

### High-Performing Cross-cultural Teams - Team Climate Check

| In this team:     |   | Mark on a scale of one to ten<br>1 = Not at all. 10 = Absolutely / Completely. |   |   |   |   |   |   |   |   |    |
|-------------------|---|--|---|---|---|---|---|---|---|---|----|
| <b>Permission</b> | 1. We are aware of our own cultural biases and their impact on the way we communicate and work.   | 1  | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|                   | 2. We recognize that cultural diversity across our team can provide the ingredients for innovation and creativity.                                  | 1  | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|                   | 3. We are open to discussing similarities and differences within the team in a positive and forward-looking way.                                    | 1  | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|                   | 4. We bring to the surface our different ways of doing things (for example differences in the way we communicate, work together or make decisions). | 1  | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|                   | 5. We communicate clearly and unambiguously about our different perspectives, attitudes, expectations and ways of working.                          | 1  | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

|            |   |   |   |   |   |   |   |   |   |   |    |
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| <b>Map</b> | 6. We have a clear understanding of the important cultural differences between us that are relevant to the tasks facing our team. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|            | 7. We use a shared language to describe and discuss these different cultural perspectives.  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|            | 8. We use our knowledge of different cultural perspectives to inform our interpretation of behaviour we encounter.                | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|            | 9. We act on our knowledge of different cultural perspectives to deal better with work challenges.                                | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|            | 10. We look for blame-free explanations and attribute the causes of problems and conflicts correctly.                             | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

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| <b>Bridge</b> | 11. We are confident in our ability to communicate effectively and that the outcome will be positive.   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|               | 12. We try to see things from each other's point of view, and act with that point of view in mind.  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|               | 13. When we send and receive messages we take into account our important differences and the other person's expectations.                     | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|               | 14. We aim for a shared definition and understanding of the situation we are in and the challenges we face.                                   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|               | 15. We find things we can agree on and use them to build common rules, norms of behaviour, and ways of engaging with each other and our task. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|               |   |   |   |   |   |   |   |   |   |   |    |

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| <b>Integrate</b> | 16. We manage participation effectively in our team and we encourage contributions from all.  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|                  | 17. We detect and resolve disagreements effectively and avoid dysfunctional conflict.   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|                  | 18. We build on each other's ideas (for example, we encourage divergent and innovative thinking, extend others' ideas, suppress ridicule, etc). | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|                  | 19. We get results that provide better solutions to problems that we could achieve if our team were homogeneous or if we were working alone.    | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|                  | 20. We never let cultural differences become an excuse for poor performance or failure.   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|                  |   |   |   |   |   |   |   |   |   |   |    |