

Building and Working with Global Security Teams

By Kleber Melo

CISSP & Master Engineering Graduated

- ❖ Business and HR Organization
- ❖ Culture
- ❖ Leadership
- ❖ Communication
- ❖ Cultural difference is not enough !
- ❖ How to build de best team?

❖ Business and HR Organization

- how do we run operations in markets we don't fully understand?
- where do we find leaders able to grow local business, communicate with headquarters and manage local teams effectively while implementing global HR processes?
- *Expatriates* (the colonial approach)
- *Bi-cultural intermediaries* (people who have lived in different countries)

❖ Culture

- Chinese, Indian and most other Asian cultures are highly collectivistic, with relationships governed by high “power distance”
- US and Europe Cultures are more individualistic with lower “power distance”
- Latim America tends to be like US/Europe however there are some Hierarquical dependency.

❖ Leadership

■ Egalitarian cultures

- Prefer self-direction with minimal guidance from above
- Like flexibility in their roles and others'
- Reserve the right to challenge authority
- Make expectations, interpret rules and use “common sense”
- Treat sexes equally

■ Hierarchical cultures

- Take and expect clear guidance from superiors
- Like clearly defined roles with boundaries and limitations
- Respect and rarely challenge those in power
- Enforce regulations and guidelines
- See sexes as naturally different

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❖ Communication

■ **Direct cultures:**

- Are less concerned with how something is said but rather what is said
- Openly confront difficult issues
- Do not leave things to interpretation
- Do not rely on non-verbal cues

■ **Indirect cultures:**

- Focus on what is said and also how it is relayed
- Avoid open confrontation
- Express difficult issues with diplomacy and tact
- Count on the listener to interpret meaning

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- ❖ “For leaders of today’s and tomorrow’s businesses the ability to connect people and build successful teams in a cross-cultural environment is a crucial competency”
- ❖ “People alignment is more than just aligning functions and tasks. The essence of people alignment is creating a sense of relatedness. A sense of relatedness builds mutual trust between people. People that sometimes literally come from different worlds. This requires not just an operational focus, but also a mental focus.”
- ❖ “Successful leaders understand the importance of creating cross-cultural understanding and trust in their company.”

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❖ Culture difference is not enough!

- *Solid x Matrix reporting lines*
- *Local x Regional Technical Knowledge*
- *Local regulatory*
- *Purpose of the team's existence*
- *Influence of Personality Differences*
- *Emotional Intelligence*

❖ Culture difference is not enough!

“Multicultural teams are different. In addition to culture the team needs to consider: the purpose for the its existence, the influence of personality differences, the impact of cultural and professional identities, the importance of emotional intelligence, and the vital role of adequate support systems. Team leaders need updated global competencies which they may not have learned in business school.”

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❖ How to build the best team ?

- Identify cultures that need to collaborate and Actively build cross-cultural relationships
- Identify leaders and leadership talent from each culture
- Identify appropriate pairs of co-leaders
- Identify the best talent pool (technical and leadership)
- Identify and balance the “Power Distance”
- Pay attention to the gender egalitarianism
- Reward performance and humane orientation
- Embrace diversity and explore its potential
- Create a persistent and trust communication
- Share practices among countries
- Adapt for the next cross-cultural challenge



By Kleber Melo

*MindSec Director and International Consultant
CISSP & Master Engineering Graduated*

kleber.melo@mindsec.com.br