

Dutch business consultant Fons Trompenaars and British academician Charles Hampden-Turner long ago established themselves among the most influential intercultural researchers and practitioners in the world. Their 1997 book *Riding the Waves of Culture* introduced a model of culture-specific characteristics that has since been widely adopted, and frequently re-validated, in the field.

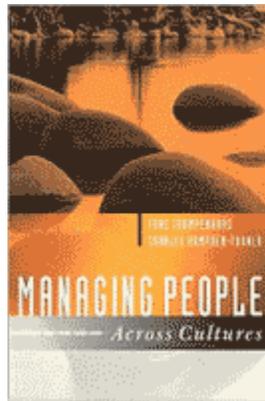
Managing People Across Cultures, a more recent work by the same authors, aims high – and fails gloriously at reaching its stated objective of spelling out 'what Human Resource Management (HRM) can and must do in the twenty-first century'. Truth be told, that may be a bit too much to bite off for anybody to chew. Nevertheless, this book excels at focusing the reader on the crucial questions and strategies for HRM, not as a functional organization but as an integrated, essential discipline that pervades the entire corporation.

The authors adopt a wider meaning for the term 'culture' here than in their previous works, encompassing national values and preferences, as well as corporate and individual ones. They include a brief enough summary of their intercultural findings to then venture far

beyond, presenting models that describe different corporate cultures and leveraging type models (specifically, the Myers-Briggs Type Indicator) when discussing aspects such as recruitment, selection and assessment. Dedicating a chapter each to such diverse subjects as 'Training managers to achieve strategic goals', 'Building a learning organization', 'Leadership development across cultures' and several others, the authors cover a lot of ground and, respectably, don't shy away from sensitive subjects like internal conflict and problem resolution.

Along the way, they continually confront the dilemmas of creativity and destruction, of human resources and physical resources, of change and continuity, and many others. Illustrating each dilemma with a real-world 'Capsule Case' and using their proven attempt to resolving them, Trompenaars and Hampden-Turner stimulate creative thinking and encourage organizational learning at all levels. All of this is set in a context of continuous innovation, where agility and entrepreneurship do not stop at technology but also embrace the people and structures enabling it.

Frequently jumping from fairly straightforward process descriptions to complex and abstract concepts, *Managing People Across Cultures* isn't light reading. It offers a worthy lecture nonetheless for human resource professionals and executive leaders alike.



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A seasoned former executive of Fortune 500 company Texas Instruments, he regularly interacted with employees, customers, outsourcing partners, and third parties in numerous countries around the world, including many parts of Asia. Mr. Katz is the author of "Negotiating International Business – The Negotiator's Reference Guide to 50 Countries Around the World".



The third edition of this popular textbook has been thoroughly expanded and updated throughout to explore the latest approaches to cross-cultural management, presenting strategies and tactics for managing international assignments and global teams. With a clear emphasis on learning and development, this new edition introduces a global management model, along with enhanced 'Applications' and 'Manager's Notebooks', to encourage students to acquire skills in multicultural competence that will be highly valued by their future employers. The research analyzes work from four scholars with the aim of establishing ways in which cultural diversity can be managed across the world. View. Show abstract. Accomplishing that across cultures requires a high level of cultural intelligence. Regardless of the cultural context, the objective in negotiation is to reach an agreement that mutually satisfies both parties' interests. Accomplishing that across cultures requires a high level of cultural intelligence (CQ). Jeswald Salacuse, author of *The Global Negotiator*, suggests ten questions to consider when negotiating across cultures. These questions, together with the four CQ capabilities, provide you with an effective strategy for negotiating across cultures. 1. Negotiating Goal: Contract or Relationship? For some cultures, partnering implies building a relationship, whereas for The Role of Culture 5. Managing Across Cultures © The McGraw-Hill Companies, 2005 Chapter 5 Managing Across Cultures By comparison, the top four spirits makers control half the world market. But that's changing as big brewers scramble to acquire strong local brands and the distribution networks that go with them. People today are not prepared to put that time in, says Sir Frank Lowe, founder of London-based Lowe & Partners Worldwide, which handled Heineken advertising in Britain and the U.S. until a conflict emerged with another client, Interbrew. Heineken, he says, "has the will and patience to stick it out."