



# Building Relationships Across Distance and Cultures

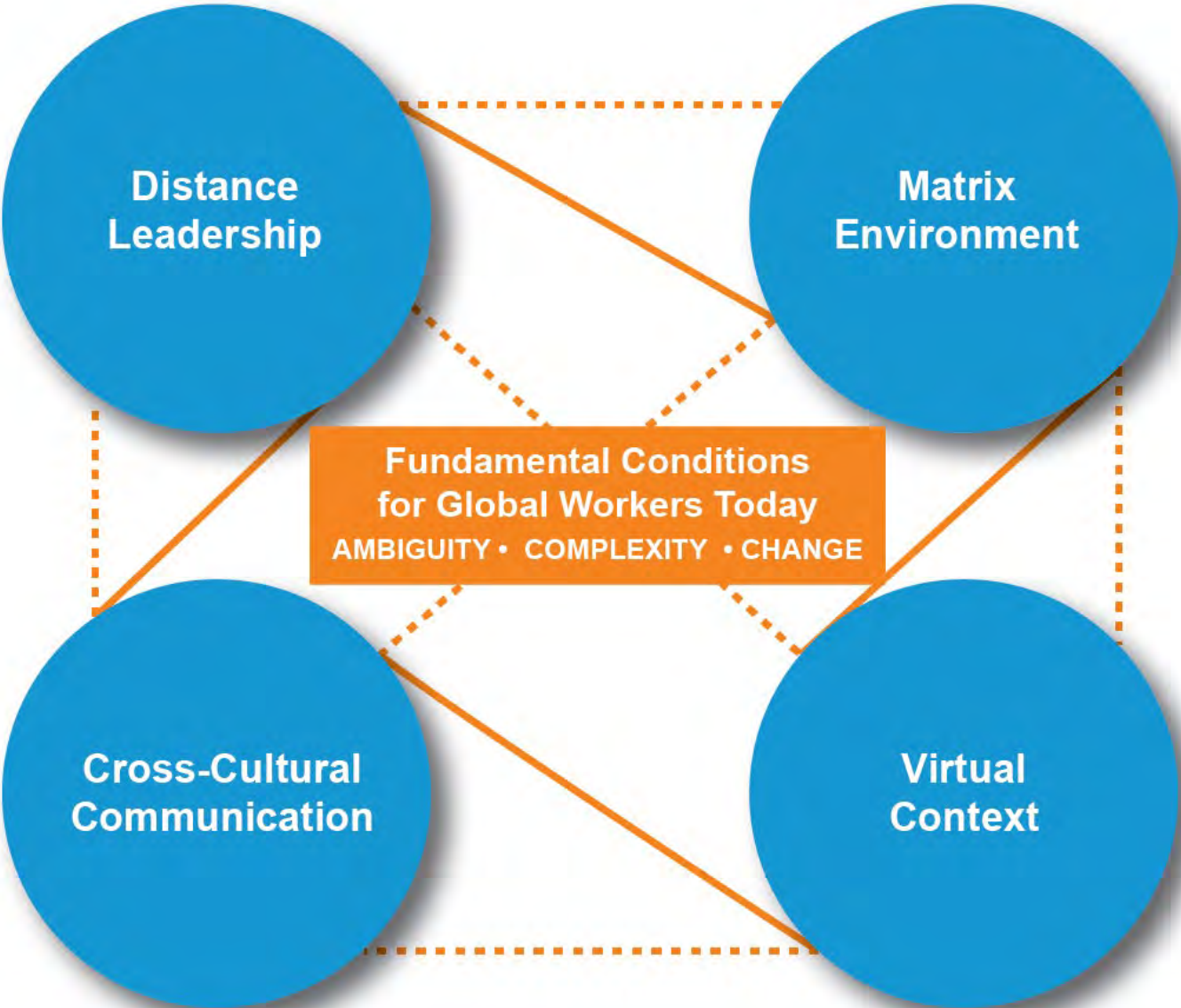
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**What is the difference  
between F2F Local and  
Virtual Global leadership?**





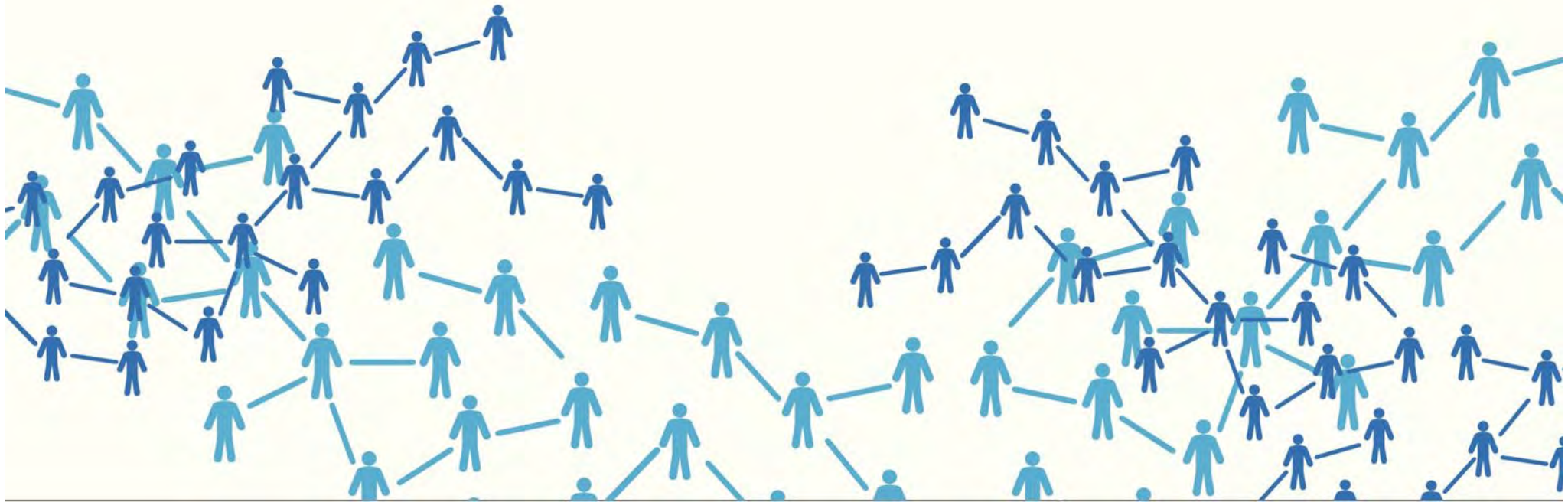
**TIP 1:**

**Become aware between the  
different skill set for F2F and  
Remote Leadership**



When team members are physically separated, collaboration is difficult. **At what distance** does a negative impact start?

This is just the beginning...





Over time, do team members cooperate **more** or **less** with distant colleagues? WHY?

# Why Distance Matters...

## Group A



“Colleague”  
in same city

## Group B



“Colleague”  
3,000 miles away

Three tests – analyzing levels of trust, sense of closeness and collaboration



**TIP 2:**

**Distinguish between  
real and perceived  
distance**



# What's Going on in this Conversation?



Mr. Bakker: *We will need to keep the production lines open this Saturday.*

Ms. Singh: I see.

Mr. Bakker: *Can you come in on Saturday?*

Ms. Singh: Yes, I think so.

Mr. Bakker: *It will be of great help.*

Ms. Singh: Yes, Saturday is a very special day.

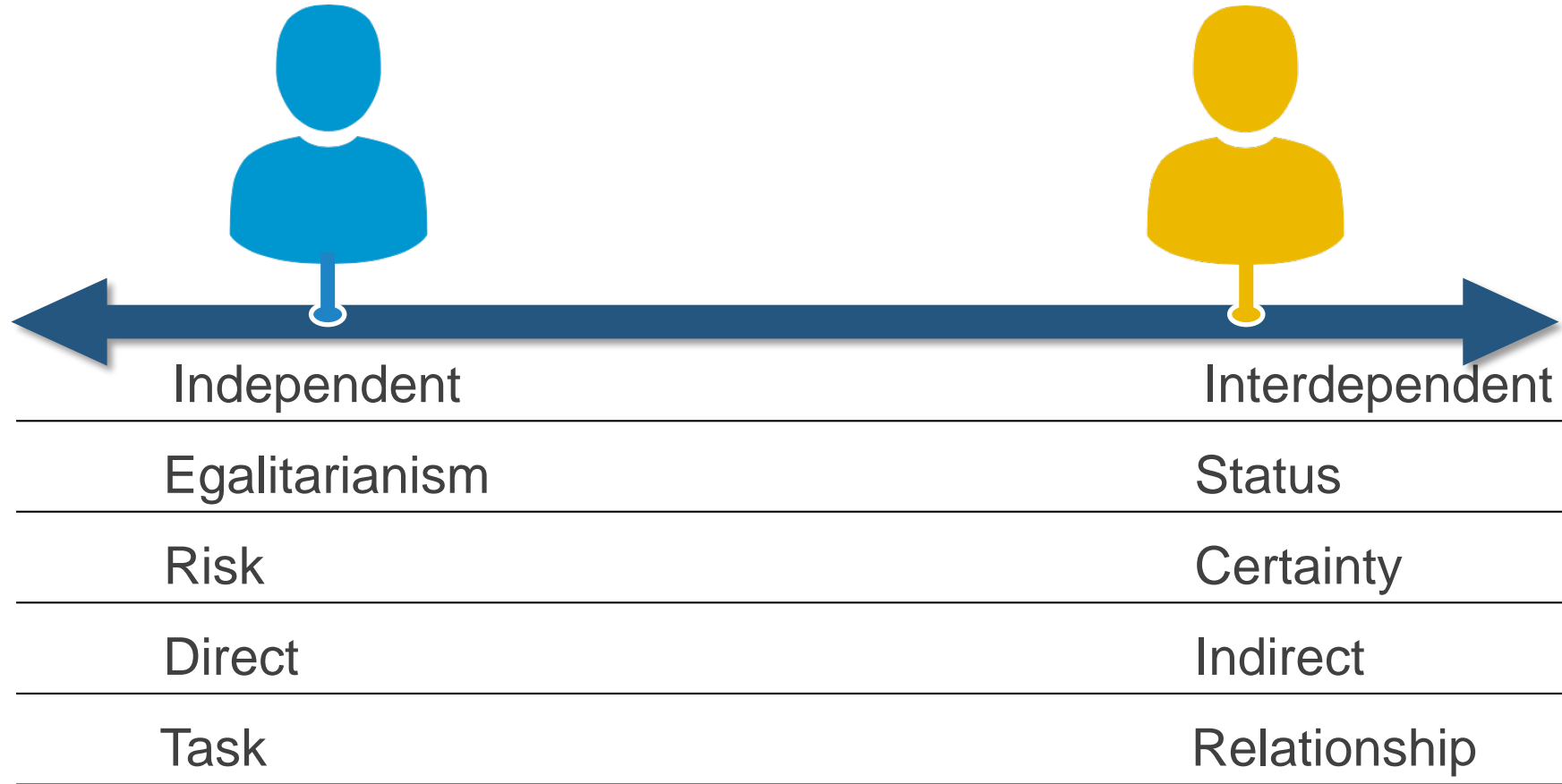
Mr. Bakker: *Why is that?*

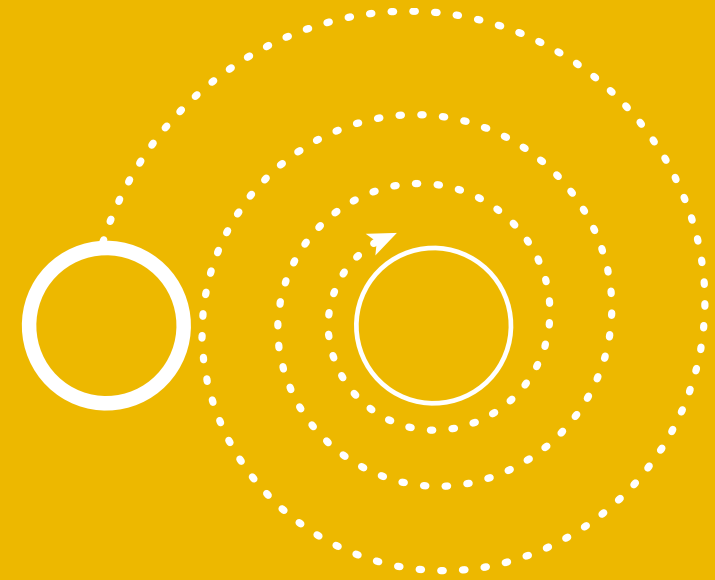
Ms. Singh: It is my son's first birthday.

Mr. Bakker: *Oh, I hope you will enjoy yourselves.*

Ms. Singh: Thank you for your understanding.







## **DIRECT** Employees Need

- Succinct communication
- Open debate and disagreement
- Clear and specific feedback

## **INDIRECT** Employees Need

- Time to give background information
- Privacy to discuss sensitive matters or conflicting opinions
- Others to “read between the lines”



**Are there any  
communicational style  
differences between the US  
& Denmark?**



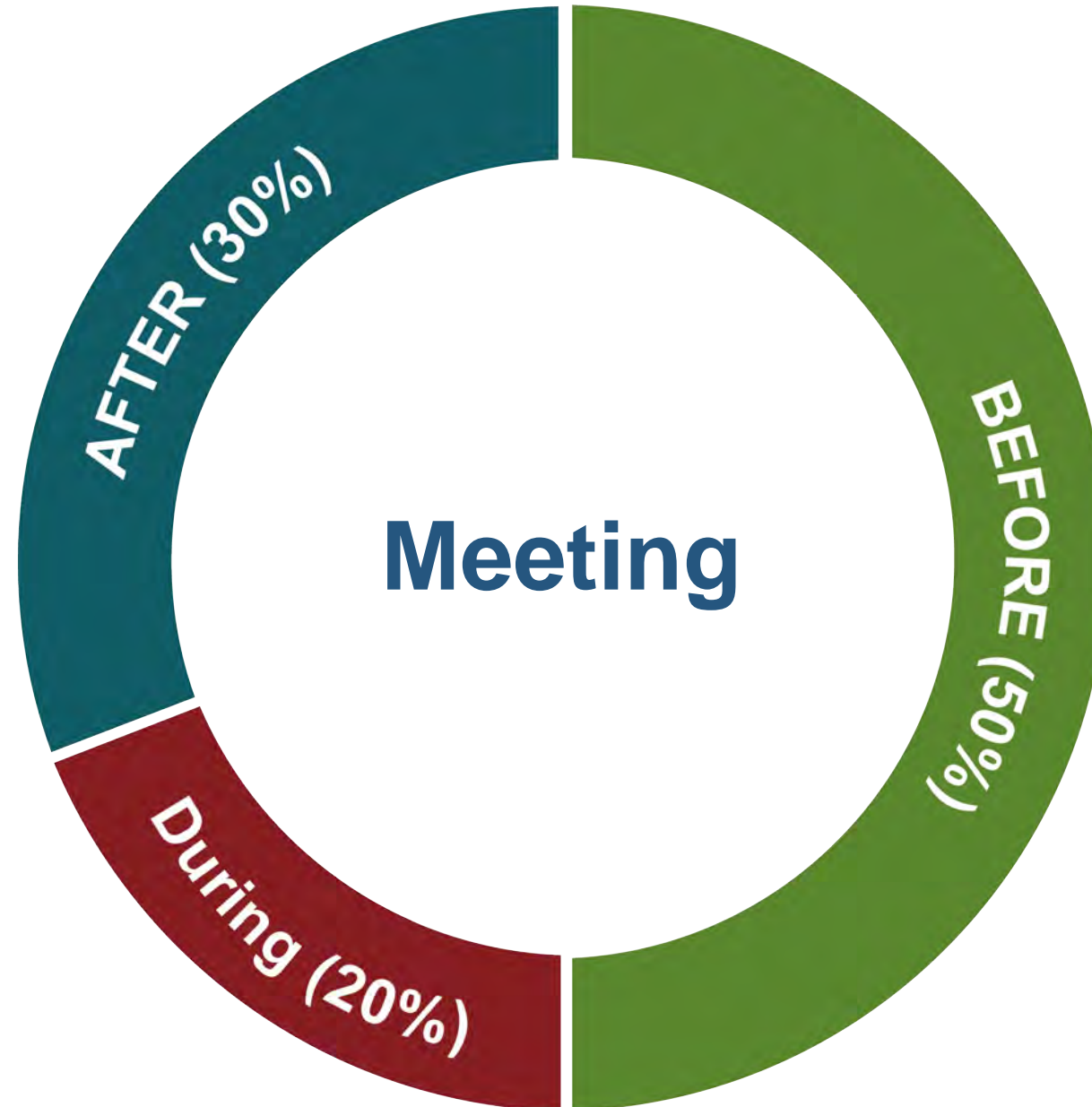


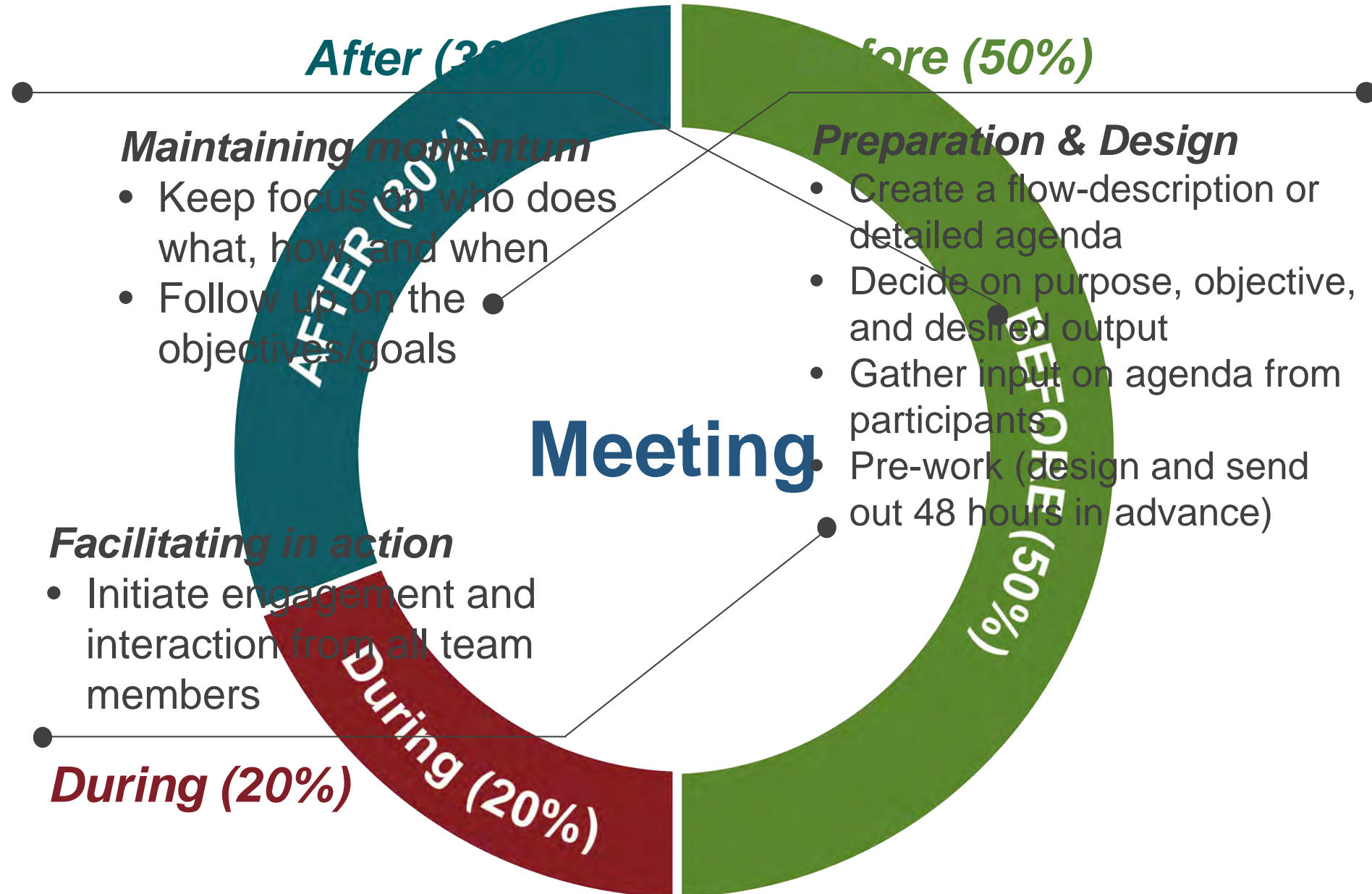
**TIP 3:**

**Recognize differences in  
communication styles and  
think strategically about gap  
bridging**



**How can you ensure engagement of all team members in virtual meetings?**







## BEFORE:

- **Rotate the meeting time** to “share the pain”
- **Prepare agenda** with topic categories, time per topic and the person responsible for it
- **Send agenda** and pre-reading content to participants at least 24 – 48 hours in advance
- **Check-in individually** to ensure input
- Deciding on **the main purpose** for the meeting

## DURING:

- Establish meeting **ground rules**
- Utilize **functionality of different web platforms to ensure interactivity**
- Allow time for **small talk and side conversations**
- Rotate **Roles**
- **Recap** key decisions, action items, next steps periodically or at the end

## AFTER:

- Follow up **informally, both orally and in writing**, to clarify and confirm understanding and agreement
- **Send out meeting minutes** including **next steps** within **24 hours**
- Keep **objectives, goals and output** aligned and visible
- **Visualize and communicate** results asynchronously
- Remember to **celebrate** milestones and success etc.



**TIP 4:**

**Think about virtual meetings  
as a process rather than an  
event**





## 4 TIPS:

- 1. Become aware between the different skill set for F2F and Remote Leadership**
- 2. Distinguish between real and perceived distance**
- 3. Recognize differences in communication styles and think strategically about gap bridging**
- 4. Think about virtual meetings as a process rather than an event**





**Thank you!**

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