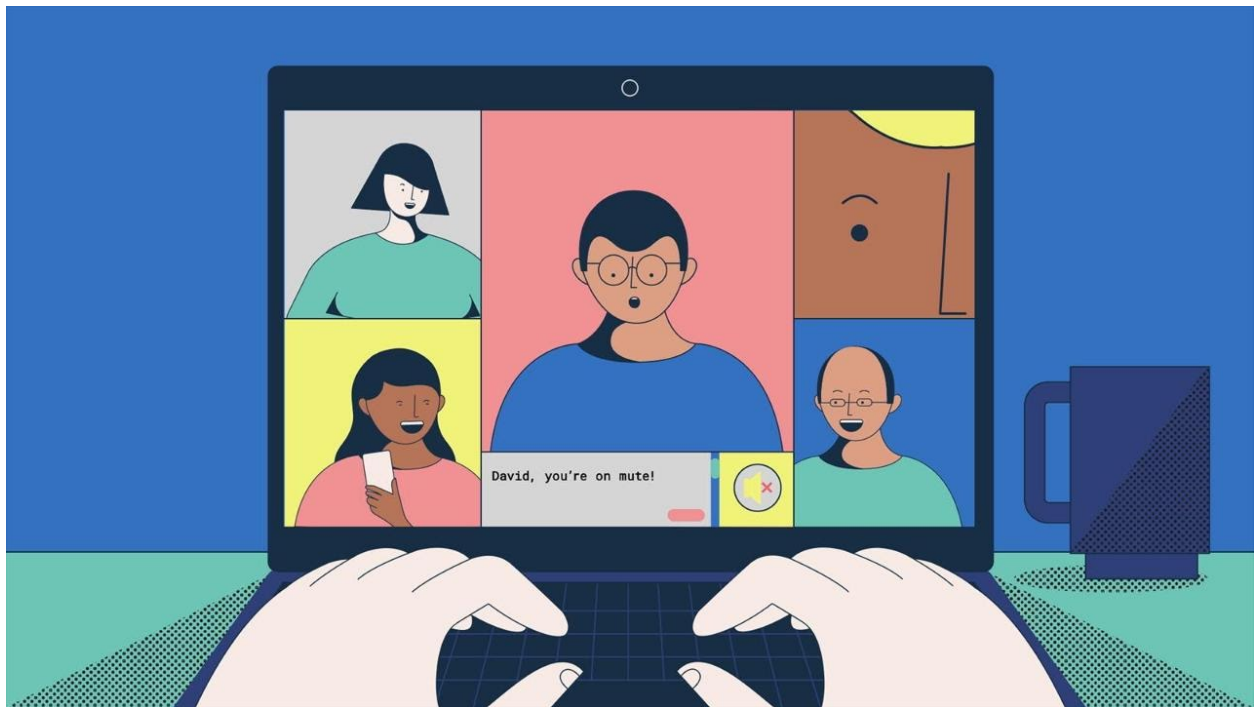**Group Exercise: The Asia-Pacific Team Meeting**

A product service team were brainstorming solutions to an urgent client issue in a series of rapid-fire exchanges. During the meeting, headquarters-based participants in London, including an experienced team member named Alex, did much of the talking, while the team members based in Singapore were mostly silent. Here are the post-meeting impressions of the team leader at headquarters, followed by a contrasting set of impressions from one of the Singapore team members:

The View from Headquarters:

I know that my colleagues in Singapore are less experienced. They usually don't have much to contribute to our meetings. I was disappointed but not surprised when they didn't say anything during our lively team discussion. I was impressed by the meeting contributions of my team member Alex, whom I've known for many years—we used to work in the same product group together when I was in a previous role. Alex had a lot to say during this meeting because he is an expert. Several of the other participants were too passive, and should have spoken up more. I felt that we had a good meeting overall, and identified solutions that would be effective throughout Asia-Pacific.

The View from Singapore:

We knew that the team leader wasn't really interested in our opinions. He never gave us time to speak. People based at headquarters have a very limited understanding of our local clients and their needs. We could contribute more if they would study the data we send them in advance, and then would run meetings in a way that we can join in the discussion. Alex seems to like to hear his own opinion—he feels that he is the only expert, but he is just the one with the loudest voice. It is unlikely that solutions similar to those from other regions will work in Asia-Pacific.

Can you identify the problems here? What is happening?

List your actions, what would you do if you were the manager of this team to engage the team?