

True Connectivity Creates a Global Virtual Organization

The Client

With more than 5,000 employees working in a global network of production facilities and sales organizations across Europe, Asia and the United States, this N Vision learning partner has achieved a place among the top suppliers of wafers made from ultra-pure silicon partnering with numerous leading chip manufacturers worldwide.

The Situation

Due to the global presence and the highly dynamic nature of the semiconductor business, collaboration between groups and individuals working remotely on different continents is not a new concept to this organization. Virtual connectivity between global leaders in different countries is supported by modern IT. This, however, doesn't change the basic fact that a team's success still depends largely on how the members cooperate and communicate with each other. Reduced social interaction, working in different time zones, limited informal communication and cultural differences make the task of working together effectively in a virtual team extremely challenging.

The IT Group partnered with N Vision Learning Solutions GmbH to design and deliver a pragmatic and sustainable learning solution to improve the 'human connectivity and collaboration' of the group's Global team members. After years of working closely with internal clients locally, the new business reality required local IT groups to shift their focus to a more global mindset. Overcoming 'not invented here' mindsets and learning to value global priorities as well as balance local ones were part of the N Vision brief, as well as support the development and implementation of a new vision, mission and strategy.

The N Vision Learning Solution

Our learning solutions involved gathering perceptions and expectations of both leader and team member groups to ensure the learning had relevance and meaning for the IT members. This solution began with a Leader's Foundation workshop, designed to create commitment first among the leadership team before leading the change to the local teams. Cross-function team learning events helped this group transform its business culture to one of speed, commercial competitiveness and customer focus. Team members from three continents participated in this learning solution and group business issues were jointly addressed.

The Results

Participants gained a much deeper understanding of how they operate as a team, established closer personal relationships with their global peers and implemented an action plan to improve the team's effectiveness. This had positive and tangible effects on all levels, the personal, the team and the organizational level as stated by the group leader. Again, leadership's commitment to learning and an unwavering vision to 'let leaders and group members learn together' were central to the success of this N Vision Learning Solution.