

TABLE OF CONTENT

NO	TOPIC	PAGE
1	Setting Up the Problem – Fatihah 1.0 Introduction 1.1 Complex and Wicked Problems 1.2 The problem Across Malaysian Companies 1.3 A Second Dimension : Technology and Connectivity Barriers 2.0 Design Thinking	
2	The Group in Motion — Amisha 3.0 Decision-making 4.0 Leadership challenges	
3	Responding & Evaluating the Process — Ardini 5.0 Skills used 6.0 Interdisciplinary/collective decision-making	
4	Culture, Ethics & Closing — Mabel 7.0 Individual differences / cultural evidence 8.0 Ethics 9.0 Conclusion	
5	References	

Presentation video link : <https://drive.google.com/file/d/1tbHINv3Fr9-b5PvWNw4ie835IM3EmEIv/view?usp=drivesdk>

Title: Language and Communication Barriers in High-Stakes Decision-Making within Global Teams

Section 2 – Discussion

The group presentation was completed by four members: Fatihah, Amisha, Ardini and Mabel, presented in that order. The presentation explored “Language and Communication Barriers in High-Stakes Decision-Making within Global Teams.” The content was divided into four connected areas, beginning with the identification of the problem, followed by decision-making and leadership challenges, skills and collective decision-making, and finally cultural and ethical considerations.

Fatihah began by establishing language and communication barriers as a wicked problem rather than simply a complex problem. She explained the characteristics of wicked problems and applied them to global teams, using Perodua and Daihatsu and PETRONAS as examples of organisations where communication across different countries can create challenges. She also discussed technology and connectivity barriers before introducing Design Thinking as an appropriate approach. Ardini then focused on the skills used to manage the problem, particularly negotiation, influence, emotional intelligence and diplomacy. She also considered interdisciplinary and collective decision-making, including its advantages and disadvantages. Mabel's contribution examined individual and cultural differences, including Hofstede's cultural dimensions, and considered the role of ethics in group decision-making before bringing the presentation towards its conclusion. Together, these sections showed that communication problems are influenced by organisational, interpersonal, cultural and ethical factors.

3.0 Decision-Making – Amisha

The second part, presented by Amisha, focused on how possible solutions could be considered after identifying the communication barrier as a wicked problem. Four possible responses were examined: translation, language and cross-cultural training, immersive learning, and improved communication technology with backup systems

Translation can allow employees to process technical information faster, but cultural nuances of language will not always be captured. Language and cross-cultural training can enhance communication skills while raising awareness about the differences in communication styles. Immersive learning relates to the case of Perodua-Daihatsu as Malaysian employees can have practical experience in learning the Japanese language and communication styles. In addition, improvements in communication technology and backups can mitigate the risks of potential connectivity issues during the critical discussions.

After evaluating these alternatives, it was recognized that using only one option is not enough. Each of them deals with certain aspects of the issue. Thus, it is more reasonable to consider an integrated approach when translation can be used immediately, training can raise cultural awareness, immersive learning can provide deeper knowledge, and technology can improve continuity of communication. This is consistent with the definition of a wicked problem as the objective is not to find one best solution, but to mitigate the risks of communication.

4.0 Leadership Challenges- Amisha

In addition, the decision-making process revealed a number of leadership issues that would have a direct impact on a global team. The use of English as the common corporate language could create certain difficulties in expressing opinions because of language differences. In addition, cultural differences could also play a role in terms of how the team members interpret agreement, disagreement and silence. Specifically, it should be noted that silence does not necessarily mean agreement since team members can feel uncomfortable voicing their disagreement.

Conflict of opinions could also present one of the challenges because people can have different preferences in terms of solutions. In addition, there may also be an inequality of participation with some team members speaking actively while others remain silent. Finally, high stakes would imply a certain time pressure on the leaders who need to balance between careful discussion and prompt decision-making.

In this connection, leadership goes beyond the choice of solution. Instead, leaders should listen to all opinions, eliminate possible miscommunications, motivate the team members to participate and deal with conflicts. These are the key tasks of effective leadership that are directly linked to the discussion of negotiations, influence, emotional intelligence and diplomacy by Ardini.

Conclusion

Overall, the presentation followed a logical progression from identifying the wicked problem to considering solutions, leadership, collaborative skills, cultural differences and ethics. Amisha's contribution connected Fatimah's identification of the problem with Ardini's later discussion of skills and collective decision-making. The comparison of possible solutions and leadership challenges demonstrated that language and communication barriers require combined, adaptable and collaborative responses rather than one universal solution.