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ENHANCING COMMUNICATION SKILLS IN A MULTILINGUAL ENVIRONMENT. THE EXPIRIENCE OF IT SPECIALISTS

In the globalized IT landscape, effective communication across multiple languages is crucial for successful international team collaborations. Proficiency in English is vital for smooth interactions in a multilingual environment and grants access to global information (Salamin, 2024). It promotes professional connections and cross-cultural exchange but also presents difficulties like language obstacles, varying linguistic backgrounds, and intricate technical jargon. Building strong communication skills within these settings improves teamwork, efficiency, and adaptability, assisting professionals in navigating the intricacies of globalization.

Multilingual teams frequently use English as the main working language, yet some regional teams may depend on local languages for internal discussions. Professionals often switch between and blend languages, particularly with specialized terms. To ensure clarity, effective communication requires simplifying complex language, avoiding colloquialisms, and being sensitive to cultural differences. While linguistic diversity boosts innovation and inclusivity, it can also cause misunderstandings, pronunciation difficulties, and inconsistencies in understanding technical instructions. AI-powered translation tools and standardized documentation partially address these problems, but adaptability, cultural awareness, and linguistic sensitivity are still key for successful teamwork.

Language barriers can significantly hinder collaboration, even when team members share a common second language. Different levels of language proficiency can lead to misunderstandings and communication failures, impacting project efficiency. The complexity of IT-specific terminology introduces further challenges, as some technical terms lack direct translations, causing confusion and delays.

Cultural differences further affect communication dynamics, influencing leadership styles, decision-making processes, and teamwork. Remote collaboration can amplify these problems by limiting nonverbal cues and chances to build trust.

Overcoming these challenges requires a combination of language training, cultural awareness, and strategies for clear and effective communication. As stated by Kukharyk (2022), 'Misunderstanding is the biggest hurdle to communication in a multicultural society; distributed among various cultural backgrounds, whose values and beliefs vary.' In addition, 'culture is a way of thinking and acting in which people adopt a set of attitudes, values, conventions, and beliefs that are taught and reinforced by their peers' (Pop & Sim, 2022). Improving intercultural competence and communication techniques helps reduce misunderstandings and improves collaboration in diverse teams.

Communication styles also vary across cultures. Some cultures favor direct and explicit communication, while others rely on indirect or subtle cues, which can lead to different interpretations of tasks or feedback. Even within standardized IT terminology, some terms might have multiple meanings or lack precise equivalents in other languages, leading to ambiguity in technical discussions. Another challenge is the handling and flow of information. In multilingual teams, the lack of consistency in documentation, preferred languages, and interpreting instructions can result in delays and inefficiencies. Establishing clear guidelines and using standardized communication tools can help maintain a smooth information flow.

To improve multilingual team collaboration, organizations should implement standardized communication practices while considering various levels of language ability. Providing language support, such as translation assistance and simplified documentation, can bridge communication gaps. Cultural sensitivity training is also important as it helps employees understand diverse communication styles and prevent potential conflicts. Collaboration tools that incorporate real-time translation, technical dictionaries, and visual aids, like flowcharts or diagrams, can further aid comprehension. Encouraging an open and inclusive work environment, where employees feel comfortable asking for clarification and giving feedback, strengthens team unity and promotes mutual understanding.

By adopting these strategies, IT professionals can create more efficient multilingual teams, enhance collaboration, minimize misunderstandings, and increase productivity. While linguistic and cultural diversity poses challenges, organizations that invest proactively in communication training, technology, and inclusive workplace

practices can effectively address these issues. Consequently, businesses not only improve teamwork and minimize miscommunication but also enhance their competitive position in the constantly evolving global IT industry.

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THE USE OF AGILE AND SCRUM IN INTERNATIONAL IT PROJECTS: EXPERIENCE AND RECOMMENDATIONS

Agile project management started in the late 1990s and became popular with the Agile Manifesto in 2001. It's a way to handle IT projects that makes success more likely. Agile is based on simple ideas like working together, being open, always improving, and adjusting to what the client wants. Unlike old-school project management, Agile is more flexible and better at keeping up with a client's needs, especially when those needs change along the way. Scrum, a subset of Agile, is a structured framework that organizes work into short iterations called sprints, typically lasting 2–4 weeks, guided by roles like the Scrum Master, Product Owner, and Development Team (Hassani-Alaoui, Cameron, & Giannelia, 2020).