2019 CHALLENGES AND BENEFITS OF GLOBAL TEAMS—AN HR PERSPECTIVE

Findings from Spring 2019
SHRM/Globalization Partners Global Teams Survey
INTRODUCTION

MANAGING THE NEW REALITIES OF GLOBAL TEAMWORK

Globalization Partners’ 2019 Global Employee Survey, conducted last winter with global employees across eight countries, found encouragingly high levels of enthusiasm and optimism among people who work on cross-border teams—despite some concerns about inclusion and distance from the power center of headquarters, a result of which was somewhat elevated turnover intentions.

This spring, Globalization Partners partnered with the Society for Human Resource Management (SHRM)® to better understand the opposite side of the equation. We sought to find out how companies, and human resources practitioners in particular, see global teams—as well as the benefits, and challenges of having employees distributed around the globe.

Growing globally, and managing global teams are an essential part of doing business for most Enterprise or Small-Medium Enterprise (SME) companies today. According to the U.S. Bureau of Economic Analysis, worldwide employment by U.S. multinational enterprises (MNEs) increased 0.4% from 42.1 million in 2015 to 42.3 million workers in 2016 (the latest year available). Likewise, foreign MNEs employed 7.1 million workers in the United States in 2016—a 3.9% increase from 6.8 million in 2015.

This kind of massive global cross-pollination of talent reflects several factors: the globalization of the world’s economy, the complexities inherent in operating abroad, and the ever-increasing competition for global talent.

As organizations seek to expand into new markets, they naturally encounter external challenges to do with producing, marketing, and selling their products or services. But there are also significant—and often unexpected—internal challenges to setting up and managing global teams that include:

• Finding and hiring a local team in new locations
• Understanding local HR, legal, or financial laws and practices
• Managing a multicultural team in an inclusive, sensitive way
• Creating and managing workflows and company culture across multiple locations, countries, languages, and time zones
• Ensuring equity and inclusion on global teams
• Managing an employer brand in new markets

According to a recent study published in the Harvard Business Review, the top challenges virtual teams face include: feeling like their colleagues don’t treat them equally; feeling mistreated or left out; and worrying that coworkers “say bad things behind their backs, make changes to projects without telling them in advance, lobby against them, and don’t fight for their priorities.”

For global teams—by definition also virtual teams—those issues are compounded by the complexities of adding language, communication and cultural differences, more dramatic time zone differences, more cost-prohibitive travel restrictions, and often significantly different business cultures and expectations. All of this combined can pose quite a few headaches for managers and HR.

On the flip side of the story, working with global teams can make things much easier for companies. Global teams bring a wealth of local knowledge and business diversity that often makes companies more creative and productive. And the presence of global team members in different places and time zones can allow teams to be more flexible and inclusive—even for people in the home country. In fact, according to Globalization Partners’ 2019 Global Employee Survey, 84% of employees who interact with their global team members on a regular basis said they enjoy working on global teams. Meanwhile, only 56% of the employees who don’t regularly interact with their global colleagues said they enjoy working on global teams.

The continued expansion of companies into global markets and the growing scramble to hire the best and brightest professionals—anywhere in the world—are creating real changes to how organizations find, hire, and manage global teams.

With research already in place on how these changes are affecting professionals, we wanted to take a closer look at how this change is also affecting HR practitioners. We wanted to know: What are the biggest challenges in establishing or managing a distributed team? Is it easier or more difficult to manage a global team? What are the biggest challenges and benefits? How are global teams tackling communications challenges? What do they need help with?

These are the questions that drove our research in assembling this survey. Please read on for our findings.
SUMMARY OF FINDINGS

As we set out to design this survey, we had the advantage of the recent 2019 Global Employee Survey, conducted by Globalization Partners this winter, which gave us the benefit of understanding the employee perspective on global teams.

With a few notable exceptions, the perspective of human resources practitioners dovetails closely with how employees on global teams see their environment. Enthusiasm is high on global teams, with no significant differences in engagement, happiness, diversity or satisfaction with compensation, versus overall company statistics.

However, levels of trust and inclusion do drop off for global teams, the story of which can be found deeper in the data, as global organizations are struggling with issues of communication and inclusion.

One interesting note when looking at the 2019 Global Employee Survey and this survey of HR practitioners was some difference in the area of voluntary turnover: while global employees indicated a willingness to move to a new job, HR practitioners do not yet seem to be experiencing this migration. Both the global employee survey and this teams survey report growing difficulty sourcing talent, so that willingness may soon turn into an issue for global companies—particularly if they cannot address issues around inclusion and parity for global virtual team members.

Global teams are highly collaborative and comparatively low maintenance. 86% of global teams work together at least weekly, yet they are 12% less likely to report problems.

Legal assistance and payroll are the most likely functions to be outsourced by global teams. Global teams are turning to experts on local culture, finance, and laws.

Legal red tape and time zone issues loom largest for global teams. Dealing with time zone differences and legal concerns top the list for challenges of global teams.

Diversity of thinking, creativity, and access to talent anywhere are top benefits for global teams. Companies see global perspectives and diversity as top assets of global teams.

Companies are struggling with language barriers and time zones. A third of multilingual companies are struggling with language barriers, and nearly half (49%) say collaborating across time zones is an issue.

Global teams are still struggling with inclusion. Global employees still lack equal influence and 62% of companies say people in HQ wield more influence.
DEMOGRAPHIC SNAPSHOT

FIGURE 1
GENDER

- Female: 83%
- Male: 16%

FIGURE 2
AGE

- Respondents: 75

FIGURE 3
COMPANY SIZE

- 25,000 and over
- 10,000-24,900
- 5,000-9,999
- 2,500-4,999
- 1,000-2,499
- 500-999
- 250-499
- 100-249
- 50-99
- 25-49

NUMBER OF COMPANIES
According to survey respondents, global teams tend to be highly collaborative across borders, with fewer problems reported compared to the organization as a whole.

HR practitioners told us that the most likely departments on their teams to collaborate across borders are HR (63%) and sales (62%) with IT (57%), operations (57%), and finance (56%) close behind. Teams least likely to cross global lines include Distribution (38%) and Marketing (41%)—but even so, it would seem roughly a third of companies have cross-border teams spanning their organizations, all over the world. (Figure 4)

Despite the distance, global teams are still collaborative teams. HR practitioners told us that 48% of their global teams work together on a daily basis, and 86% work together at least weekly. (Figure 5)

Global teams are also 12% less likely to report having problems than teams from a single location (Figure 6). In fact, 53% of survey respondents said their company struggles to manage global teams only sometimes. Only 9% of respondents said managers struggle frequently or very frequently with managing cultural misalignment or miscommunication. (Figure 7).

However, 94% of HR practitioners reported they do struggle to manage global teams—either sometimes, most of the time, half the time, or always—so there are clearly still pains involved in managing a cross-border virtual team. We will explore the particulars of this in later findings. (Figure 8)

Overall, global teams tend to be just as, and perhaps slightly more, happy and satisfied with compensation as non global teams. (Figure 9) On the flip side, globally distributed team members tend to be slightly less likely to be highly or very highly engaged and trustful than the overall company average. (Figure 10). This may be somewhat attributable to the significant lag we see in their feelings of inclusion: HR practitioners told us global teams are 15% less likely to report feeling highly or very highly included and connected to the organization. (See Finding 3, Figure 18)

Despite this, survey respondents told us global teams have higher employee retention rates: 12% of respondents report high or very high turnover on global teams, while 24% report high or very high turnover on U.S. based teams.
FIGURE 6
GLOBAL TEAMS REPORT FEWER PROBLEMS

- Global or dispersed teams: 17%
- Teams working from a single location: 29%
- Problem reporting is equal across all types of teams: 54%

FIGURE 7
PROBLEMS WITH CULTURAL MISALIGNMENT OR MISCOMMUNICATION ARE INFREQUENT

- Very frequently: 2%
- Frequently: 7%
- Occasionally: 41%
- Rarely: 44%
- Never: 5%

FIGURE 8
COMPANIES STILL SOMETIMES STRUGGLE TO MANAGE GLOBAL TEAMS

- Always: 4%
- Most of the time: 13%
- Half of the time: 24%
- Sometimes: 53%
- Never: 5%
FIGURE 9
HAPPINESS & SATISFACTION WITH COMPENSATION ARE SLIGHTLY HIGHER ON GLOBAL TEAMS

FIGURE 10
TRUST & ENGAGEMENT LAG SLIGHTLY FOR GLOBAL TEAMS
FINDING #2
COMPANIES ARE STRUGGLING WITH LANGUAGE BARRIERS AND TIME ZONES

A common theme that emerged from this survey was the struggle many companies have when they span borders and bring a multitude of first languages into an organization. In fact, 43% of the companies we surveyed said more than two languages are spoken to do business in their organization, and 22% are using more than five! (Figure 11)

This kind of language diversity explains why a third of multilingual companies are struggling with language barriers. Many global team managers seem to be trying to bridge the gap with more live, visual, or face-to-face communication styles, such as in person meetings (91%), video conferencing (89%), and phone calls (88%). (Figure 12)

However, email is still the most popular method of communication on global teams (98%) — regardless of how many languages are spoken on the team. (Figure 12, 13)

Email’s popularity is probably more a result of pragmatism. While language barriers are bound to arise as a consequence of global teams, a bigger issue seems to be collaboration across time zones—a hurdle email is best equipped to jump. Spanning so many countries and cultures also means spanning geographies and time zones. More than half (56%) of respondents told us collaborating across time zones is an issue for them. (Figure 15)

When we look at the areas in which highly multilingual companies are struggling, we see that although more than a third of them are struggling with language barriers, the bigger problem for these teams revolves around scheduling across multiple time zones—which also increases significantly once a company has more than two languages for doing business. (Figures 14, 16)
FIGURE 13
COMMUNICATION METHODS DON'T VARY MUCH AMONG MULTILINGUAL TEAMS

<table>
<thead>
<tr>
<th>Method</th>
<th>11+</th>
<th>5-10</th>
<th>3-4</th>
<th>1-2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emails</td>
<td>21%</td>
<td>13%</td>
<td>7%</td>
<td>8%</td>
</tr>
<tr>
<td>In person meetings</td>
<td>21%</td>
<td>14%</td>
<td>8%</td>
<td>7%</td>
</tr>
<tr>
<td>Screen sharing and video conferencing</td>
<td>20%</td>
<td>14%</td>
<td>8%</td>
<td>7%</td>
</tr>
<tr>
<td>Voice only calls</td>
<td>20%</td>
<td>14%</td>
<td>8%</td>
<td>7%</td>
</tr>
<tr>
<td>Instant messaging mobile apps</td>
<td>22%</td>
<td>16%</td>
<td>8%</td>
<td>7%</td>
</tr>
<tr>
<td>Texts</td>
<td>17%</td>
<td>15%</td>
<td>10%</td>
<td>7%</td>
</tr>
<tr>
<td>Team collaboration hubs</td>
<td>16%</td>
<td>15%</td>
<td>9%</td>
<td>7%</td>
</tr>
<tr>
<td>Other</td>
<td>18%</td>
<td>18%</td>
<td>7%</td>
<td>7%</td>
</tr>
</tbody>
</table>

FIGURE 14
PROBLEMS WITH GEOGRAPHY AND TIME ZONES MULTIPLY WITH LANGUAGES

<table>
<thead>
<tr>
<th>Languages officially used</th>
<th>Never</th>
<th>Rarely</th>
<th>Occasionally</th>
<th>Frequently</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-2</td>
<td>14%</td>
<td>44%</td>
<td>35%</td>
<td>8%</td>
</tr>
<tr>
<td>3-4</td>
<td>5%</td>
<td>47%</td>
<td>45%</td>
<td></td>
</tr>
<tr>
<td>5-10</td>
<td>6%</td>
<td>43%</td>
<td>46%</td>
<td></td>
</tr>
<tr>
<td>11+</td>
<td>21%</td>
<td>38%</td>
<td>38%</td>
<td></td>
</tr>
</tbody>
</table>

FIGURE 15
PROBLEMS RELATED TO GEOGRAPHY OR TIME

- Very frequently 2%
- Frequently 10%
- Occasionally 44%
- Rarely 39%
- Never 5%

FIGURE 16
TEAMS USING MORE LANGUAGES OFTEN SEE LANGUAGE BARRIERS AS A KEY CHALLENGE
Diversity and inclusion are important topics for all companies, but they take on heightened importance for companies who employ workers all over the world.

Globalization Partners’ 2019 Global Employee Survey found employees on multinational teams were enthusiastic about their companies with 87% of respondents saying they were optimistic about the future of their companies. This tracks with what we heard in this survey of HR professionals: 28% of respondents indicated their companies are on a modest or rapid growth path. (Figure 17)

However, when the 2019 Global Employee Survey looked directly at feelings of belonging and inclusion, employees who said they don’t feel like they belong were 5x more likely to say they are not optimistic about the future of their companies (38% vs 7%). That survey also revealed a strong correlation between location and employees’ feelings of belonging and inclusion, with 13-14% delta of trust in leadership between those working at headquarters versus those in satellite offices or at home. The data also showed that almost a third of employees in subsidiaries reported they feel like they belong and are connected to their direct team (15%) or country members (15%) more than to the company as a whole.

The findings from this survey of HR practitioners run parallel with those findings. Global teams are struggling to create inclusion, and global teams still lack equal influence in the organization. Feelings of connectedness, belonging, and inclusion was one of the only variables that diverged dramatically on global teams versus the organization as a whole—with global teams 15% less likely to report high or very high levels of connectedness. (Figure 18) This may be attributable in part to the degree in which global teams have a say in the organization. According to 62% of our HR practitioners, people in headquarters yield more influence in their organizations. Only in 6% of companies was the reverse true. (Figure 19) This reinforces and underlines the findings from the 2019 Global Employee Survey report, which showed employees in satellite offices were 11% less likely to think their voices matter, and those who work from home were 17% less likely to feel their voices matter, versus those at headquarters.

Despite this disparity in power-sharing, relationships between global teams and employees in the home office remain good. However, HR professionals see those relationships through a rosier lens than employees themselves. In this survey, 81% of HR practitioners reported an extremely good or somewhat good relationship between HQ and global teams, with 14% neutral and 5% bad. (Figure 20) When employees were asked a similar question in the 2019 Global Employee Survey, 70% reported a great relationship with HQ, while 28% reported a not great relationship, and 2% reported a terrible relationship.

Admittedly, there was more nuance in how HR practitioners were able to answer this last question. However, feelings of inclusion are something we recommend companies keep an eye on, especially as it ties strongly to employees’ intent to leave in the 2019 Global Employee Survey.
FIGURE 19
VOICES WITH THE MOST INFLUENCE
- People who work in HQ 62%
- People who work away from HQ 6%
- All voices are equal 32%

FIGURE 20
RELATIONSHIPS BETWEEN HQ AND GLOBAL TEAMS ARE GENERALLY GOOD
- Extremely good 20%
- Somewhat good 61%
- Neither good nor bad 14%
- Somewhat bad 4%
- Extremely bad 1%
According to our HR practitioners, although their global teams have lower voluntary turnover than their U.S.-based counterparts, companies in general are having difficulty sourcing candidates.

By and large, the findings of this report dovetail nicely with findings from the employee perspective in Globalization Partners’ 2019 Global Employee Survey.

However, a few very interesting disconnects did arise, and the most striking was around the question of employee retention. While more than one third (37%) of global employees in the 2019 Global Employee Survey indicated they are “definitely or likely” to be seeking a new job in the next year, only 11% of HR practitioners surveyed here reported high or very high turnover on global teams—a rate that was half that of their overall turnover numbers. (Figure 21)

This may be the calm before the storm, however, as both the global employee survey and this survey reported growing difficulty sourcing talent. In fact, 40% of HR practitioners reported trouble sourcing candidates for global teams—by far the biggest problem cited—and 25% reported encountering issues with hiring. (Figure 22)

Referring back to the previous finding, it may be helpful for employers to understand the importance of belonging and connectedness in retaining a global team, as companies reporting low levels of connectedness on their global teams were almost 3x more likely to experience high turnover. (Figure 23)
FIGURE 23
HIGH LEVELS OF CONNECTEDNESS CO-OCCUR WITH LOWER LEVELS OF TURNOVER

<table>
<thead>
<tr>
<th></th>
<th>High Turnover</th>
<th>Low Turnover</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Connectedness</td>
<td>8%</td>
<td>56%</td>
</tr>
<tr>
<td>Low Connectedness</td>
<td>22%</td>
<td>44%</td>
</tr>
</tbody>
</table>
Legal assistance and payroll are the most likely functions to be outsourced by global teams, as managers in global companies are turning to experts on local culture, finance, and laws to make it easier to find, onboard, and manage employees abroad.

For many companies looking to expand, the global team in any given country might begin with just a few employees, and fairly low levels of knowledge about local laws, salary and benefit practices, and business culture norms. These companies aren’t always clear on how to find candidates, hire, structure contracts or employment applications, set up payroll, or deal with financial or legal issues that might arise. Many turn to a Global Employer of Record to lift these burdens of global business expansion—sometimes until they are ready to establish a local subsidiary, or sometimes on an ongoing basis as they need local expertise.

According to respondents of this survey, the most common function to outsource is legal services (45%), followed by payroll (30%), and recruitment (15%). (Figure 24)

This high percentage of companies seeking external advice is perhaps one reason why 10% of respondents told us their legal issues are always easily resolved, and 67% told us legal issues are easily resolved most of the time. (Figure 25)

Many companies lean on both internal and external experts for advice on local culture, sensitivity, and business etiquette—though 47% of respondents said they don’t use, or don’t know who they use for, expertise in this area. This could be a significant contributor to the inclusion gap we noted in Finding 3. (Figure 26)

If companies want to avoid future issues with engagement or turnover, it might be smart for them to contract with, hire, or identify local cultural experts they can work with any place where they are managing employees. The evidence of these strategies is apparent when we look at employee happiness. Companies with culture experts are 60% likely to have high levels of employee happiness and 59% likely to have high levels of trust. (Figure 27, Figure 28)
FIGURE 25
MOST LEGAL ISSUES ARE RESOLVABLE

- Always 10%
- Sometimes 13%
- Most of the time 67%
- Never 1%
- About half the time 9%

FIGURE 26
MOST COMPANIES ARE NOT PAYING ATTENTION TO LOCAL CULTURE

- Yes, internal 37%
- Yes, external 17%
- No 27%
- I don’t know 20%

FIGURE 27
COMPANIES WITH HAPPY EMPLOYEES ON GLOBAL TEAMS ARE MORE LIKELY TO HAVE CULTURE EXPERTS

Very high/High happiness
- 60% Yes, internal/external
- 21% No
- 19% I don’t know

Very low/Low happiness
- 48% Yes, internal/external
- 42% No
- 10% I don’t know

FIGURE 28
COMPANIES WITH HIGH LEVELS OF TRUST ON GLOBAL TEAMS ARE MORE LIKELY TO HAVE CULTURE EXPERTS

Very high/High Trust
- 59% Yes, internal/external
- 21% No
- 20% I don’t know

Very Low/Low Trust
- 31% Yes, internal/external
- 64% No
- 15% I don’t know
FIGURE 29
BIGGEST CHALLENGES ON GLOBAL TEAMS - OTHER

FINDING #6
LEGAL RED TAPE AND TIME ZONE ISSUES LOOM LARGEST FOR GLOBAL TEAMS

We asked global HR Professionals what their biggest challenges were, and predictably, as mentioned in Finding 2 above, collaborating across time zones topped the list (49%), followed closely by the related challenge of scheduling work across time zones (38%). In between these was the problem of grappling with the complexities of different international labor and business laws — which can be daunting to those not versed in local regulations or working with a Global Employer of Record.

After these very pragmatic considerations came the more subjective and tricky issues of dealing with cultural differences (33%), managing remote teams (29%), and language barriers (27%).

Inequality or unfairness among teams was a low priority for most professionals surveyed (7%), but in light of the inclusion issues raised in Finding 3, it may deserve more attention. (Figure 30)

Other issues only comprised 3% of the answers, and nothing in particular stood out, but we have provided those answers in a word cloud for your reference. (Figure 29)
FINDING #7
DIVERSITY OF THINKING, CREATIVITY, AND ACCESS TO TALENT ANYWHERE ARE TOP BENEFITS FOR GLOBAL TEAMS

Companies see global perspectives and diversity as top assets of global teams. When we asked global HR Professionals what the biggest benefits were of having global teams, they were most enthusiastic about the exposure they offer companies to global perspectives (81%) and diversity (72%) that global teams offer their companies.

More than half of the respondents highlighted creativity (54%) as another benefit of global teams, followed very closely by access to talent anywhere (53%)—perhaps unsurprising given the growing war for talent.

The more practical considerations of cost effectiveness (32%), productivity (31%) and responsiveness (30%) were also high in the minds of nearly 1/3 of respondents. (Figure 31)

Other issues only comprised 2% of the benefits HR professionals added, and again there were no trends to speak of.

FIGURE 31
BIGGEST BENEFITS TO GLOBAL TEAMS
CONCLUSION

Overall, there is much to be excited about in these results. Global teams are in high-growth mode and they are, overall, diverse, engaged, happy, trusting, and productive.

The biggest pain points of managing a global workforce that spans borders revolve around: time zones and communication—a problem that can be mitigated by strong processes; employee voice and inclusion; and needing the assistance of legal and culture experts in order to optimize the employee experience for professionals working on global teams.

By and large the results of this survey complement and reinforce the results of Globalization Partners’ 2019 Global Employee Survey of employees working on cross-border teams—and the outlook is generally good.

That said, a deeper look at the discrepancies between the two reports reveals some potential warning signs. For example, while optimism is high among both employees and HR, HR may not yet be prepared for the willingness of employees—and in particular younger employees—to move to new companies if they feel it is in their interest.

These findings about employees’ willingness to leave for better opportunities become increasingly important considering both reports indicate that recruitment overseas is already difficult, and it is only likely to become more competitive and difficult as companies compete for these valuable employees.

It is important for companies involved in the rapid growth we see reflected in this report to build and nurture a local team, setting them up with compliant, equitable systems, demonstrating an understanding of local culture, and establishing communications practices that make them feel valued and heard—across time zones and on par with employees at headquarters.

Our data across both of these reports shows that companies who make the effort to address local law and local customs are the most likely to keep global teams on board and happy.

As the fight for global talent intensifies, companies will likely find that those who master communications and the ability to be inclusive, compliant, and culturally savvy, will be the ones that ultimately win the talent war.
METHODOLOGY

ABOUT THE SURVEY

The Global Teams Survey was conducted by the Society for Human Resource Management and Globalization Partners from February 6-March 20, 2019. This is the first deployment of this survey. The final sample of the survey was composed of 464 global human resources professionals, sourced via email to current members of SHRM. The survey had a margin of error of +/- 4.5 percentage points at a 95 percent level of confidence.

ADDENDUM

GLOBAL TEAMS SURVEY QUESTIONS

Q1 Internal

Q2 Does your organization have global teams, that is, teams with employees, subsidiaries, or contractors located in more than one country?  
   a. Yes  
   b. No

Global or Headquarters

Q3 Are members of your organization's global teams located in any of the following countries?  
   a. Brazil  
   b. Canada  
   c. France  
   d. Germany  
   e. Japan  
   f. Mexico  
   g. United Kingdom  
   h. United States  
   i. Other (please specify)

Q4 Do you personally work on a global team?  
   a. Yes  
   b. No

Q5 Do you work at your organization's headquarters?  
   a. Yes  
   b. No

Q6 What percent of your organization's teams are global, with members in more than one country?  
   a. 0%-24%  
   b. 25%-49%  
   c. 50%-74%  
   d. 75%-100%

Q7 What percent of your employees work at your organization's headquarters?  
   a. 0%-24%  
   b. 25%-49%  
   c. 50%-74%  
   d. 75%-100%

Q8 What percent of your employees work outside the country where your organization is headquartered?  
   a. 0%-24%  
   b. 25%-49%  
   c. 50%-74%  
   d. 75%-100%

Q9 Which teams in your organization are located across more than one global location? (Check all that apply)  
   a. Executive Leadership  
   b. Human Resources/Training  
   c. Finance/Accounting/Purchasing  
   d. Product Development/R&D/Engineering  
   e. Information Technology  
   f. Operations/Production/Manufacturing  
   g. Distribution/Logistics  
   h. Customer Support  
   i. Marketing  
   j. Sales  
   k. Other (please specify)

Communication and Growth

Q10 How often does a typical global team member work directly with team members located in other countries?  
   a. Daily  
   b. Weekly  
   c. Monthly  
   d. Quarterly  
   e. Annually  
   f. Never

Q11 How many languages are officially used within your organization to conduct business?  
   a. 1-2  
   b. 3-4  
   c. 5-10  
   d. 11 or more
Q12 What types of communication are used by members on your global teams? (Check all that apply)
   a. In-person meetings/travel
   b. Voice-only calls, by telephone or network
   c. Texts
   d. Emails
   e. Instant messaging mobile apps (e.g., WhatsApp, Kik, WeChat)
   f. Team collaboration hubs (e.g., Slack, Hipchat, Yammer)
   g. Screen-sharing and video conference applications (e.g., ZoomMeetings, WebEx, Google Hangouts, Skype)
   h. Other (please specify)

Q13 How would you describe your organization’s growth trajectory?
   a. Rapidly expanding (1)
   b. Modestly expanding (2)
   c. Staying the same (3)
   d. Downsizing (4)

Q18 How would you rate levels of happiness
   Within your organization
   a. Very high
   b. High
   c. Neither high nor low
   d. Low
   e. Very low
   Within your global teams
   a. Very high
   b. High
   c. Neither high nor low
   d. Low
   e. Very low

Q19 How would you rate levels of diversity
   Within your organization
   a. Very high
   b. High
   c. Neither high nor low
   d. Low
   e. Very low
   Within your global teams
   a. Very high
   b. High
   c. Neither high nor low
   d. Low
   e. Very low

Q20 How would you rate satisfaction with total compensation
   Within your organization
   a. Very high
   b. High
   c. Neither high nor low
   d. Low
   e. Very low
   Within your global teams
   a. Very high
   b. High
   c. Neither high nor low
   d. Low
   e. Very low

Who does the work

Q21 Which voices tend to have the most influence in your organization?
   a. People who work in headquarters
   b. People who work away from headquarters
   c. All voices have equal weight

Q22 How often does your organization struggle to manage global teams? (e.g., struggle to align with local practices, and/or struggle to be sensitive to culture, and/or struggle to adhere to local laws)
   a. Always
   b. Most of the time
   c. About half the time
   d. Sometimes
   e. Never

Q23 How would you describe relationships between people in your headquarters office and those working globally?
   a. Extremely good
   b. Somewhat good
   c. Neither good nor bad
   d. Somewhat bad
   e. Extremely bad

Q24 Does your organization rely on experts in local accounting, payroll and tax requirements and/or employment law for global offices?
   a. Yes, internal to our organization
   b. Yes, external to our organization
   c. No
   d. I don’t know
Q25 Does your organization rely on experts in local culture, sensitivity, and business etiquette for global offices?
   a. Yes, internal to our organization
   b. Yes, external to our organization
   c. No
   d. I don’t know

Q26 Does your organization outsource any of the following to a third party? (Check all that apply)
   a. Human resources
   b. Payroll
   c. Recruiting and hiring
   d. Learning and development (L&D)
   e. Legal services
   f. Financial services
   g. Employer-of-record services
   h. Performance/talent management
   i. I don’t know
   j. Other (please specify)

Q27 How often do managers of global teams in your organization report problems related to cultural misalignment or miscommunication?
   a. Very frequently
   b. Frequently
   c. Occasionally
   d. Rarely
   e. Never

Q28 How often do managers of global teams in your organization report problems related to geography or time?
   a. Very frequently
   b. Frequently
   c. Occasionally
   d. Rarely
   e. Never

Q29 Which teams report more problems in your organization?
   a. Global or dispersed teams report more problems
   b. Teams working from a single location report more problems
   c. Problem reporting is equal across all types of teams

Q30 When legal or personnel issues arise on your team, are they easily resolved?
   a. Always
   b. Most of the time
   c. About half the time
   d. Sometimes
   e. Never

Q31 Which issues have you experienced within your global teams? (Check all that apply)
   a. Difficulty sourcing candidates
   b. Hiring problems
   c. Onboarding problems
   d. Payroll or withholding problems
   e. Benefits issues
   f. Personnel and management issues
   g. Difficult terminations
   h. Legal actions
   i. Training issues
   j. Conflict management/employee relations issues
   k. Other (please specify)
   l. None

Q32 What do you think are the biggest challenges facing your global teams? (Check all that apply)
   a. Finding good communication methods
   b. Difficulty connecting with technology (e.g., inconsistent internet access, inconsistent electrical power, unreliable software)
   c. Language barriers
   d. Scheduling work across time zones
   e. Collaborating across time zones
   f. Cultural differences
   g. Unfairness or inequality among teams
   h. Unequal access to resources
   i. Challenges in solving problems and coming to consensus
   j. Different international laws
   k. Difficulty managing teams with members in different locations
   l. Other (please specify)
   m. None

Q33 What do you think are the greatest benefits of having global teams? (Check all that apply)
   a. Access to talent anywhere
   b. Creativity
   c. Productivity
   d. Global perspectives
   e. Diversity
   f. Cost-effectiveness
   g. Responsiveness (24-7 availability)
   h. Other (please specify)
   i. None

Q34 What is your advice for an organization that may be just starting out with global teams?
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