

## DERIVING P-A-C-T RULES FOR GLOBALLY DISTRIBUTED WORK

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With the world turning to be a “Global-village”, everything available to us is in floods but as there are opportunities there are even the challenges that rule the order. The Globally Distributed Work actually creates a different environment in terms of Play-rules, Play- Platforms and Play- Competitors thus posing a need to have an insight through the lens of research, so as formulate new- rules for the game. GDW can bud only on Trust, Communication, Exchange and Extensions to come to a level of “Holistic Profit Approach” which will be very soon practiced by even the smallest of all the players. To make it more generative in nature, the paper is empirical and calls attention for understanding of various factors of GDW in depth so as to have a desired developing “Global- Economy.”

*This paper actually stresses on the various factors included in the P-A-C-T Model. While going on for a global pact, we are required to consider the Psychological - Analytical -Communication - Technological (P-A-C-T) aspects working globally in form of Global Teams.*

### Keywords:

Globally Distributed Work (GDW) , Working With Diversified Group (WDG), Pluralism, Purposive Relationship.

### 1. INTRODUCTION

Global as we are today, is a wonderful success story which has yet added a new chapter in the economics of the world. Now we can't think of survival, while playing a “frog of the well”, we are suddenly thrown into the oceans to make our ways upstream, or downstream -A scenario completely unavoidable to the business players. Pitney Bowes, at the world's largest provider of the mailing system, U.S Postal System, could gather ideas to secure the mail against bioterrorism - the infectious anthrax by inviting ideas globally, few years back. Then there are possibly no reasons to Question mark the benefits of Global Market Innovation. We as the Future Managers are having a quest to be “more and more Innovative” and thus no more we can afford a cocoon like survival. Big players have already reached the optimum stage of open market Innovation by using the tools like joint ventures, strategic alliances and licensing. There are systematic platforms created for vendors, customers, competitors and business. Not to forget the mentioning of the speed, time and cost-reductions. Quality enhancement graphs which let the companies set realistic values for internal ideas, that helps them to better define their core business. Definitely, with these established facts the Global Distributed Work continues to be polled number one source of competitive advantage. Today the process of sourcing, outsourcing has grown so much, that if not practiced by the established companies they might be routinely dismissed as dinosaurs, doomed to extinction in an environment no longer suited to size and sensibilities. When I talk this, I am keen at mentioning of example of World Bank which has created within its walls a vibrant marketplace of ideas. Even the world's retail leader, Wal-Mart was on a move long back and is continuing still.

### 2. GDW IS WDG

It comes straight and leaves no space to argue that GDW can have reversals. We need to pay attention to it, so as to understand and formulate new protocols that have thus far been rejected as unacceptable - WDG can be sketched as “Working with Diversified Groups.” And this Globalization has rather resulted in producing its own counterculture. I believe that opportunities offered are manifold and profit scores are certainly very high but then there is a salutary call to study it from its basics. When the Globally Distributed Work for an enterprise is leading to the same output, there is always a raised eyebrow to intercultural interventions and exchanges. The problem is these works, performed on different lands with different culture do resist the homogenizing methods of multicultural states as they cannot be treated par at each other or as “translatable”, since they are very different in terms of production, consumption, innovation and unit values. Definitely with these plums of discrepancies in hand, we see a space for radical re- visioning to define the course of “Multiculturalism” or “Pluralism.” ( O'Hara and Johansen R)

After, deriving the new rules for the game, we will see no difference in White bosses and Black officers; Petite suppliers and Giants manufacturers and we will enjoy the John Lemon's song- lyrics “imagine there are no countries” more than

we have been doing now. Today's business is moving for cheap resources, high labour- intensity and prospective markets and there is a bulk of off shoring, near shoring and outsourcing done to have the best of the produce. But while wheedling the information about the Business and Corporate indulged into this, what was spotted were black spots on white ground and spots can be identified as trust, competition competitiveness, creativity and many more. Sometimes things are too virtual to understand the statistics and composition and to work on them but that is no reason that companies should try to avoid expanding their markets across the geographic borders.

Time has come when we work upon these black spots to turn them to the golden opportunities as many companies have done already.

### **2.1 Actively Waiting for Active Strategies**

Global Distributed Work is rounded with stars and medals and with a runaway of Business Process Outsourcing it had its flight to Knowledge Process Outsourcing. The boundaries have all dissolved, the profits have multiplied and strengths have scored high, but we must not forget the natural law "that strength creates vulnerability." And that's what we see is introduced in Business - poly conceptuality, lashes, work gaps, culture gaps and ideological discrepancies. The much more need that comes is, for the channel zing of the social capital as the distribution of work is across global lines and organizational units spamming global distances. We have no substitutions, when the intelligentsia of a country is moving over wires, the economic activity and innovation are thundering in all facets - there is a boom and at this stage we can never think of delocalization. It is right hour to decide for the settlements of problems arising out of GDW in form of cultural distances, infrastructure, space, time and organisational ideology. There are different reasons to have entered in the Era of Global Distributed Work which range from lower cost and new market accessibility as the initial drivers to the current impetus provided by talent pools, knowledge rich work cultures and multicultural setting.

The networks categorization of the organizations have been added by one more - the organizational form of "spider-web." There can be with this system a disappointment with the presently running strategies. There has to be a submergence of the geographic and other distinctions by the rising tide of globalization. This paper is trying to frame a discrete family of strategies that need to be put into action in conjunction with the local and the global initiatives. When the 2004 Olympic Games in Athens can become a good example of the GDW by the way ZTE in Shenzhen proved its presence the world across in 40 countries. There is a need to innately understand the need and challenges of building a business by GDW.

### **2.2 Playing Profitable Partnerships**

To have the impressive growth rate scales, the business today must be capable enough to be a great partner. To be that, definitely what one needs is to have trust that can always give a stronger hand to your strategy. Since each of the four-walled organization have different CEO's dashboards, work-style and individually characterized management screw-ups, there is a acutely felt need of understanding. Definitely changes can be imposed as differences will persist and then we must not forget that it is easier to convert a shortstop into an outfielder than to change a south-paw into a righty. Therefore the right approach is to have collaborative setting to nurture ideas. Now when we talk about the virtual partnerships there are conditions as per Schrage, which consist of people talking to and even not talking with other people. Definitely there are cultural conditional collaborations which require skills to work with people across multiple time zones and diversified cultures.

Since there is situation of compressed time and dwindling margins and budgets, we are required to understand that there can be no monopoly on innovation. And definitely it gives a heady growth without losing momentum. Though the Chinese Managers consider "worldliness" as negative yet they are taking the GDW remaining true to their values and yet collaborating. With collaboration the work looks good and smart and conflict with the underling are also resolved. Creativity grows high and there is an inflated grade of products and services. When the complex terms like "multi-sourcing", which refers to a con-ordinate approach to servicing integrating both the external and the internal sources, have creped into the market, only collaboration can help to achieve growth and agility

## **3. NETWORKING WITH NODES**

GDW's success depends on "how do we map our networks." When we work boundaryless and borderless, it is more essential to be high on connectivity so as to get a thickening on collaboration. Only networking and these ties can spur creative problem solving, access to the diverse skill sets, power and knowledge. Choosing contacts and nodes to

maximize a sense of trust in network can undercut the inhibited diversity and may lead to super connections.

Networking can turn out to be a good “business- mixer” as it connects separate clusters, stimulating collaboration and exploiting arbitrage among otherwise independent specialists. If we are able to forge better connections and have our foot on Principle of Shared Activities, it will certainly help us to connect to the diverse others and make strongest ties too. Networks must be strengthened with gratitude and sincerity, which are the best principles of action and information. Once we are on the right roads, it delivers synergies and competitive advantages too. In a “no-collar workplace, where people are teamed to report to the bosses who may be thousand miles away, definitely managing smartly on networks counts. When we spot IBM, we find that almost 40% of the workforce is having no office at the company so we can check how wondersomely networking counts.

#### **4. REGIONAL STRATEGIES FOR GLOBAL LEADERSHIP**

All big powerhouses and business like GE, Wal-Mart, ZTE have grasped few truths. With a definite place to be submerged by the Globalization, they give due importance to the geographic and regional distinctions. A person definitely requires to employ flexibility and creativity. That’s to say that we require and intend to move forward with globalization.... But we must further enhance the localization and independence of our operations too. Actually, the cross-borders integration is accompanied by high and rising level of regionalization. In a way some differences between the countries within a region, can combine with the similarities to expand the region’s overall economic activity. To say there must be a balance between the regional and the global strategy. A company having an international presence and involved in GDW should have a regional strategy and normally it comes automatically and is created by default. A mix of both can create definitely more value and long term sustenance.

#### **5. CONFLICTING WITH CONFLICTS**

To improvise the outcomes of the GDW, there is much a requirement to structure the communality. High level of resistance should be created for these conditions by sharing and working on communalities and having good amount of interaction. Conflicts can definitely be the harsh reality but it can help sometimes for breathing in fresh air of competition, innovation, creativity and also restructuring. We can simply have a sword over conflict with adequate communication and interfaces when we play global. For this, one can make use of agents or brokers, who can have public information available on internet for user defined database, video translations or some electronic consulting services. The otherwise best part of GDW is that if in case it is a virtual team, there would hardly be any visual stimuli to steam conflict. But for a reason there must be a conflict management and conversations are the best way out to it. There must be a deliberate emphasis on interactions to smoothen the conflicts. If the conflict is explicit in nature, objectives of action must be drawn out. Since with GDW there comes a group, molded out from people with uncommon social identity and increased diversity the effects are indispensable but the conflict management strategies can sweetly work out.

#### **6. LEARNING TILL THE LAST**

Learning and collaboration occurs within a “purposive relationship.” For the existence of a purposive, psychological relationship, the presence of group norms and group’s cohesion is very important. This helps in socialization. (Bandura, A.) There can be intercultural, inter-management exchange platforms. Learning about others, with whom we work is important. And then shared learning, shared work settings do propose a better way to succeed. This learning in case of the Globally Distributed Work may come from the mediated communications and informal interactions. Though learning process may be theoretically invisible but practically it is the densest area resulting from GDW. The generic collaborative actions and subtasks, in all ways raise the learning actions and the learning curves of an individual as also an organization. But if the communication is not fragmented and is distorted with gaps then learning will be a lasted one. When we are working in the heart of modern competitive management, then definitely there is a requirement of optimization.

Learning globally can definitely align professional development with business realities. We can’t deny the fact that the learning opportunities are inherited in quickly changing environment. The globalization process demands awareness of the nuances of each market, while achieving the intended corporate goals and strategies. We must not create those learning zones, where “life stops and learning starts”. Learning has to be integrated to the organizational working. We must not forget that with globalization and technological developments there have come to us a diminishing life of knowledge which is very threatening. To take up to this challenge, we must have an interweaving

of learning, knowledge management, content management and information management to give coherence to it. There has to be a continuous cyclical learning. This will then create a robust, rich learning opportunity.

## **7. E–MOTIONAL WAYS VS. EMOTIONAL WAVES**

When we analyze the functioning of the people, indulged in the Globally Distributed Work, then other than the final products, there are even in the subway the by- products. These actually synchronize to the Psychological Instincts of all individuals. Many management people are advocating the change - 24/7/365 which is also true with the principle of Charles Handy i.e. V2 \*2\*3, which says that the time has come when V2 the people required will be employed, will be working twice and paid three times. But, needless to mention “learning stops when pressure develops.” How can we think of replacing human heart and mind with inexhaustible power machines? We should remember that when the emotional and the psychological states are in conflict with learning then learning ecology gets polluted.

With the e-system ruling there can be a motion of information pieces but we are required to have a combination for that to be a part of personal learning network for an individual. Emotional ways will be substituting the distant, discriminating autocratic styles of learning. We are to connect the organizational analysis, social networks, knowledge forms, global information and what I call as “Earth-People” to the extent that emotions and psychology can get a due concern.

## **8. NEGOTIATING NUGGETS**

The new global economy offers a “wild market for negotiation.” There is required to a launch of a growing movement towards the International solidarity- definitely to reduce the distinctions and differences among nations, workers and the unions. With GDW in fashion we are required to work aggressively on broad public policies, macro economics, technology, culture and their collective influence. The days of the winning old- contract talks by the super powers and leaders are over and there is a craving need to negotiate on the corporate code of conduct, governing world wide operations so as to protect the workers rights and respect. After all, when big-players are working at GDW, there happens to an obligation to uphold and promote adherence to the universal standards of human rights. More organizations like IMP (International Metal workers Federation), founder 114 years ago having unions from more than 91 countries representing over 25 million workers must come into action. We must by all means not allow the extension of capital around the global to exacerbate inequalities, which overrule its potentially positive effects. Negotiations can definitely reduce the friction between the “powers of local with the power of global.”

## **9. US VERSUS THEM**

Globalization has made trust more difficult to be generated in GDW and yet more important the studies reveal that in the distributed dyads trust is most stable than in collocated ones- that is to say it increases less, but it also decreases less. Since we understand that the trend towards distributed teams is growing. Since there is a reduced physical proximity, there has to be an induced trust to avoid the “Us Vs. Them” feel. (Newell, S, David, G. and Chand, D.) For the Trust to develop, the members of the distributed teams can be called more frequently to others “the benefit of doubt” when the action of the counterparts is not visible and gets subjected to misinterpretation. Trust will prove to be the best producer of the global outcomes.

## **10. THE P-A-C-T MODEL**

The proposed model is just a glimpse of the whole requirement. It suggests that if all the key words of P-A-C-T are considered intelligently the outcome will be targeted and we will be fair enough at transforming competition to cooperation” for Ascending Progress and Profits at a Global level. (Model attached as Appendix A)

### **10.1 Explanation of the model**

Since GDW is a work PACT between the people across the globe and it addresses to the multiple aspects of Psychology, Economics, Technology and Social issues it becomes very sensitive. The proposed model is depicting four areas namely- Pillars of Difference, wheeling the globe, power-scenarios and outcomes. Since the GDW can be replaced by WDG i.e. working with diversified group. In the hub of the wheel is the collaboration which rests on “cooperating for competition”. But this can be achieved through the various bonds of communication, understanding, learning, negotiating, exchange of ideas and cultures, building trust and guarding the values. But again, control is an instrument

that cannot be overlooked and the reasons behind getting to the hub is better defined by the pillars of difference P-A-C-T, but the difference when rotates on the wheel and comes out of the power scenarios leads to an outcome T-C.A.P. which gives a positive Transformation and high profit figures.

**10.2 Justification of the model**

The Globally Distributed work can be understood by the power scenarios. The power of an individual is converted to the power of local and the local power in form of product and service demands has its Global conversion. The differences do exist at people, policies, procedures and political level, when there is a difference in people’s ideologies they are required to be worked upon for application of better training strategies and cultural exchanges. This can definitely help employees to understand the political and procedural differences when they go overseas.

There is a psychological spectrum change among the people across the boundaries. And this can be ritualized in form of their attitude, assertiveness, analytical approach and as aggression. To understand this, we can take the example of attitude of Japanese towards their work, which is quite different from others. This has to be understood when we work cross – culturally, cross- borders.

If Indians are to outsource their processes, first they are required to define their characteristics, explain the culture and communicate effectively for collaboration. If this whole as a venture is not undertaken soundly, there is a possibility of the power of local to be confined as local rather than going global. We must try to learn, adopt, and instill the good points of other cultures to go global at work.

The change is ruling and when it comes to technology, time, traits and talent frontiers, there is a definite necessity to have a pooling. The transfer of technology and the transfer of talent has already been considered but the time has come when we are required to study the time gaps and it consequences. When we have started with 24/7/365 working we must also see to the various cultural, attitudinal and the loss it brings to us.

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Appendix A



