

Contents

Preface	<i>page xi</i>
Acknowledgments	xviii
Introduction	1
Part I The New Global Context	
1 Global Leaders in the 21st Century	7
2 Pathways to Mindful Global Leadership: Mindset, Competences, and Paradox Thinking	32
3 Culture: The Context of Meaning in International Management	58
Decision-Making Cases	
Case I-1 McDonald's Argentina	83
Case I-2 Arla Foods and the Cartoon Crisis (A)	90
Case I-3 Tony Jamous at Oyster HR: Leadership Dilemma in a Global Virtual Organization	100
Part II Leading People across Contexts	
4 Mapping Culture to Bridge and Integrate	117
5 Communicating across Cultures: Bridging and Integrating	149
6 High-Performing Global Teams	179
7 Talent Management: Selection, Preparation, and Assignment of Global Leaders	211
Decision-Making Cases	
Case II-1 Charles Foster Sends an Email (A)	237
Case II-2 Diglot Capital Management: A Very Serious Ghost Story	240
Case II-3 Leadership Crisis at Steelworks' Xiamen Plant	250

x	Contents	
	Case II-4 Uwa Ode: Embracing Life and Career across Cultures	258
	Case II-5 Selecting a Country Manager for Delta Beverages India: Part 1	265
	Case II-5 Selecting a Country Manager for Delta Beverages India: Part 2	268
	Part III Executing Strategy in a Global Context	
	8 Strategy and Organizational Forms	273
	9 Achieving Organizational Alignment for Performance	310
	10 Leading Change in Global Organizations	344
	Decision-Making Cases	
	Case III-1 Cushy Armchair	371
	Case III-2 Beiersdorf AG: Expanding Nivea’s Global Reach	373
	Case III-3 Tiffany and Swatch: Lessons from an International Strategic Alliance	389
	Case III-4 CCS Logistics: Culture Change Driving Accountability and Responsibility	402
	Part IV Purpose, Sustainability, and Integrity	
	11 Toward Sustainability and Responsible Organizations	417
	12 Competing with Integrity and Ethical Decision-Making	445
	Decision-Making Cases	
	Case IV-1 GetYourGuide: Managing a Sudden Shock to Business Growth	485
	Case IV-2 Ghana Investment Fund Limited: Ethical Issues	497
	Index	506