

→ A PRACTICAL GUIDE

BRIDGING UK AND INDIA WORK CULTURES

Practical ways for UK businesses to build a confident, connected team with their colleagues in India.

For business owners and day-to-day managers



Understand



Clarify



Include



Support

→ A NOTE FROM KERI

Set up well and your team will thrive

The right person and team, set up well, will become one of the most valuable parts of your business.

Lumo is a small business working with small businesses, and I know bringing in someone thousands of miles away can feel like a big leap the first time. In my experience, a smooth start comes down to three things, all easy to get right when you know about them in advance. And the placement is just the start: we stay alongside you both.

Keri, Founder, Lumo

01**Not knowing the cultural differences**

Every culture has its own norms around hierarchy, feedback and speaking up. Learning theirs avoids misreading the signals.

02**Unclear expectations**

Remotely, nobody overhears or asks the next desk. Share the context, the priorities and what success looks like.

03**Not feeling part of the team**

Left out of meetings, updates and everyday chat, anyone feels like an outsider. Include them from day one.

What we ask of business owners

- 1 Name a manager** and make sure they schedule a weekly 1:1 from the start.
- 2 Tell your team** who is joining, what they'll do and why it matters.
- 3 Set them up like any hire:** a clear role and responsibilities, a place in the team chat, a seat at meetings.
- 4 Invest in the first 90 days.** The trust and habits built early shape how well the role works long term.

A word on culture. Everyone is an individual. What follows are common patterns in Indian workplaces that UK managers often aren't told about. Use them to start conversations, not as a rulebook.

→ UNDERSTANDING YOUR TEAM MEMBER

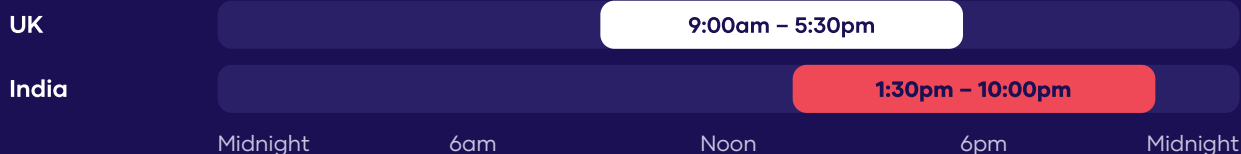
Working well together across cultures

Key culture points

Hierarchy	Workplaces in India tend to be more formal. Introduce your new team member to the whole team, and make it clear who owns which decisions.
Understanding	A “yes” doesn’t always mean everything is clear. Open-ended questions, such as “How would you approach this?”, are the easiest way to check you’re on the same page.
Challenging	Disagreeing with a new manager can feel uncomfortable, so ideas and concerns may go unsaid. Say openly that challenge is welcome, and thank people when they offer it.
Feedback	Problems are often flagged softly: “it might be a little difficult” can mean “this won’t happen on time”. Follow-up questions help bring it into the open.
Relationships	Personal connection matters. A few minutes asking how someone is, and getting to know their life outside work, goes a long way.

Good morning! **Good afternoon!**

At 9am in the UK it's already mid-afternoon in India. Avoid end-of-day requests, which land late in their evening.



UK summer times shown. India is 4.5 hours ahead of the UK in summer and 5.5 in winter.

Plan around their calendar

Diwali · Oct–Nov

Ganesh Chaturthi · Aug–Sep

Holi · Feb–Mar

Republic Day · 26 Jan

Independence Day · 15 Aug

Eid al-Fitr · date varies

Festivals and public holidays vary by state, so ask your team member which matter most. Agree dates before day one, including cover on UK bank holidays.

→ MAKING IT WORK

Belonging, trust and support

The five-point brief

What

and what “done” looks like

Why

so they can make good calls

When

in both time zones

Where

the files and examples are

Who

to ask, and whether to ask or guess

Small signals, simple fixes

No questions at all? Say questions are expected, and ask open ones yourself.

“Done”, but not as expected? Revisit the brief and show an example.

Missed deadlines? Agree how to flag a risk early, and thank them when they do.

Short replies, late nights? Check in informally and review their workload.

Make them part of the team

Say “our team”, not “our offshore person”.

Include them in team meetings and chat, with cameras on where possible.

Share wins and business plans, not just tasks.

Credit their work by name, and mark birthdays and festivals.

Build trust over time

New starters may hold back concerns until it feels safe. Help it along with:

A 90-day plan that starts with lots of contact and hands over ownership gradually.

A weekly 1:1, so there’s always a time when concerns are welcome.

→ THE PLACEMENT IS JUST THE START

How Lumo supports you

MONTHLY

1:1s with your team member

REGULAR

Check-ins with you

QUARTERLY

Reviews with you both

If something doesn’t feel right, talk to us early. We’re here to help.

