

## Team dynamik og sense-making i transnationale virksomheder

### Tokyo cases

**Lisbeth Clausen**

Associate Professor

[lc.ikl@cbs.dk](mailto:lc.ikl@cbs.dk)

Copenhagen Business School

Porcelaenshaven 18

2000 Frederiksberg, Denmark

+45 3815 3815

- Forskningsbaseret artikel med empiriske observationer (20 sider).

#### Abstract:

The study of teams is growing rapidly within management studies. The mapping of pros and cons of management challenges in this work form is only in its beginning. Recent MIT research shows that high performing teams communicate to create meaning and energy between team members. The high performing teams do not only communicate energetically they are also reflective about how they communicate through 'meta-communication'. (Pentland, 2012). They talk about the talk.

Taking these findings into account, this study investigates not only how teams communication but also how teams talk about communication. *How do they talk about organisation, how do they talk about communication and how do they talk about leveraging personal and team competences?*

## Ledelseskonference: Meningsskabelse, tillid og frihed – udfordringer i moderne ledelse

Det Danske Ledelsesakademis 2014 konference. Roskilde Universitet 1-2. december 2014.

By studying team processes in three industries (luxury products, medico and technology) in Danish, American, Chinese and Japanese multinational companies, this study explores how individuals as team members make sense of their challenges in expatriate-local settings in Tokyo, Japan. The teams studied are in transnational corporations: Bang & Olufsen, Ecco, Coloplast, Novo Nordisk, Microsoft, Sony Corporation, Huawei.

Japan is an interesting place to study team collaboration and communication. The Japanese are quintessentially known for their team work and inherent trust. And there is still much to be learned in the cultural interface between Japanese and international team management styles.

This study supports previous findings that reflection is important to move team efforts forward. Team leaders and not least a supporting context plays a central role in maintaining performance focus to the benefit of organizations and a broader society. Keeping a good relationship between headquarters and overseas business units/subsidiaries likewise is an important and challenging in the sense-making process. This study demonstrates how a global mindset, respect for diversity plays an important role in leveraging team competences. This study maps out the reflections, credentials and strategies of team managers and members (based on 40 in depth narrative interviews). It presents insight into the challenges and complexity of managing diverse teams across cultures (i.e. optimizing the corporate, departmental, organizational, national, gender resources) – and illustrates how *collaborative team management and deliberate efforts to make sense of 'others'* (reflection) in diverse teams does make a positive difference on top and bottom lines.

Pentland,,Alex (2012). The New Science of Buiding Great Teams. *Harvard Business Review*. April