

Contents

Preface	<i>page ix</i>
Acknowledgments	xiii
Introduction	1
Part I The New Global Context	5
1 Global Leaders in the Twenty-First Century	7
2 Mindful Global Leadership	26
3 Understanding Culture: Through the Looking Glass	48
Cases Hazelton International	83
An International Project Manager's Day (A)	92
Arla Foods and the Cartoon Crisis (A)	96
Part II Leading People across Contexts	107
4 Interpersonal Skills for International Management: Map–Bridge–Integrate for Effectiveness at the Point of Action	109
5 Leading Global Teams	143
6 Talent Management: Selection, Preparation, and Mobility of Global Leaders	173
Cases Charles Foster Sends an Email (A)	199
The Leo Burnett Company Ltd.: Virtual Team Management	203
Sophia Tannis: The European Transfer	218
Selecting a Country Manager for Delta Beverages India	226

Part III	Executing Strategy and Performance	229
7	Executing Global Strategy: Foundations	231
8	Executing Global Strategy: Applications	267
9	Leading Change in Global Organizations	294
Cases	Cushy Armchair	314
	Magdi Batato at Nestlé Malaysia (A): Introducing Team-Based Production	317
Part IV	Integrity and Sustainable Performance	325
10	Competing with Integrity: Personal Integrity	327
11	Competing with Integrity: Corporate Sustainability	362
12	Conclusion	388
Cases	Asis Electronics	390
	Ransom on the High Seas: The Case of Piracy in Somalia	392
Index		400