Global Actors Survey

Thank you for your engagement with this research.

The purpose of this survey is to investigate how organisations introduce and establish new ways of working globally in terms of the **processes**, **practices** or **values** affecting people management across their worldwide operations. These new ways of working become new **norms** and may alter or replace existing ways of working globally. To do this we would like to ask you a series of questions about **your role** in relation to new ways of working in [company name].

International working in [company name] requires colleagues to work across countries with colleagues from different functional areas, centres of expertise, time zones, cultures and with different customer needs. This often entails using or adapting pre-existing ways of working on an ongoing basis, or may involve creating new ways of working in response to changing demands.

The questions that follow are designed to understand the different ways in which people engage in establishing these common ways of working globally. We would like you to think about your working experiences in cross-national teams, when answering the following questions. There will be six sections to complete. Please answer these questions to the best of your ability, even if you are only able to make a guess. You can close the survey at any time and come back later to continue where you left off.

All responses will be anonymised and reported at the aggregate level only. All data will be treated as confidential and will be returned directly to the researchers to be stored in an anonymised database for analysis purposes only.

By clicking the *NEXT* button below, you indicate that you consent to take part in this research.

**NEXT**

Section 1 of 6: Your involvement in new ways of working

1
Thinking about your experiences of cross-national working in [company name], please indicate to what extent you have been involved in each of the following:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Not at all | To a very little extent | To some extent | To a large extent | To a very large extent |
| **Creating** new work practices or management processes for working globally.  |  |  |  |  |  |
| **Disseminating** new ways of working globally by spreading knowledge and understanding of new work practices or management process.  |  |  |  |  |  |
| **Implementing** new ways of working globally (e.g. ensuring new work practices, management processes or firm values are incorporated into everyday work practice).  |  |  |  |  |  |
| **Monitoring** the impact of new work practices or management processes for working globally.  |  |  |  |  |  |

2a
Was this involvement a permanent or temporary feature of your job?

|  |  |  |  |
| --- | --- | --- | --- |
|  | A permanent feature of your job description | A temporary role for a fixed period of time (e.g. a secondment or project) | Not applicable |
| Creating  |  |  |  |
| Disseminating  |  |  |  |
| Implementing  |  |  |  |
| Monitoring  |  |  |  |

2b
Was this involvement a formal or discretionary expectation?

|  |  |  |  |
| --- | --- | --- | --- |
|  | A formal performance expectation of your job role | A discretionary role that you have adopted or developed | Not applicable |
| Creating  |  |  |  |
| Disseminating  |  |  |  |
| Implementing  |  |  |  |
| Monitoring  |  |  |  |

Section 2 of 6: Your practice

3
Still thinking about your involvement with these **new ways of working globally**, on average how frequently did **you**:

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Not at all | 1-2 times a year | 1-2 times a quarter | 1-2 times a month | 1-2 times a week | 3-4 times a week | Once a day | Several times a day |
| Gather feedback from employees directly affected.  |  |  |  |  |  |  |  |  |
| Gather feedback from customers.  |  |  |  |  |  |  |  |  |
| Seek out local innovations which could be used globally.  |  |  |  |  |  |  |  |  |
| Negotiate local adaptations to international standardisation.  |  |  |  |  |  |  |  |  |
| Sell the benefits to those directly affected.  |  |  |  |  |  |  |  |  |
| Sell the benefits to key decision makers at the top of the organisation.  |  |  |  |  |  |  |  |  |
| Sell the benefits to key decision makers internationally.  |  |  |  |  |  |  |  |  |
| Develop the business case by relating to the economic benefits.  |  |  |  |  |  |  |  |  |
| Develop the business case by relating to the organisation's values.  |  |  |  |  |  |  |  |  |
| Develop the business case by relating to the organisation's corporate social responsibility agenda.  |  |  |  |  |  |  |  |  |
| Challenge global practice that is unsuited to the local needs.  |  |  |  |  |  |  |  |  |
| Explain the performance expectations to those directly affected.  |  |  |  |  |  |  |  |  |
| Redesign jobs to increase opportunity to use skills and take decisions.  |  |  |  |  |  |  |  |  |
| Redesign jobs to standardise or simplify procedures.  |  |  |  |  |  |  |  |  |
| Share experiences internationally.  |  |  |  |  |  |  |  |  |
| Co-create practice with international colleagues.  |  |  |  |  |  |  |  |  |

Section 3 of 6: Global working

4
Still thinking of your activities on new ways of working, on average how frequently did you use the following as part of your role in supporting **new ways of working globally**:

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Not at all | 1-2 times a year | 1-2 times a quarter | 1-2 times a month | 1-2 times a week | 3-4 times a week | Once a day | Several times a day |
| Virtual meetings such as telephone conferencing or Skype.  |  |  |  |  |  |  |  |  |
| International task forces, working groups or special assignment groups.  |  |  |  |  |  |  |  |  |
| Global firm conferences.  |  |  |  |  |  |  |  |  |
| Functional or Special Interest Group meetings, seminars or communities of practice.  |  |  |  |  |  |  |  |  |
| Personal networks within the firm.  |  |  |  |  |  |  |  |  |
| Professional networks external to the firm.  |  |  |  |  |  |  |  |  |

Section 4 of 6: Globalising outcomes

5
Still thinking about your activities in supporting new ways of working globally, which statement best describes the overall progress toward achieving **your** goals for this activity:

* Goals have been/are being met at a much faster pace than expected.
* Goals have been/are being met at a little faster pace than expected.
* Goals have been/are being met at the pace expected.
* Goals have been/are being met at a little slower pace than expected.
* Goals have been/are being met at a much slower pace than expected.

6
Thinking about your activities in supporting new ways of working globally, please indicate the extent to which you agree or disagree with the following statements:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Strongly disagree | Disagree | Somewhat disagree | Somewhat agree | Agree | Strongly agree |
| I feel satisfied with my role in this globalising activity.  |  |  |  |  |  |  |
| I feel loyal to the objectives of this globalising activity.  |  |  |  |  |  |  |
| I am proud of the purpose of this globalising activity.  |  |  |  |  |  |  |
| I share many of the values reflected in this global change.  |  |  |  |  |  |  |

7
Please indicate the extent to which you agree or disagree with the following statements about the impact of your globalising activities on new ways of working:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Strongly disagree | Disagree | Somewhat disagree | Somewhat agree | Agree | Strongly agree |
| Jobs have more opportunity for high skill use.  |  |  |  |  |  |  |
| Jobs have more opportunity for autonomous working.  |  |  |  |  |  |  |
| Employees’ job satisfaction is improved.  |  |  |  |  |  |  |
| Employees’ job performance is improved.  |  |  |  |  |  |  |
| There is increased international integration in how employees work.  |  |  |  |  |  |  |
| There is increased international standardisation in how employees work.  |  |  |  |  |  |  |
| There is increased local variation in how employees work.  |  |  |  |  |  |  |

8
Thinking about the last 4 weeks, please indicate how often you think that your globalising activity has made **you** feel:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Never | Occasionally | Some of the time | Much of the time | Most of the time | All of the time |
| Anxious  |  |  |  |  |  |  |
| Dull  |  |  |  |  |  |  |
| Worried  |  |  |  |  |  |  |
| Relaxed  |  |  |  |  |  |  |
| Bored  |  |  |  |  |  |  |
| Enthusiastic  |  |  |  |  |  |  |
| At ease  |  |  |  |  |  |  |
| Motivated  |  |  |  |  |  |  |

9
Thinking about your **full** job responsibilities, please indicate the extent to which you agree or disagree with the following statements:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Strongly disagree | Disagree | Somewhat disagree | Somewhat agree | Agree | Strongly agree |
| I share many of the values of my organisation.  |  |  |  |  |  |  |
| I feel loyal to my organisation.  |  |  |  |  |  |  |
| I am proud to tell people who I work for.  |  |  |  |  |  |  |
| I feel satisfied with my job.  |  |  |  |  |  |  |
| Even if the firm were not doing too well financially, I would be reluctant to change to another employer.  |  |  |  |  |  |  |
| The offer of a bit more money with another employer would not seriously make me think of changing my job.  |  |  |  |  |  |  |

10
Please indicate the extent to which you agree or disagree with the following statements:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Strongly disagree | Disagree | Somewhat disagree | Somewhat agree | Agree | Strongly agree |
| I find it easy to put myself in the position of others.  |  |  |  |  |  |  |
| I am keenly aware of how I am perceived by others.  |  |  |  |  |  |  |
| In social situations, it is always clear to me exactly what to say and do.  |  |  |  |  |  |  |
| I am particularly good at sensing the motivations and hidden agendas of others.  |  |  |  |  |  |  |
| I am good at making myself visible with influential people in my organisation.  |  |  |  |  |  |  |
| I am good at reading others’ social cues.  |  |  |  |  |  |  |
| I am able to adjust my behaviour and become the type of person dictated by any situation.  |  |  |  |  |  |  |
| When things are uncertain for me at work, I usually expect the best.  |  |  |  |  |  |  |
| I always look on the bright side of things regarding my job.  |  |  |  |  |  |  |
| I am optimistic about what will happen to me in the future as it pertains to work.  |  |  |  |  |  |  |

Section 5 of 6: Your job role

11
Approximately what percentage of your time is given over to creating, disseminating, implementing and/or monitoring new ways of working globally, rather than the other demands of your job?

|  |  |
| --- | --- |
|  | Not applicable/don't know |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 0 | 25 | 50 | 75 | 100 |

|  |  |
| --- | --- |
|   |  |

12 Thinking about your **full** job role for this organisation:

* Approximately how many people do you have responsibility for as part of your job role? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Approximately how many of these are located in the same country as you? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Approximately how many of these are directly accountable to you for a portion of their work? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Approximately how many of these are part of the organisation's management structure? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

13
How many years have you been in your current role (including different grades)?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

14 For **the past week**, please estimate:

* How many countries (**including** your main country of employment) you have been in contact with as part of your job: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* How many colleagues you have spoken with who hold more senior roles to you: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

14b Thinking of on an **average day** in the past week, please estimate how many people you are in contact with in order to do your job (including virtually) who are:

* Colleagues within the firm: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* People external to the firm: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

15
Approximately what percentage of your workload involves working with colleagues in the **same** country as yourself, rather than working with those located in different countries?

|  |  |
| --- | --- |
|  | Not applicable/don't know |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 0 | 25 | 50 | 75 | 100 |

|  |  |
| --- | --- |
|   |  |

16
Approximately how many days have you spent abroad for work in **the past 6 months**?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

17 For a typical working week, approximately what proportion of your time is spent working at each of the following locations (please note that your answers must total 100% to continue):

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 0 | 25 | 50 | 75 | 100 |

|  |  |
| --- | --- |
| Your firm-based office.  |  |
| Other offices **nationally** (including [company name] sites, clients, partners and suppliers).  |  |
| Other offices **internationally** (including [company name] sites, clients, partners and suppliers). |  |
| An international virtual office. |  |
| A home-based office. |  |
| While travelling/mobile working. |  |
| Elsewhere/other. |  |

Final Section: About you

18
How many years have you worked for this organisation (including different parts of the organisation)?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

19
Where is your main country of employment?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

20 What is your job title?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

21
What is your gender?

* Male
* Female

22
What is your age?

* 70 or over
* 60-69
* 50-59
* 40-49
* 30-39
* Under 30

23
How would you define your area of expertise? Please select **all** that apply:

* Technical
* Research
* Design
* Sales
* Strategy
* Engineering
* Marketing
* Services
* Human Resources
* Other

23a Other - please state:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

24 Thinking in broad terms about your career to date:

* Approximately how many years have you spent working away from your country of birth? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* **Including** your country of birth, how many countries have you lived and worked in (i.e. spent 3 months or longer in)? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

25 Throughout your career to date, what languages have you used for work purposes? This **includes** the primary language(s) you use at work.

* Language 1 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Language 2 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Language 3 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Language 4 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Language 5 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

26
Are you a citizen of your country of birth?

* Yes
* No

27 These questions are about your international exposure during your formative educational years.

|  |  |  |  |
| --- | --- | --- | --- |
|  | Country of birth | Another country | Not applicable |
| Where did you gain your school education?  |  |  |  |
| Where did you gain your technical non-graduate education?  |  |  |  |
| Where did you gain your graduate education?  |  |  |  |
| Where did you gain your post-graduate education?  |  |  |  |

28
How often do you consume cinema, television, news, literature and/or arts in a language other than your first?

* Never
* Rarely
* Sometimes
* Often
* Very regularly