

Contents

PART 1	The Impact of Culture on Organizations	3
CHAPTER 1	Culture and Management.....	5
	Global Strategy and Culture.....	9
	Going Global: Phases of Development	9
	Cross-Cultural Management	13
	What Is Culture?.....	18
	How Do Cultures Vary?	22
	Summary	35
CHAPTER 2	How Cultural Differences Affect Organizations	44
	Work Behavior Varies Across Cultures	44
	Are Organizations Becoming More Similar?.....	62
	Organizational Culture and National Culture.....	63
	Summary	65
CHAPTER 3	Communicating Across Cultures.....	69
	Communicating Cross-Culturally	70
	Cross-Cultural Misperception	73
	Cross-Cultural Misinterpretation	75
	Cross-Cultural Misevaluation	86
	Communication: Getting Their Meaning, Not Just Their Words	88
	Summary	92
PART 2	Leveraging Cultural Diversity	97
CHAPTER 4	Creating Cultural Synergy	99
	Cultural Invisibility: Strategies for Recognizing Culture	99

Cultural Synergy	109
Summary	121
<hr/>	
CHAPTER 5 Managing Multicultural Teams	126
Managing a Multicultural Workforce	126
Domestic Multiculturalism	129
Teams: The Organization in Microcosm.....	131
Types of Diversity in Teams.....	132
Cultural Diversity's Impact on Teams.....	134
Conditions for High-Performing Multicultural Teams.....	140
Managing Culturally Diverse Teams.....	144
Summary	147
<hr/>	
CHAPTER 6 Leading Globally	157
Global Leadership	158
Leadership Vision.....	158
Leadership Theories.....	166
Cultural Contingency.....	168
Global Leadership Competencies	169
Global Leadership: Creating a Positive Future	172
Summary	174
<hr/>	
CHAPTER 7 Motivating People From Around the World: Inspiring People to Contribute	184
Hierarchies of Needs	185
Three Motives: Achievement, Power, and Affiliation	186
The Two-Factor Motivation Theory	187
Expectancy Theories	188
Cultural Intelligence.....	192
Beyond Motivation: Inspiration	192
Summary	199
<hr/>	
CHAPTER 8 Multinational Decision Making	207
Problem Recognition	210
Information Search	210
Constructing Alternatives	211

Choice	212
Implementation	214
Ethical Decision Making	214
Summary	219
<hr/>	
CHAPTER 9 Negotiating Globally	224
Negotiating Globally.....	226
Negotiating Successfully: The People, the Situation, and the Process	229
Negotiation Process	236
Negotiation Tactics	246
Negotiating Across Cultures: Ethical Challenges	258
Summary	261
<hr/>	
PART 3 Managing Global Managers	271
<hr/>	
CHAPTER 10 Managing Cross-Cultural Transitions: Moving Abroad and Coming Back Home	273
Entering a New Culture	277
Managing Expatriates Effectively, Equitably, and Ethically.....	282
Coming Home: Re-entering One's Own Culture.....	284
Professional Re-entry.....	288
Underutilized Global Managers.....	296
Coaching Women for Global Managerial Success	297
Summary	304
<hr/>	
CHAPTER 11 A Portable Life: The Expatriate Spouse	314
Single-Career Couples: The Traditional Expatriate's Wife	315
Living Globally: Dual-Career Couples.....	330
Summary	340
<hr/>	
CHAPTER 12 Global Careers: Succeeding in the 21st Century	345
What It Takes to Reach the Top	346
Is the Traditional Expatriate Manager Extinct?	348

Today's Global Careers	349
Global Managers and Leaders: No Longer Men Alone.....	358
Summary	370
Epilogue	381
Index.....	383
Painting on Book Cover.....	397