



## Chapter XVIII

# Global Organizational Fit Pyramid for Global IT Team Selection

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### Abstract

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*Global organizations (GOs) rely on global IT teams to remain competitive and link global operations. The Global Organizational Fit Pyramid can facilitate decision making when selecting global IT team members and GO personnel for international team assignments. The Global Organizational Fit Pyramid provides a hierarchy of five decision levels to consider when putting together global IT teams. Level one: global status factors involves decisions regarding large-scale issues such as nationality, religion, and legal rules. Level two: social rank factors involves social background or history issues. Level three: experience factors involves experiences including work history. Level four: credential factors involves issues such as edu-*

*cational history and professional credentials. Level five: individual factors involves individual characteristics including physical, personality, and even emotional traits. The Global Organizational Fit Pyramid can be useful for selecting global IT team members. The Pyramid also may be applicable to other global team and HR-related decision-making issues.*

## Introduction

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Businesses today are moving into the global arena and changing their operational structures to fit a new global business model. They are becoming global organizations (GOs) with the headquarters office in one location and many other operations and activities located in different nations around the globe.

GOs rely on global information technology (IT) teams in order to remain competitive. Therefore, the selection of global IT teams is important to the GO. Selecting global IT teams is a challenge because traditional team member selection practices may not meet the needs of GOs. Those who make decisions in global IT team selection need to use a new set of considerations so that selection procedures and practices are appropriate to the demands and conditions found in global team operations.

This chapter introduces the Global Organizational Fit Pyramid, which, when used with available organizational, HR, and IT tools, may assist and facilitate decision making by GO leaders and managers, especially human resource (HR) managers, when selecting global IT team members and GO personnel for international team assignments.

## Background

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Global organizations (GOs) require different configurations of personnel and human resource management practices as those GOs evolve. The global IT team is one aspect of the GO that is changing with the development of GO operations. However, as Ulrich (n.d.) noted, organizations continue to rely on existing frameworks and processes rather than revolutionizing the management structures and processes that have been applied for the last century.

Teams of IT professionals and experts are essential to the operation of GOs (Harris & Moran, 1991; Douglas, 1985) These teams offer expertise and enable organizations to become and remain competitive. Global IT teams usually are separated from the GO headquarters by vast distances and multiple time zones. Further, such global IT teams generally are composed of team members with different cultural,

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