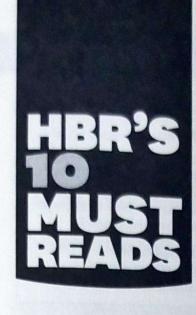


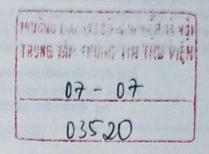
**FEATURING**"Cultural Intelligence"

By P. Christopher Earley and
Elaine Mosakowski

# On Managing Across Cultures

If you read nothing else on managing across cultures, read these definitive articles from Harvard Business Review.





## On Managing Across Cultures



GIFT OF THE ASIA FOUNDATION NOT FOR RE-SALE

QUẢ TẬNG CỦA QUÝ CHÂU Á KHẨNG ĐƯỢC BẢN LAI

HARVARD BUSINESS REVIEW PRESS

Boston, Massachusetts

#### **HBR Press Quantity Sales Discounts**

Harvard Business Review Press titles are available at significant quantity discounts when purchased in bulk for client gifts, sales promotions, and premiums. Special editions, including books with corporate logos, customized covers, and letters from the company or CEO printed in the front matter, as well as excerpts of existing books, can also be created in large quantities for special needs.

For details and discount information for both print and ebook formats, contact booksales@harvardbusiness.org, tel. 800-988-0886, or www.hbr.org/bulksales.

Copyright 2016 Harvard Business School Publishing Corporation All rights reserved Printed in the United States of America

10 9 8 7 6 5 4 3 2 1

No part of this publication may be reproduced, stored in or introduced into a retrieval system, or transmitted, in any form, or by any means (electronic, mechanical, photocopying, recording, or otherwise), without the prior permission of the publisher. Requests for permission should be directed to permissions@hbsp.harvard.edu, or mailed to Permissions, Harvard Business School Publishing, 60 Harvard Way, Boston, Massachusetts 02163.

The web addresses referenced in this book were live and correct at the time of the book's publication but may be subject to change.

Library of Congress Cataloging-in-Publication Data

Names: Harvard Business Review Press, issuing body.

Title: HBR's 10 must reads on managing across cultures / Harvard Business Review Press.

Description: Boston, Massachusetts: Harvard Business Review Press, [2016] | Includes index.

Identifiers: LCCN 2015047174 (print) | LCCN 2016003334 (ebook) | ISBN 9781633691629 (pbk. : alk. paper) | ISBN 9781633691636 ()

Subjects: LCSH: International business enterprises—Personnel management. | Management—Cross-cultural studies. | Corporate culture—Cross-cultural studies. | Diversity in the workplace—Management.

Classification: LCC HF5549.5.E45 H423 2016 (print) | LCC HF5549.5.E45 (ebook) | DDC 658.3008—dc23

LC record available at http://lccn.loc.gov/2015047174

ISBN: 978-1-63369-162-9 eISBN: 978-1-63369-163-6

The paper used in this publication meets the requirements of the American National Standard for Permanence of Paper for Publications and Documents in Libraries and Archives Z39.48-1992.

### Contents

## Cultural Intelligence 1 by P. Christopher Earley and Elaine Mosakowski

Managing Multicultural Teams 17
by Jeanne Brett, Kristin Behfar, and Mary C. Kern

L'Oréal Masters Multiculturalism 35 by Hae-Jung Hong and Yves L. Doz

Making Differences Matter: A New Paradigm for Managing Diversity 47 by David A. Thomas and Robin J. Ely

Navigating the Cultural Minefield 75 by Erin Meyer

Values in Tension: Ethics Away from Home 85
by Thomas Donaldson

Global Business Speaks English 103
by Tsedal Neeley

10 Rules for Managing Global Innovation 117 by Keeley Wilson and Yves L. Doz

Lost in Translation 129
by Fons Trompenaars and Peter Woolliams

The Right Way to Manage Expats 139 by J. Stewart Black and Hal B. Gregersen

About the Contributors 155 Index 157