas, D., & Ely, R. (1996). Making Differences Matter: A New Paradigm for Managing Diversity. *Harvard Business Review*, 74(7), 79-90.

Woolley, A., Malone, T., & Chabris, C. (2015, January 16). Why Some Teams are Smarter than Others. *New York Times*. Retrieved from LexisNexis Academic database.

Please note that several organizations are known for their collaboration initiatives and policies: Apple, [Ford Motor Company \(One Ford Plan\)](#), General Electric, [Google \(Project Aristotle\)](#), [IBM](#), P&G, Walmart, and Xerox.

Students must submit the business brief as either a .doc, .docx, or .pdf file type to **Blackboard** by **11.59pm on October 11<sup>th</sup>**. Other file types cannot be graded and **will receive an automatic “0” grade** for the assignment. **No late work will be accepted.**

After receiving your grade, you can then submit it to **Suitable**. Grades should be available soon after you return from Fall Break on October 23<sup>rd</sup>.