

Contents

Preface	<i>page</i> ix
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: Part 1	226
Selecting a Country Manager for Delta Beverages India: Part 2	229

viii	Contents	
	Part III Executing Strategy and Performance	233
	7 Executing Global Strategy: Foundations	235
	8 Executing Global Strategy: Applications	271
	9 Leading Change in Global Organizations	298
	Cases Cushy Armchair	318
	Magdi Batato at Nestlé Malaysia (A): Introducing Team-Based Production	321
	Part IV Integrity and Sustainable Performance	329
	10 Competing with Integrity: Personal Integrity	331
	11 Competing with Integrity: Corporate Sustainability	366
	12 Conclusion	392
	Cases Asis Electronics	394
	Ransom on the High Seas: The Case of Piracy in Somalia	396
	Index	404