



Cultural Detective® Business Case Engineering, Consulting and Construction

Overview of Client:

Black & Veatch is a leading global engineering, consulting and construction company specializing in infrastructure development in energy, water, telecommunications, management consulting, federal and environmental markets. Founded in 1915, Black & Veatch develops tailored infrastructure solutions that meet clients' needs and provide sustainable benefits. Solutions are provided from the broad line of service expertise available within Black & Veatch, including conceptual and preliminary engineering services, engineering design, procurement, construction, financial management, asset management, program management, construction management, environmental, security design and consulting, management consulting and infrastructure planning. With \$3.2 billion in revenue, the employee-owned company has more than 100 offices worldwide and has completed projects in more than 100 countries on six continents. The company's Web site address is www.bv.com.

Opportunity/Needs:

Global mobility is one of Black & Veatch's top initiatives this year. Our work is project based; we need professionals who can work productively and enjoyably in cross-functional, multinational teams and in locations around the world. Our related goals are to:

- Develop a cadre of company professionals ready and eager to deploy on international assignments.
- Achieve earliest and highest effectiveness on overseas assignment: adapt to local conditions, manage a multinational workforce, meet project requirements and deadlines.
- Enable those who work remotely in virtual teams to do so with enhanced respect, effectiveness, collaboration and satisfaction.
- Attract and retain a highly skilled yet diverse workforce in all locations.



Cultural Detective Solution:

Our **Cultural Detective**[®] site license enables us to use this powerful method and set of materials wherever and whenever we need—pre-departure coaching and training for expatriates, global team effectiveness, classroom training, post-arrival orientation, and even reentry. It is incredibly versatile.

The most powerful aspect of the **Cultural Detective** for us is the Values Lenses. The Lenses enable our professionals to quickly understand the people they work with. The Lenses are VERY powerful for creating fundamental understanding. They are a terrific tool for dialogue and teambuilding, and provide people the confidence they need to not offend individuals but to focus on getting the work done. We usually start with the Values Lenses in a coaching or training session, and then it takes off by itself. People start telling their stories and sharing their incidents. We discuss the reasoning behind the perceptions and debrief and learn as we go.

Using the **Cultural Detective** Worksheet to take notes on learning from these real-time incidents enables our professionals to see how differently they may be perceived from what they intended. It helps them learn to collaborate more productively, to plan more effectively, resolve conflict real-time, and make sense of their experiences in global environments.

We use **Cultural Detective** in most all of our locations; cultural adaptation has to be multi-directional. One beauty of the **Cultural Detective** is that when we do training in Europe or North America on India, we can use our Indian staff to help teach the courses, and vice-versa when teaching in India about European or North American cultures. These international staff members are able to share company-specific, meaningful stories and advice, accompanied by learning tools that are engaging and a method that is easy to understand and remember. When Michael Armstrong, Black & Veatch Senior Training Specialist conducted a 2-½ hour session in Pune, Indian professionals stayed afterwards for another two hours of consulting on their actual issues. The **Cultural Detective** encourages our employees to use one another as resources, to learn from and with one another, to share their expertise beyond just in technical areas.



Client Testimonial:

“We are extremely pleased with the Cultural Detective® site license because it serves so many purposes, enabling us to deliver a breadth and depth of services affordably and on quick notice.”