## **Table of Contents**

Preface xi About the Authors xv
Induit elic ruellors - Av
PART I: Introduction
Chapter 1: The Strategic Roles of Global Assignments 1
Chapter 2: The Process of Making Cross-Cultural Adjustments 32
PART II: Before the Assignment
Chapter 3: Selecting: Finding the Right People 52
Chapter 4: Training: Helping People Learn to Do the Right Things 87
PART III: During the Assignment
Chapter 5: Adjusting: Developing New Mental Maps and Behaviors 107
Chapter 6: Integrating: Balancing Dual Allegiance 130
Chapter 7: Appraising: Determining If People Are Doing the Right Things 156
Chapter 8: Rewarding: Recognizing People When They Do Things Right 175
PART IV: After the Assignment
Chapter 9: Repatriating: Helping People Readjust and Perform 202
Chapter 10: Retaining: Utilizing the Experienced Global Manager 236

Chapter 11: Managing the Entire Global Assignment Cycle: Establishing

Best Practices 256

References 278

Index 293