

## APPENDIX

## Representative Quotations for Meta-Teams, Teaming, and Global Work

## Aggregate dimension: Meta-teams are a shared space of reference

Second-order theme: Common mindset

First-order concepts	<b>Priority of accounts differ based on industry</b>	Silicon Valley in itself is very different [from other sites] and spending time here makes me see that. More focus on innovation – George mentions that even if [high-tech client] headquarters is in Germany, he stays in California, because he has to be close to innovation. <i>Observations, Book 4: 48</i>
	<b>Multi-team members know how to act differently on different accounts</b>	There is no one way to work with an account, because it changes. I have to adapt to the way the account team wants to work and also the level of maturity they already have. <i>Edward (strategic business development executive, global)</i>

Second-order theme: Operational practices

First-order	<b>Accounts have different control systems</b>	So, there is no general guidance, it's like everyone has to adapt their governance to their account at Computer. <i>Selig (regional sales director, Central/Eastern Europe)</i>
	<b>Accounts have different rules</b>	The requests are different because it's different customers for different business requirements. <i>Jacques (sales representative, France)</i>

## Second-order theme: Socializing new members

First-order concepts	<b>Sales representatives need to learn how to work on specific accounts</b>	<b>Meta-team role:</b> Let's assume that 99% of the time they don't get anything about [the client], but they know that there is a headquarter[s] in New York, they know that basic point, but they don't know [the client]. Then they will be happy to connect with you, make a call, potentially to welcome you in the country. What I like to do is, when I have a team, I like to travel and to meet with the team, do account planning, do account meetings, doing the go-between my customer and the team, setting up expectations, having a follow up plan, and so on. <i>Nicolas (global account manager)</i>
	<b>Teaching team members how things work in the global account</b>	I have to inform that team, which generally is new, what good looks like, and what bad looks like. <i>Rick (global account manager)</i>
<b>Aggregate dimension: Meta-teams facilitate teaming modes</b>		

## Second-order theme: Global client orientation

First-order concepts	<b>Ensuring a clear understanding of global vision and strategy across different countries</b>	My boss has done a very good job both in Asia-Pacific and in the States... There's a very clear understanding of our mission of what we want to achieve and, therefore, sometimes we don't even need to speak to each other. We know already that it's agreed and understood. <i>Louise (regional account manager, Europe)</i>
	<b>Align communication to client across countries and business units</b>	Most of my time I am talking. I am calling people to make sure we are aligned, same communication, same objectives to make sure we are in sync. <i>Paul (global account manager)</i>

Second-order theme: Cultural mediation		
First-order concepts	<b>Core-team members have strong cultural and language knowledge</b>	<p>National culture is a consideration all the time. Those of us who work and who have been used to working in global teams for many years now, you adapt to the national cultures, and that's about recognizing what's different... You need to make sure you spotted some of the national traits in the team that you're working on. <i>Edward (strategic business development executive, global)</i></p>
	<b>Core-team members adapt to different cultures</b>	<p>So, we have Swiss team, but our client is in London, we have New York for Americans, and Singapore... These guys are different in culture and behavior, you have to motivate them differently and Danko is doing that. This is probably one of the success factors in the team... Understanding how to motivate them best, that's key. The empowerment is different from individual to individual and culture to culture. <i>Raphael (country account manager, Switzerland)</i></p>
	<b>Core-team members mediate between local members</b>	<p>I understand what he's saying but the guy in the US, who gets this 'nasty' email from the French guy... well, he's not going to call him. He's going to ignore him and he's going to tell me he doesn't like him and he's horrible and he doesn't want to work with him... What I'll have to do is pick it up. I go to him [the French guy] and say, "Hey, he's going to read it this way." I have to know how the US guys are going to read it and I have to know what the French guy intended. <i>Darren (global account manager)</i></p>
Second-order theme: Global problem-solving and support		
First-order concepts	<b>Escalate to different levels of team management to unblock obstacles internally</b>	<p>An example would be a product that's committed for delivery. It's not appeared, and the local guy goes to his local manager for help. Local manager says "Don't ask me. Go talk to the agent." It's really a local supply issue. So [I] shout. Bully. Product might be in short supply, and the country wants to give it to the biggest customer. I only have one customer. My customer not getting his one box in his one country is equally important to me as getting everything to his largest customer. So... there's an escalation. <i>Rick (global account manager)</i></p>

	<b>Escalate to different levels of team management who can unblock obstacles at higher levels in the customer organization</b>	Manu did a great job because he has the contacts within client at the director's level or CEO [chief executive officer] level and with those right contacts, he can make strategic negotiations, can address some concerns which we have in the local country. For instance, in the Netherlands, and address it on a higher level instead of making it a price competition in the Netherlands or in Germany or in Sweden. Carlos is extremely strong in talking to the right level in the organization like CEOs [chief executive officers] or CTOs [chief technical officers]. <i>Bram (product line manager, Netherlands)</i>
	<b>Asking team for help in different countries</b>	If it's too much for myself in a given period, then I try to seek help. Okay can I have, for example, our team in Bucharest help out or some local resources that can jump in... <i>Daan (presales representative, Netherlands)</i>
	<b>Team support to reduce isolation</b>	One of the problems with a virtual team can be identified as isolation and, therefore, not so much engagement. If someone's out in Asia-Pacific somewhere and he's a bit isolated, he may not feel as engaged on the team as he should be... Therefore, what you need is cohesion that can bring together all the different components. <i>Louise (regional account manager)</i>

## Second-order theme: Managing resource allocation

First-order concepts	<b>Negotiating resource allocation for account</b>	That's the first challenge. It's a perpetual, internal battle. I can show you now 55 demands of back and forth conversation of, "I want the seller guy in Zimbabwe." "No." "Okay, so can we get the seller guy doing Zimbabwe and Angola?" and so on. Having one consistent, stable coverage is the key part of the global account manager role. It's complicated, and it takes time. <i>Nicolas (global account manager)</i>
	<b>Maintaining resource allocation for account</b>	Each account general manager will have to say okay I'm going to sell this amount for this quarter. I have these projects, I have these difficulties. I don't have enough resources in that or this country. Not enough people to sell for me in Botswana, to give you an example, because these people are looking at the worldwide business. <i>Alina (regional business support coordinator Central/Eastern Europe)</i>

<b>Aggregate dimension: Fluid-teaming mode</b>
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Second-order theme: Fluid structuring

First-order concepts	<p><b>Core-team members build very close relationships with client headquarters</b></p> <p>I spend Monday here. This week it's Tuesday, normally it's Monday. I spend the other four days at my customer. My own desk, my own office. I have access to every building, as my team does. They actually think I work for them. They think I work for [them]. Sometimes they have to pinch themselves, and say "You don't work for us, do you?" No, I work for Computer. That's how seamless that piece is. <i>Rick (global account manager)</i></p>
	<p><b>Extended-team members focus on local relationships</b></p> <p>My contact [client] is in France, if I have something to say to them or we have a discussion together, indeed what I say will mainly stay at local level. <i>Jacques (sales representative, France)</i></p>
	<p><b>Membership unstable in extended teams</b></p> <p>Of course, everything changes from one year to another, but there is a lot of movement so it's difficult to have a stable team. <i>Adelaide (regional account manager, Africa)</i></p>
	<p><b>Theoretically, membership clear for yearly allocation, but actual daily team membership unclear</b></p> <p>We always have to overcome, always negotiation, communication, no official visibility. For example, in my case [shows computer], this is my global team. One person is dedicated... other people are on the budget [extended] team, so you can see people are assigned [allocated]. But sometimes it's easy to change jobs (especially Chinese people or in Singapore people, it is easy to quit the job), and we get no information. <i>Takuma (global account manager)</i></p>
	<p><b>Extended team attention dispersed among multiple accounts</b></p> <p>People get assigned to too many accounts. So, I get a list of all the people that carry my client quota around the world and I call it the account density. You know, how many accounts do they carry other than mine. If the resource has more than ten accounts then, you know my expectation is they will have time for me only on a very limited basis. If the account density is</p>

less than ten or even less than five, then the expectations is that they will be focusing on my account adequately. *George (global account manager)*

## Second-order theme: Identifying opportunities

First-order concepts	<b>Core-team members engage attention of multi-team members</b>	Because their [extended-team members] incentive is to make their revenue with the clients, that they reach their personal targets. So, I do have a colleague in my team, he did very good business with his other customer, so his targets are reached and now he's the lazy guy with my customer. I always have to motivate him.... <i>Helmut (global account manager)</i> .
	<b>Promote global vision for opportunity creation by disseminating strategic information to local representatives</b>	So, I see one important element in the leadership is to have a global view. So, it means to be close to the people in each country, to understand the local dynamic and to provide the local people on a regular basis with an update on what is happening on the account and also to help provide the right information for the team to know what is happening. I mean, you know, because lots of things are related. So, something we do in New York might impact or influence what is happening in Vienna or the people in Vienna can use these elements to nurture the discussions with the customer... I think it's one of the elements to pass as much information as possible for the team to have your elements to be strong in the market. <i>Adelaide (regional account manager, Africa)</i>
	<b>Propose local opportunities worldwide</b>	When we talked about how we can spread all their businesses globally, the revenue was focused on just the two countries, Germany and another. The question was why do we have all the business in the countries? We made a plan with BU [business unit] to improve the level of engagement in certain focused countries – Singapore, Japan, Brazil, and so on, the US – to get some business also in those countries. <i>Timotheus (global account manager)</i>
	<b>Horizonal information and best-practice sharing</b>	Best practices, it helps. At least for me because I'm in the job for two and a half years. It's not that long. It helped a lot to me. How to organize, how to build, make our business plan, for example. Also, how to engage with the BU [business unit]. Sometimes, when I walk into my client, it's a good door opener to tell a story about other clients in the industry. That's an important thing to share. <i>Timotheus (global account manager)</i>

<b>Aggregate dimension: Viscous-teaming mode</b>
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Second-order theme: Viscous structuring

First-order concepts	<b>Constitution of trial teams</b>	Let's take an example of a deal we want, actually for the new platform out in the stores. I do that from the [core] team, because I have something called the business alignment meeting... Then we decide that with the client... Doesn't mean we get the business, but they know we have the discussion in their organization. Then I collect the team here who's affected. It's service sales, of course, it's consulting persons, how to set up the project, it's support people, how we support it, and whilst after we have rolled it out, I have to write levels [of] support in the stores. It's operations management. If we actually win, how should we roll it out? How should we integrate it into their purchasing platforms? And so on. It's a lot of different persons involved from... the account team. <i>Lucas (global account manager)</i>
	<b>Unstable membership</b>	You have to find the balance. What I do now is that I work pretty much based on what kind of opportunities I have and the BU [business unit]. From there I build different teams that change shape and resources all the time. <i>Manu (global account manager)</i>
	<b>Membership is unclear, which causes concerns regarding revenue</b>	In the Swedish market, [the client] is a big account with big revenues. In Germany, it is a small account but has more revenues. Besides that, with the head in Sweden, many of these opportunities could be steered directly from Sweden and the influence from Germany could be nothing and the Netherlands as well, because if the decision is made in Sweden, that's it... I have to influence my team here, to tell them "This money will be taken in Sweden, but you will get revenue." <i>Manu (global account manager)</i>
	<b>Focused attention</b>	There are some points in time where somebody will say to me, "I need you to do this. Stop what you're doing and just go and do this and do nothing but that." <i>David (chief technical director, global)</i>

## Second-order theme: Assessing opportunity

First-order concepts	<b>Core-team members build internal support for opportunity</b>	<p>Some business units have only a few brilliant people that can make it happen. So, these people are really busy, they have ten plus accounts... An Indian guy who moved to India knew all the CIOs in the biggest car companies in India. But he couldn't accomplish things because he did not have the support or resources to go for the opportunities. <i>Dietrich (global account manager) in Observation, Book 3: 14-15</i></p>
	<b>Coordinating global resources for opportunity assessment</b>	<p>If we're going to roll around 150,000 desktop devices to this company... Then you got to work out how you do that in [each] country. That size of deal, you got to have somebody globally leading that. They liaise with individual specific countries and those individual specific countries will work out what they need to deliver. <i>Bill (regional account manager, UK/Benelux)</i></p>
<b>Aggregate dimension: Tight-teaming mode</b>		

## Second-order theme: Tight structuring

First-order concepts	<b>Establishing a pursuit team</b>	<p>We're going to have an RFP [request for proposal] ... so my business line specialist is responsible just to tell me, okay, let's read the RFP and let's see what people we need... depending on what is in that RFP, on the content of the RFP. So, my specialist takes responsibility for this project, and tells me what other people we need in order to answer the RFP. <i>Elsa (global account manager)</i></p>
	<b>Stable membership</b>	<p>Some of [the team members] are officially allocated part of their time, and that means that I can expect maybe 20-30% of their time. This is not, I would say, so strict. That's my role, to make sure, and get their attention that I can continue working and provide information that they could work on my project. But when we have a project on RFP to answer, they allocate the time. <i>Paul (global account manager)</i></p>
	<b>Multi-team members' attention focused on bids</b>	<p>We just finished a major piece of work called Transform. We just put together 23 different initiatives [from businesses] across all of Computer, which is one of the best pieces of work I've ever submitted, really. We have about 80 people, around the world, doing this stuff for three weeks. And we submitted it last Saturday.</p>



**Interviewer:** So, in three weeks, you get the people, and they work all night, whatever, to get it done. Because it's....

**Rick:** Yes, Because it's an interest. It's because all these salespeople can see an opportunity.

*Rick (global account manager)*

## Second-order theme: Concretizing and pursuing opportunity

First-order concepts	<b>Core-team members coordinate global resources for formal pursuit</b>	That means long days and long hours... The pool of people in the company, indeed in any company, that understand cloud end-to-end is actually quite small. More than that, the pool of people that can actually get things done when you're working across the EU is even smaller. <i>David (chief technical director, global)</i>
	<b>Understanding different needs of the same customer in different countries</b>	We were doing a migration for [our customer]. We signed a contract ... Certain countries wouldn't, after we signed the contract, wouldn't allow data to leave their country. We were centrally housing the service in a number of our global data centers but not in the country. They say, "Well you can't do that because we don't allow our data, our information sit outside of our borders." That then means we potentially have to build an infrastructure in their country, additional costs that the customer didn't want to pay. You start getting into huge contractual difficulties... It's very complex... It's down to experience and knowing the customer, really, a lot of it. <i>Rick (global account manager)</i>
	<b>Getting help and information from locals to manage deal</b>	If it's a global project for the stores, it's a lot of people involved actually. Engaging initially here, just on the sales team and operations team, five to six... Then there's information and engagement out locally in each store or each country... Now there might be 40 different persons there as well. I communicate with the sales persons in locally countries and the consultant project usually handles the delivery mechanisms and the trainings and so on. <i>Lucas (global account manager)</i>