

# McGraw-Hill

## HR Management

### Manager's Hot Seat: Globalization and Cross-Cultural Communication

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Present:

T = Trisha  
S = Sangeeta  
J = Jake

T: Good morning, Sangeeta. How are you in New Delhi? It's early, I know.

S: It's okay. I'm fine, Trisha. Thank you for asking.

T: Okay. I'm here with Jake Sims in the office, and you guys can say hello to each other.

J: Hi.

S: Hello. Hi.

T: Okay. Let's cut to the chase here. I've hired both of you for your professionalism, your expertise. And this project is way behind. We're three months behind, and the pressure is on. Okay. We need to come to terms. You don't agree with him about certain things. Jake doesn't agree with you. We need to discuss this and —

J: Well, the primary problem, I think, is communication. I'm trying to —

S: I agree.

J: — communicate with her the process step by step, but when I send her an email, she doesn't respond. Like, for example, I sent her an email last week. I haven't heard back from her yet, and that is what is slowing us down.

S: I appreciate how many emails you send me. You actually send me too many with only two lines on them saying something like about [unintelligible], but then the next one will —

J: But you just need to —

S: — say something about another [unintelligible].

J: It wouldn't be too many emails if you would respond.

T: Hold on. Hold on. Hold on.

J: It wouldn't be too many emails if you would respond a little bit faster. Then we could begin a dialogue, a communication, and we could finish this project.

S: I'm willing to finish this project too.

J: It doesn't seem like it.

S: Well, if you give me some direction, believe me, I will have it done. Just tell me the screen mapping that you need. It will be done.

J: These emails — I am sharing with you inspiration, you know. We are simply trying to have our customer feel like family. You know, when they come to our website, I want them to feel like they are — they're coming into a chocolate store, you know, like it's

mahogany chocolate, and it is so delicious to them that they just must have this chocolate at home. Do you understand what I'm saying? I mean —

S: I think our customer is smarter than that, to not regard their sofa like a [inaudible].

J: This is not about intelligence. This is about love. Do you not love chocolate? Who does not love chocolate?

S: I love chocolate. I buy it every day. I do not buy a sofa every day [inaudible].

J: You're not getting the vision. You are simply not getting — she's not getting the vision.

S: Okay. What is the vision? It changes every day.

J: Well, I don't like your attitude.

S: [Inaudible]

J: I don't like your attitude. I mean, that's not getting us anywhere.

S: How do you expect me to respond when you yell like that?

J: I'm not yelling.

T: Okay. Sangeeta.

S: Yes.

- T: Okay. We need to know what you need us to give you to complete the job. It's as simple as that. Be very clear. Okay? Okay? I'm not taking sides here. We just need to get down to the nitty-gritty. Okay? So let's try to be really clear about what you need.
- S: Well, I need to know exactly like what kind of buttons you would like on that first page, where you would like the customer to go from page to page [inaudible].
- J: It should be up to the customer where they go from page to page. It should be up to the customer.
- T: Okay. Okay. Let's — I don't think we're understanding how to do this. Okay? I think Jake — that's not his level of expertise. Okay? So can you explain to him a little bit about how the page needs to be laid out?
- S: This is why I requested a Web designer in the beginning so that they have this kind of expertise to just get this part done. I'm doing the programming of what is designed.
- T: Okay. Sangeeta, there is no Web designer. We do not have a budget for this. You know this. Okay? You're totally capable. We just need to get down to the specifics of what you need from Jake to do this or explain to him a site map and how a site map is laid out. Okay?
- S: Okay. Well, basically, it's each page exactly what you'd like it to look like. That's this field but also there you would like buttons to be for navigating the client while they're shopping and, you know, where you want certain information, certain text to be on any given page.
- J: Well, I just want it to be where it would be easy, you know, for the customer to use. Just put it out there and, you know, to the side, maybe.

S: To the side. Which side?

J: Whichever side.

T: That's up to you. That's your —

J: I tried to explain this to you already how we want it to look, but it's very important, like I said, that the customer be able to go to anywhere on our website from any place on our website. I think that's critical. Have you ever had somebody come to your home, and they love your home so much that they go and they buy a piece that you have in your home, a piece of furniture or a piece of artwork? That's what I want, like I said, just warmth, warmth. That's the word, warmth. That was in my last email, actually, warmth.

T: Okay. I think that what we need to do at this point is get the visuals really clear from Jake to you. Do you agree?

S: I agree.

T: Okay. So, Jake —

J: I feel like I've given her enough to get started, you know, and I hate to limit the creative, you know, process, because I think that's the most important part.

T: But how about if you just really kind of set up a page, which shots you want on that page, okay, like really kind of lay it out for her, and then she'll do all the buttons and all the —

J: Like, for example, if the first page the customer comes to when they come to the website was a beautiful home, the home photo I sent you, you know, the outside of a home, and if the button to enter was the doorknob — you know what I mean?

T: Okay. But maybe you can actually lay this out for her and email it or something. You know, send a disc.

J: Yeah. Exactly.

T: Okay.

J: I can do that. I can do that.

T: Okay. So when can you do that?

J: Well, it's tough, I guess, because what do you want me to put, just like four buttons on the left? I mean, isn't that more her job?

T: No, no, no. Let her do the buttons. I'm just saying as far as the photos — right, Sangeeta?

S: Yes.

J: She's talking about buttons and things of that nature. I mean, I believe that should be her job.

T: She needs to see the actual shot, some of the shots laid out. Just give her one page as an example, and then she can take it from there, and she'll have all the shots in her database.

J: Is that true? I mean, you can do that?

S: Yes, I can.

T: I think — I think she needs some visuals. I think that words, the communication, you know, the language, whatever, is a little difficult here. I think we need to focus more on visuals, and you're the king of that.

J: I am.

T: Okay?

J: Okay. So I'll send the intro photo.

S: Okay.

J: You know, I'll send that, and I will even email you the background color that I'm working —

T: That's a beautiful thing. That's right. That helps you, right?

S: Yes. And then we'll work from there, and I will have a template for you by the end of the next business week.

T: Is that soon enough?

J: Could you possibly do it by — if you had it to me by Thursday, that would be better. That way if we have to make any adjustments, you'd have the weekend to work on it.

T: Is that doable?

S: I have a wedding to go to.

T: A what?

S: A wedding. My fourth cousin is getting married [inaudible].

T: Okay. Sangeeta, listen. I understand that in India the family is very close, and there's a lot of things to do, but —

J: I mean, how long are these weddings? I mean, are they that long?

S: They're one week.

T: Oh, no, no, no, no, no. We need to get this project done. Okay? This is a job. You've been hired, and you're getting paid very well to do this. Okay? You might not be able to go to this wedding, Sangeeta. I'm sorry, but we're three months behind.

S: I understand.

T: Okay. All right. Are you okay with that?

S: I will do my job.

T: Excellent. Okay. Sangeeta and Jake, I think that we're making really good progress. Okay? It's getting late. I think we can do this. I think it's a great team.

S: I think so.

T: I think you both are awesome, and that's why I hired you.

J: Thank you.

S: Thank you.



T: So you enjoy your day. We're going to sleep.

S: Okay. Thank you.

T: All right.

S: Goodbye.

T: All right.

J: Bye-bye, Sangeeta.

S: Bye, Jake.

T: Talk to you Monday.