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Harvard Business Review
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#605583 in eBooks 2016-04-12 2016-04-12File Name: B01BO6QMA0 | File size: 66.Mb

Harvard Business Review : HBR's 10 Must Reads on Managing Across Cultures (with featured article *quot*;Cultural Intelligence*quot*; by P. Christopher Earley and Elaine Mosakowski) before purchasing it in order to gage whether or not it would be worth my time, and all praised HBR's 10 Must Reads on Managing Across Cultures (with featured article *quot*;Cultural Intelligence*quot*; by P. Christopher Earley and Elaine Mosakowski):

1 of 1 people found the following review helpful. How to end miscommunication and inefficiency throughout your enterprise by tapping into the strengths of your diverse workforce By Robert Morris This is one in a series of volumes that anthologizes what the editors of the Harvard Business Review consider to be "must reads" in a given business subject area, in this instance cultural intelligence. I have no quarrel with any of their selections, each of which is eminently deserving of inclusion. Were all of these ten articles purchased separately as reprints, the total cost would be at least \$60 and the practical value of any one of them exceeds that. Given the fact that US now sells this one for only \$16.14, that's quite a bargain. The same is true of volumes in other series such as "HBR Guide to..." "Harvard Business Review on..." and "Harvard Business Essentials." I also think there is great benefit derived from the convenience of having a variety of perspectives and insights gathered in a single volume. In all of the volumes in the "HBR 10 Must Reads" series that I have read thus far, the authors and their HBR editors make skillful use of several reader-friendly devices that include "Idea in Brief" and "Idea in Action" sections, checklists with or without bullet points, boxed mini-commentaries (some of which are "guest" contributions from other sources), and graphic charts and diagrams that consolidate especially valuable information. These and other devices facilitate, indeed accelerate frequent review later of key points later. Those who read this volume will gain valuable information, insights, and counsel that will help them to develop their cultural intelligence (please see the assessment, "Diagnosing Your Cultural Intelligence" on pages 8-9); overcome conflict on a team where cultural norms differ; adopt a common language for more efficient communication; use the diverse perspectives of their employees to locate new business opportunities; take varying cultural practices into account when resolving ethical issues; and accommodate and plan for their expatriate employees. I cannot recall a prior time when the global marketplace was more volatile, uncertain, complex, and more ambiguous than it is today and therefore *any business initiatives across borders must take into full account the meaning, significance, and relevance of Peter Drucker's observation that "culture eats strategy for breakfast."* The term "cultural intelligence" is relatively recent and David Livermore is generally credited with the recognition of its importance to cultural integration when MAs and strategic alliances are involved. Of course, what are often called "generational differences" are often cultural in nature. In the lead article, "Cultural Intelligence" (CQ), in which P. Christopher Earley and Elaine Mosakowski share the results of surveys of 2,000 managers in 60 countries, they observe: "The people who are socially successful among their peers often have the greatest difficulty making sense of, and then being accepted by, cultural strangers. Those who fully embody the habits and norms of their native culture may be the most alien when they enter a culture not their own. Sometimes, people who are somewhat detached from their own culture can more easily adopt the mores and even the body language of an unfamiliar host. They're used to being observers and making a conscious effort to fit in." In other words, CQ is the ability to make sense of unfamiliar contexts and then blend in. Earley and Mosakowski suggest that CQ has three components: the cognitive, the physical, and the emotional/motivational. While it shares many of the properties of emotional intelligence, "CQ goes one step further by equipping a person to distinguish the behaviors produced by the culture in question from behaviors and those found in all human beings." This first HBR article serves as an excellent introduction to the nine that follow. In fact, it creates a context — a frame-of-reference — for the information, insights, and counsel that the other articles provide. More specifically: "Managing Multicultural Teams"; "Oreal Masters Multiculturalism"; "Making Differences Matter: A New Paradigm for Managing Diversity"; "Navigating the Cultural Minefield"; "Values in Tension"; "Global Business Speaks English"; "10 Rules for Managing Global Innovation"; "Lost in Translation"; "The Right Way to Manage Expats"; It is instructive to keep in mind that the term "barbarian" was devised in ancient Athens and its original meaning is "non-Greek." In today's so-called VUCA world and its global marketplace, developing cultural intelligence is especially important to the success of cross-border initiatives but it is also essential to current efforts that expedite and enrich diversity. In this context, I am again reminded of a suggestion by Margaret Mead: "Always remember that you are absolutely unique. Just like everyone else." 1 of 1 people found the following review helpful. Four Stars By Sonja LJesevic-Nikoletic Useful. 0 of 1 people found the following review helpful. Five Stars By P. Duncan This is an excellent collection on culture for the practitioner/scholar!

Put an end to miscommunication and inefficiency—and tap into the strengths of your diverse team. If you read nothing else on managing across cultures, read these 10 articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you manage culturally diverse employees, whether they're dispersed around the world or you're working with a multicultural team in a single location. This book will inspire you to: Develop your cultural intelligence Overcome conflict on a team where cultural norms differ Adopt a common language for more efficient communication Use the diverse perspectives of your employees to find new business opportunities Take varying cultural practices into account when resolving ethical issues Accommodate and plan for your expatriate employees This collection of articles includes "Cultural Intelligence," by P. Christopher Earley and Elaine Mosakowski; "Managing Multicultural Teams," by Jeanne Brett, Kristin Behfar,

and Mary C. Kern; "L'Oreal Masters Multiculturalism," by Hae-Jung Hong and Yves Doz; "Making Differences Matter: A New Paradigm for Managing Diversity," by David A. Thomas and Robin J. Ely; "Navigating the Cultural Minefield," by Erin Meyer; "Values in Tension: Ethics Away from Home," by Thomas Donaldson; "Global Business Speaks English," by Tsedal Neeley; "10 Rules for Managing Global Innovation," by Keeley Wilson and Yves L. Doz; "Lost in Translation," by Fons Trompenaars and Peter Woolliams; and "The Right Way to Manage Expats," by J. Stewart Black and Hal B. Gregersen.

About the Author For over 30 years, Bob has worked with Senior Executive Teams and Boards on their most vital strategic and organizational challenges, both as a consultant and a corporate executive. He is considered one of the world's leading strategic facilitators, having designed and conducted offsites in sixteen countries with companies ranging from Fortune 10 multinationals to German mittelstand family businesses. Bob is the author of four Harvard Business articles: Off-Sites That Work (June 2006, co-authored with Logan Chandler), When Teams Can't Decide (November 2008), Who Really Makes The Big Decisions in Your Company? (December 2011), and Leadership Summits That Work (March 2015, co-authored with Cary Greene). HBR named When Teams Can't Decide one of ten 'must read' articles on teams