

Celerant clients, former clients & friends of the business share their expertise and experience.

‘If you want a successful global team, you’ve got to embrace global diversity.’



Russell King spent nearly 10 years at Anglo American, creating a global HR organisation with a world class approach to talent management. He is currently a director of Aggreko plc, Spectris plc, a senior advisor with Royal Bank of Canada Capital Markets and Chairman of Sorrett Advisors. Until the end of 2009 he was Chief Strategy Officer and Executive Committee member of a FTSE 20 Company.

What in your experience are the keys to managing a global team?

I would say 5 things - and rather conveniently for me, they all begin with C.

The first is **Clarity**. Making sure that the team is absolutely clear what it is they’re trying to do. What’s the purpose of the organisation? Where is it trying to go? You have to work that through as a team so that there’s a common understanding of what is meant by being, for example, ‘A World Leading Chemical Company.’ Unless you actively work your way through that, you’ll ask 6 different people and get 6 different ideas. It’s imperative that you get this whole notion of Clarity really well established.

The second point is related to the first. I call it **Commitment**. It means not just getting the leadership team knowing where they’re going, but actually making sure that it makes sense to all the people down the line. What one often finds in global teams is that they have some great mottos, they make great DVDs and all that sort of stuff - and it doesn’t mean a jot to the person on the shop floor, or the middle manager, or the junior graduate recruit. So you really need to put in a lot of work for it to make sense for them. For it to get them out of bed in the morning, as it were.

‘Even with a common language, Americans, British, Australians and South Africans are very different in the way they approach problems.’