

CONTENTS



<i>List of exhibits</i>	xvi
<i>Foreword</i>	xx
<i>Preface</i>	xxiii
<i>Acknowledgments</i>	xxiv
1 Global leadership, culture, and a changing world	1
Learning objectives	2
Learning objectives	7
Culture	14
Systems approach to culture	19
Key cultural terminology	20
Cultural understanding and sensitivity	30
Global transformations	32
Conclusions	36
Mind stretching	38
Notes	38
2 Global leaders and intercultural communications	40
Learning objectives	41
Introduction	41
Intercultural communication: introduction	45
The communication process	46
Models of intercultural communication	48
Nonverbal communication	51
Intercultural communication guidelines	58
Personality psychology and intercultural communications	61
Conclusions	73
Mind stretching	73
Notes	74

3	Global leaders learning in response to change	78
	Learning objectives	79
	Introduction	79
	Aspects of organizational learning	83
	Management mindsets and learning	83
	Environmental change and its learning effects	96
	Individual learning	101
	Conclusions	109
	Mind stretching	110
	Notes	111
4	Negotiating long term for mutual benefit	114
	Learning objectives	115
	Japanese patterns of behavior	115
	Learning objectives	121
	Three examples of "cultural baggage"	122
	Negotiating across cultures	124
	Assumptions and negotiating	126
	Framework for international business negotiations	127
	Conflict resolution and negotiations	135
	The price of failed negotiations	141
	Conclusions	143
	Mind stretching	144
	Notes	144
5	Women leaders in global business	146
	Learning objectives	147
	Are women the answer to problems of culture clash?	149
	Learning objectives	151
	Current status of global women managers	152
	Global cultural stereotypes about women leaders	156
	Balancing work and family	161
	The glass ceiling	165
	Company initiatives to break the glass ceiling	166
	Women and overseas, expatriate assignments	170
	How have several specific women succeeded? Are they going about business differently?	173
	Conclusions	174
	Mind stretching	175
	Notes	176

6	Motivating the global workforce: the case for diversity and inclusion	180
	Learning objectives	181
	Introduction	181
	Cultural diversity competitive advantages	182
	Sources of global diversity	188
	Integrating diversity	190
	Conclusions	206
	Mind stretching	207
	Notes	207
7	Lessons for global leaders	213
	Learning objectives	214
	Lesson one: Sir Ernest Shackleton	214
	Lesson two: building partnership for material benefit	218
	Lesson three: Winston Churchill, as CEO	221
	Framework: leadership skills to make globalization succeed	223
	Description of competencies	227
	Final lesson: from Steve Jobs	235
	Mind stretching	236
	Notes	236
8	Teams: colocated or virtual	238
	Learning objectives	239
	High-performing teams	241
	Rating the performance of your global teams	241
	Understanding team strategy	241
	Team building for success and synergy	243
	Improving performance through team culture	244
	Global teams	245
	Meeting when teams are virtual	249
	Team leaders or members as influencers of others on a team	250
	High-performing global leadership	252
	Teams and empowerment	252
	Intercultural, cultural, interethnic, and any couple relationship as a team	254
	Conclusions	256
	Mind stretching	257
	Notes	257

9	Global business ethics: building personal ethics to achieve trust and relationship	258
	Learning objectives	259
	Introduction	260
	Ethics and evolutionary psychology	262
	Ideational ethics: Confucianism in China	269
	Ideational ethics: Buddhism	278
	Western Judeo-Christian views on reconciliation	282
	Conclusions	286
	Mind stretching	287
	Notes	287
10	Managing global transitions and relocations	293
	Learning objectives	294
	Our family moves back to France	294
	Saga of my Brazilian adventure	296
	My first truly global experience	298
	Being normal in my "personal" culture	299
	Uprooted childhoods	300
	Relocation challenges	304
	One family's experience after living in Europe and returning home	310
	Cross-border global travel	312
	Coping with transitional challenges	313
	Fostering acculturation strategies	315
	Stage 1: personnel and program assessment	318
	Stage 2: personnel orientation and training	320
	Stage 3: support service: on-site support and monitoring	322
	Stage 4: reacclimation--reentry program	323
	Business etiquette and protocol abroad	324
	Assessment instruments	325
	Academic studies on "acculturation"	326
	Conclusions	326
	Mind stretching	327
	Notes	327
11	International strategy in a global business environment	330
	Learning objectives	331
	Introduction	331
	The strategic planning process	334

Japanese strategic theory	349
Chinese strategic theory	358
Conclusions	361
Mind stretching	362
Notes	363
12 Doing business in the Middle East	367
Learning objectives	368
Introduction	368
Commonalities across Middle Eastern cultures	370
Cultural aspects of doing business in Turkey	384
Egypt	388
Saudi Arabia	390
Iraq review	392
Iran review	393
Israel review	397
Middle Eastern reactions to Westerners	399
Conclusions	400
Mind stretching	401
Notes	401
13 Doing business in Latin America	404
Learning objectives	405
Latin American overview	405
Central American countries	408
South American cultural development	409
Mexico and NAFTA	411
Brazil	419
Argentina	429
Latin American cultural themes	431
Challenges for <i>Pan-American cooperation</i>	435
Conclusions	436
Mind stretching	436
Notes	437
14 Doing business in East Asia	439
Learning objectives	440
Introduction	440
China, Japan, and Korea comparisons	442
China	459

Japan	463
South Korea	466
Hong Kong	469
Conclusions	473
Mind stretching	474
Notes	474
15 Doing business in South and Southeast Asia, and Australia	478
Learning objectives	479
Introduction	479
General considerations	480
National character	483
India	490
Australia	500
Singapore and Malaysia	502
Thailand	505
Vietnam	506
Conclusions	509
Mind stretching	510
Notes	510
16 Doing business in Europe and Russia: Great Britain, Ireland, France, Germany, Italy, and Russia	514
Learning objectives	515
Historical perspective	515
European diversity	516
Western Europe	522
Great Britain	523
Ireland: The Emerald Isle	526
France	529
Germany	538
Italy	543
Russia	553
Conclusions	558
Mind stretching	558
Notes	559
17 Doing business in Africa	561
Learning objectives	562

Beginnings	562
Modern Africa	563
Aspects of African culture	565
Cultural characteristics of Africans	570
Cultural specifics by geographic regions	573
Conclusions	589
Mind stretching	590
African resources	590
Notes	591
18 Doing business in Canada and the United States	593
Learning objectives	594
Introduction	594
American–Canadian comparisons	596
The United States of America	611
The Dominion of Canada	619
Conclusions	623
Mind stretching	624
Notes	624
<i>Index</i>	628