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## Cross-cultural strategies development for optimizing global team interactions and collaborations

M. Kidassova✉

*Karaganda University of Kazpotrebsouz, Karaganda, Kazakhstan*

*This article analyzes the role of cross-cultural strategies in optimizing interaction and collaboration in global teams. The influence of cultural differences on business management is studied, mainly on the examples of the USA and Kazakhstan. The effectiveness of approaches to adapting business processes to accommodate the national characteristics of employees is explored and the importance of developing intercultural competence to achieve synergy in international teams is examined. The significance of implementing flexible management strategies to enhance productivity is emphasized. The article offers recommendations for effectively applying cross-cultural practices in international organizations.*

*Keywords: cross-cultural strategies, global teams, business management, cultural differences, cross-cultural competence.*

## Разработка кросс-культурных стратегий для оптимизации взаимодействия и сотрудничества в глобальных командах

М.А. Кидасова✉

*Карагандинский университет Казпотребсоюза, Караганда, Казахстан*

*В статье анализируется роль кросс-культурных стратегий в оптимизации взаимодействия и сотрудничества в глобальных командах. Исследуется влияние культурных различий на управление бизнесом, преимущественно на примерах США и Казахстана. Изучается эффективность подходов к адаптации бизнес-процессов с учетом национальных особенностей сотрудников и рассматривается важность развития межкультурной компетенции для достижения синергии в работе международных команд. Подчеркивается значимость внедрения гибких стратегий управления для повышения продуктивности. В статье предложены рекомендации для эффективного применения кросс-культурных практик в международных организациях.*

*Ключевые слова: кросс-культурные стратегии, глобальные команды, управление бизнесом, культурные различия, кросс-культурная компетенция.*

### Introduction

In the context of digitalization in modern business, the effective management of global teams has become a crucial element of companies' competitiveness. With the increasing number of multinational organizations, interactions among representatives from different cultures, particularly within international teams, have become routine. The United States and Kazakhstan offer two distinct examples: both countries actively participate in the global economy yet are characterized by unique cultural traits and management approaches, providing valuable insights for studying cross-cultural strategies.

In both developed and developing economies with diverse cultures, emphasis is placed on creating favorable environments for global teams. In the United States, where foreign workers made up 18,1% of the workforce in 2022 (up from 17,1% in 2021), cross-cultural

strategies are actively evolving and being refined [1]. In Kazakhstan, where international projects are on the rise, a culture of managing global teams is beginning to take shape. In 2023, Kazakhstan led in attracting foreign direct investment among 15 post-Soviet countries and in Central Asia, with over 70 investment contracts totaling 705 billion tenge [2]. This growth is likely to foster the development of international business teams in the coming years. Developing effective cross-cultural strategies in such countries requires analyzing barriers related to cultural differences, such as communication styles, perceptions of hierarchy, and teamwork dynamics. This study reviews existing cross-cultural strategies for global teams, examines successful examples, and analyzes potential obstacles and solutions.

### Main part. Overview of cross-cultural strategies for managing global teams

In the global economy, cross-cultural differences play a significant role in building successful interactions in international teams. One of the key theories explaining cultural differences is Hofstede's cultural dimensions model, which highlights parameters such as power distance, individualism vs. collectivism, uncertainty avoidance, and masculinity (fig.) [3].

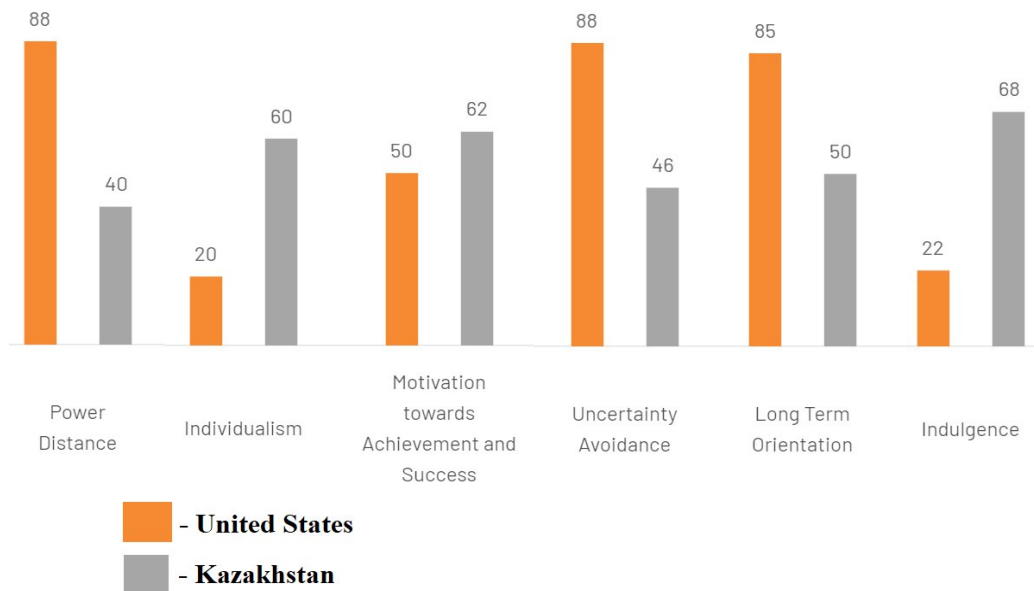


Figure. Country comparison by Hofstede

The United States and Kazakhstan exemplify contrasting cultural dynamics, with the United States emphasizing individualism and open communication across hierarchical levels, while Kazakhstan values collectivism and maintains a more pronounced hierarchical structure. These differences, as identified by Hofstede's cultural dimensions, significantly influence cross-cultural interactions, affecting team dynamics, leadership, and decision-making processes in each country.

Many studies on intercultural communication highlight the associated challenges. Various factors, including age, race, and the economic and political conditions of countries, can influence team dynamics and complicate interactions. However, less homogeneous teams are often more creative and effective [4]. The cultural diversity of a team offers both advantages and disadvantages, which are essential to consider in organizing teamwork (tabl. 1).

Table 1

Analysis of multicultural teams

Advantages	Disadvantages
<b>Multiple perspectives</b> – diverse viewpoints from team members of different cultural backgrounds lead to innovative solutions and broader ideas.	<b>Miscommunication</b> – language barriers and translation issues can result in misunderstandings, reduced accuracy, and added complexity.
<b>Enhanced client interaction</b> – greater ability to work effectively with international clients by understanding cultural nuances and communication styles.	<b>Interaction challenges</b> – differences in communication styles may lead to fewer interpersonal interactions and challenges in building rapport.
<b>Increased cultural awareness</b> – team members gain a better understanding of foreign cultures.	<b>Different decision-making processes</b> – varying approaches to decision-making can create confusion and lengthen discussions.
<b>Higher creativity</b> – exposure to different cultural perspectives enhances creativity and encourages out-of-the-box thinking.	<b>Difficulty reaching consensus</b> – disparate viewpoints and decision-making styles may lead to prolonged negotiations and disagreements.
<b>Improved problem-solving skills</b> – diverse backgrounds allow for a range of problem-solving techniques and approaches.	<b>Stress</b> – cultural misunderstandings and differing work styles can lead to stress among team members.
<b>Adaptability and flexibility</b> – multicultural teams can adapt to diverse environments more effectively, enhancing resilience in dynamic markets.	<b>Time management differences</b> – variations in time management preferences and work-life balance across cultures can affect productivity and collaboration.

For successful interaction within multicultural teams, companies develop various approaches to overcome cultural barriers. For instance, American companies often use «inclusive management», which promotes open communication and the participation of all team members, regardless of their background. A prominent example is Google, where cultural training and inclusivity programs enable employees from over 70 countries to work together effectively [5]. In Kazakhstan, companies like Kaspi.kz are also starting to adapt their management models for multinational teams, though they tend to emphasize hierarchy and the integration of local culture. Modern technologies and artificial intelligence (AI) help teams bridge language and cultural barriers, enabling adaptation to different cultural contexts. AI technologies, such as machine translation and data analytics, enhance decision-making, boost productivity, reduce conflicts, and increase employee satisfaction [6].

Effective communication is essential for successful cross-cultural interaction. In the United States, companies prioritize establishing clear and understandable communication processes. In Kazakhstan, formal communication channels are preferred, sometimes leading to delays and reduced decision-making efficiency. For optimized interaction in multicultural teams, it is advisable to use meeting formats that consider cultural differences. Employees from high power-distance countries, like Kazakhstan, may feel more comfortable in hierarchically structured meetings, while U.S. representatives often prefer informal discussions.

### Developing cross-cultural competence

Cross-cultural competence is a key factor in successful business development across various global contexts. Training employees in cross-cultural aspects is one of the key strategies for effective interaction in global teams. In the United States, many companies implement mandatory training programs aimed at enhancing intercultural communication

skills and understanding. For example, Electronic Arts conducts regular training to increase employees' cultural awareness, enabling them to better understand differences in values and approaches.

In Kazakhstan, similar programs are not yet as widespread, although companies increasingly recognize their importance. One of the most significant aspects of training in modern functional intercultural communication is mastering the skills and abilities needed to analyze complex communication situations. One of Kazakhstan's largest energy companies, KazMunayGas, has started integrating cross-cultural training for employees to minimize barriers in projects with international partners [7].

Cultural differences create obstacles in negotiation and daily work. Issues include communication barriers and misinterpretations of partner behavior, making cross-cultural conflicts inevitable in global teams, especially when cultural values and norms differ significantly [8]. In the United States, companies frequently use mediation and facilitation methods to resolve such conflicts. For instance, IBM employs facilitation methods that help employees find common ground and constructively address issues related to cultural differences [9]. In Kazakhstan, facilitation and mediation practices are less developed, although the growing number of international projects increases the need for these practices. Managing global teams is more complex than managing single-nationality teams and significantly impacts team productivity, while the diversity of cultural factors and the cultural competencies of managerial staff affect leadership effectiveness [10]. Cultural climate is an important factor affecting organizations. Companies must take cultural differences into account to maintain a competitive edge. Managers require individual, social, professional, and cultural training.

Companies that effectively implement cross-cultural strategies gain significant advantages in terms of productivity and flexibility (tabl. 2).

Table 2

Methods of developing cross-cultural competencies

<b>Development method</b>	<b>Description</b>	<b>Advantages</b>	<b>Disadvantages</b>
Cross-cultural competency training	Courses and training sessions for employees aimed at enhancing understanding of cultural differences.	Improved mutual understanding, enhanced communication effectiveness	Training costs, resistance to change.
Implementation of adaptive management models	Use of flexible management methods adapted to cultural characteristics.	Increased flexibility and team efficiency.	Challenges in balancing diversity with unity.
Creation of culturally diverse teams	Formation of teams that include employees from different cultural and social backgrounds.	Diverse perspectives, enhanced innovative potential.	Potential cultural conflicts, challenges in achieving synergy.
Application of technologies for communication support	Use of technologies (video conferencing, online platforms) to facilitate communication.	Simplified and faster interactions, information accessibility.	Technical failures, access issues with technology.
Cross-cultural exchanges and mobility	Organization of internships and exchanges between countries to enhance personal contacts.	Direct interaction experience, increased trust.	High organization costs, language and adaptation barriers.

Implementing cross-cultural strategies can be accompanied by significant challenges. One key obstacle is the high cost of programs and training aimed at developing cross-cultural competence. Additionally, not all employees recognize the necessity of cross-cultural training, creating a risk of low engagement in such programs. Another important aspect is the difference in management traditions, which can pose difficulties when integrating new strategies into conservative companies.

### Conclusion

Effective cross-cultural strategies represent a complex yet essential tool for enhancing productivity and the quality of interactions in global teams. The United States and Kazakhstan demonstrate different approaches to developing and implementing these strategies, reflecting cultural contexts and management traditions. Analysis of successful examples shows that cross-cultural training and flexible communication methods help minimize the risks of misunderstandings and conflicts. In Kazakhstan, companies increasingly recognize the value of cross-cultural strategies but face challenges due to a lack of experience and resources. Creating effective cross-cultural strategies requires taking into account the national and cultural characteristics of employees and developing a comprehensive management approach that includes adapting communication channels, training, and conflict resolution methods.

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#### INFORMATION ABOUT THE AUTHOR

**Kidassova Maira**, bachelor's degree, Karaganda University of Kazpotrebsouz, Karaganda, Kazakhstan.

*e-mail:* [kidassova\\_maira@rambler.ru](mailto:kidassova_maira@rambler.ru)