



CASE STUDY

Multicultural collaboration in a non-hierarchical environment



AT A GLANCE

Initial situation customer side

An international sales team of a German industrial company operates in a matrix organization in which the sales managers do not have a direct superior function or authority to issue directives.

The sales team itself is a virtual team, which nevertheless has to achieve demanding common goals. The team is made up of people from a wide variety of cultures, including Egypt, Syria, Jordan, India, Pakistan, South Africa, Turkey, France and Great Britain. The political and economic situation in the target countries of the Middle East and especially North Africa is often very uncertain and difficult to predict.

The sales process itself often takes place in cooperation with very heterogeneously positioned sales partners, who sometimes themselves act uncertainly in the unstable target markets, but are sometimes very well positioned, but sometimes also act very tough and dominant. In this environment, sales managers are faced with the challenge of using lateral leadership techniques to win over their internal and external cooperation partners - with different cultural backgrounds - for the demanding goals and to coordinate their sales activities in this highly uncertain environment.

Success factors

- Linking concepts of "lateral leadership" with elements of sales development
- Linking intercultural skills with communicative techniques to increase persuasiveness and assertiveness
- "Lateral Leadership" as a lever for a team development process in the sales team itself
- Consideration of personal and cultural basic patterns for fine-tuning to different internal and external cooperation partners and stakeholders

Project Result

The members of the sales team have the necessary intercultural skills and the corresponding mindset to be able to deal with cultural differences within the team and within the matrix organization in a better and more solution-oriented way.

They will be able to use the tools of "Lateral Leadership" in a targeted manner when working with internal and external stakeholders.

They have more composure when dealing with difficult contacts in politically and economically uncertain and unstable markets.

At the same time, they display significantly more courage and willingness to engage in conflict when it comes to implementing solutions vis-à-vis business partners from different cultures in the face of diverse conflicts of objectives and interests.

Contact us for more details:

CEVEYCONSULTING GmbH
Pfalzhaldenweg 6 - D-72070 Tübingen
Fon +49 7071 407858-0
www.ceveyconsulting.com

