



A view from India

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Indian Culture

- Quick facts
 - 3,3 million km²
 - 1,188 billion people
 - 35 states
 - 22 recognized languages
+2000 dialects
 - 7 main religions

- There is no 'One Indian Culture'



A personal view



- Context: Fixed price Rightshore project
- Scope: Mainframe PL/I development
 - Requirements: Detailed application design
 - Activities: Review of DAD / Development of CICS online modules / Unit testing
 - Deliverables : Source code / Unit test plans / Unit test data

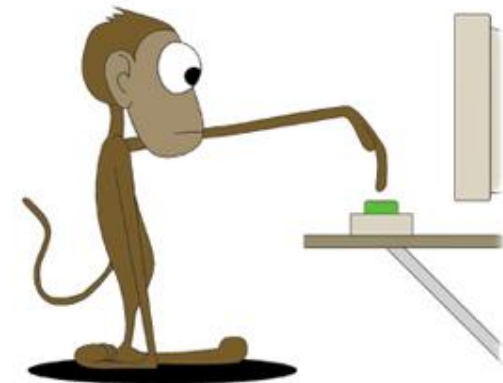


- Size: 455 MD

- Team based in Chennai:
onsite PM / 11 offshore resources

The stereotype of the code monkey

- Stereo type:
 - Offshore resources don't want to think, they prefer to execute
 - We need to specify the requirements extremely in detail
 - What we don't tell, they won't do
 - Development is their main expertise
 - Onsite is where the knowledge is, offshore needs coaching
- Problem:
 - If you treat them in a stereotype way, they will react in a stereo type way



The stereotype of the code monkey

- Reality:
Offshore resources are...
 - very eager to learn
 - not afraid to take responsibility
 - very ambitious
 - prepared for a high level of commitment
 - driven and motivated
 - able to perform at all levels



The eagerness, ambition and motivation can be the key success factors in the project

The way of working

- Challenge:
 - Offshore resources seem to favour effort above efficiency
 - Absence of search for efficiency
 - Entrepreneurism might be less stimulated
 - More brought up copying good examples
 - Hard work is a cultural standard
- Disadvantages:
 - Danger for delays
 - More effort than originally estimated



The way of working

- Advantages:
 - Efficiency can be learned easily
 - Effort is harder to establish when not present
- Actions taken:
 - Early introduction of efficient approach / methodology
 - Clearly communicate the approach to be followed in a detailed and structured way
 - Explain the reason why
 - High success rate if it makes sense



An efficient approach for an optimal use of the effort

Avoiding conflicts and disappointment

- Challenges:
 - Making a mistake is a big issue
 - Doing something wrong is perceived in a very negative way
 - First try to hide a mistake and solve on their own
- Problem:
 - Small issues (easy to solve) become big issues (not easy to solve)
 - Issues communicated when too late to be solved.
 - Some issues might not be communicated.
- Example:
 - Technically weak person had a colleague 'subcontracting' for him to do the work



Avoiding conflicts and disappointment

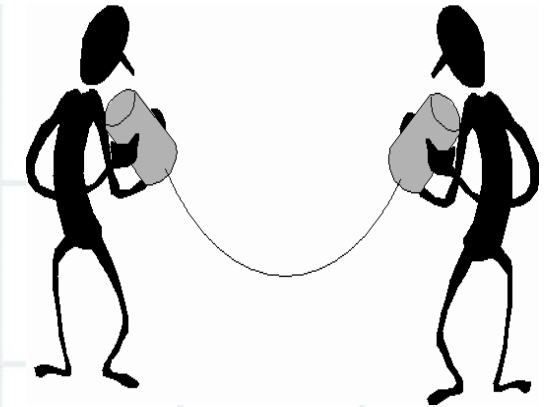
- Actions taken:
 - Turn 'negative' mistakes into positive learning points
 - Communication of solution to the team.
 - Stimulate open communication and transparency
 - If one person has an issue, it is the duty of the team to communicate it
 - Express appreciation strongly when done
 - Explain reason why it is important
 - Reasonable close follow up
 - Common location to work and store deliverables
 - Peer reviews (keep hierarchy in mind)



Turn negative perception into a positive experience

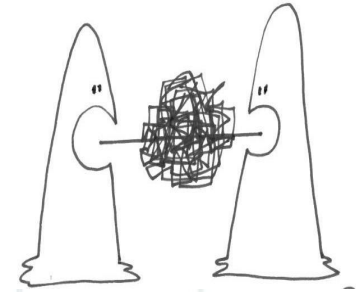
Communication is key

- Challenges
 - Different way of communication
 - weak expression of disagreement
 - more subtle and indirect
 - shaking the head from side to side does not mean “No”
 - A lot of project context is taken for granted by the onsite people and the client
 - difficult to understand the bigger picture from offshore
- Actions taken:
 - Work in mixed teams
 - Same communication in different ways
 - check for understanding
 - Formalize communication
 - Adapt the way of communication

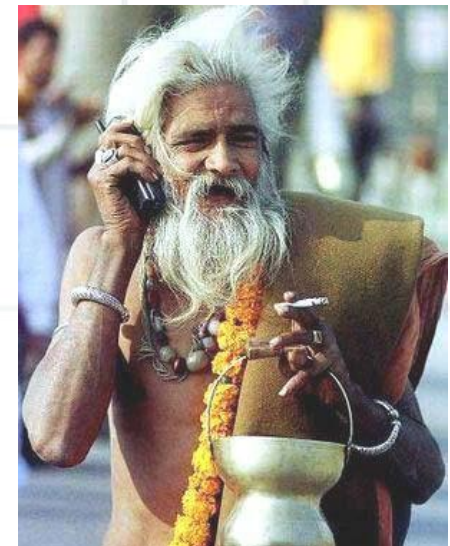


Communication is key

- Instead of: **You're doing that wrong.**
Use: I would do it like this. Have you tried doing that this way?
- Instead of: **I don't agree.**
Use: I have another idea. May I make a suggestion?
What do you think of this idea?
- **That is a very interesting viewpoint.**
I don't agree. We need to talk more about this. You're wrong.
- **I know very little about this, but...**
I'm an expert on this but I am too polite to say so.
What I think we should do is...
- **We will try our best ...**
Don't expect much to happen.



Overcommunication is the standard



Working with Rightshore is about...

- recognition of differences
- managing and adapting rather than changing
- an open mindset, flexibility and curiosity
- mutual trust and respect

