# Table of contents


- **Chapter 1 Going Global** (p. 1)
- **Forethoughts from a Global Mind** (p. 1)
- **Changes in Management Thinking and MBA Education** (p. 3)
- **Cultural Prerequisites for Effective Global Competition** (p. 4)
- **Team Play** (p. 6)
- **Continuous Play** (p. 6)
- **Sea Changes** (p. 7)
- **HRD Implications of Globalization** (p. 9)
- **Contexts and Levels of Globalization** (p. 10)
- **Globalization Levels and Corporate Objectives** (p. 17)
- **Afterthoughts for Global Mindsets** (p. 18)
- **Chapter 2 Global Mindsets and Competencies** (p. 21)
- **Forethoughts from a Global Mind** (p. 21)
- **Global Mindsets** (p. 23)
- **Global Mindsets and Personal Characteristics** (p. 28)
- **Competencies and Characteristics** (p. 31)
- **A Manager's Guide to Action** (p. 33)
- **Integration of Global Competencies with the Levels of Globalization** (p. 34)
- **Global Competencies, Practices, and Tasks** (p. 36)
- **Global Competency Learning Cycle (CLC)** (p. 37)
- **Afterthoughts for Global Mindsets** (p. 38)
- **Chapter 3 Managing Competitiveness** (p. 40)
- **Forethoughts from a Global Mind** (p. 40)
- **Forces Driving Corporations to Become Global** (p. 41)
- **Evolution of the Global Enterprise** (p. 44)
- **Fundamentals of International Strategy** (p. 50)
- **Fundamentals of International Structure** (p. 54)
- **New Directions in Strategy and Structure** (p. 56)
- **Key Practices and Tasks for Maanging Competitiveness** (p. 59)
- **Afterthoughts for Global Mindsets** (p. 62)
- **Chapter 4 Managing Complexity** (p. 64)
- **Forethoughts from a Global Mind** (p. 64)
- **American Cultural Predispositions About Complexity, Contradiction, and Conflict** (p. 66)
- **Complexity in Global Organizations** (p. 69)
- **Sources and Methods of Managing Complexity** (p. 69)
- **Sources of Contradiction** (p. 74)
- **Ways to Manage Global Contradictions** (p. 78)
- **Conflict Management as a Key to Managing Complexities and Contradictions** (p. 79)
- **Key Practices and Tasks to Manage Complexity** (p. 81)
- **Afterthoughts for Global Mindsets** (p. 84)
- **Chapter 5 Managing Organizational Adaptability** (p. 86)
- **Forethoughts from a Global Mind** (p. 87)

- **Global Corporate Culture** (p. 88)
- **Managing in a Global Corporate Culture** (p. 89)
- **The Competitive Benefits of a Global Corporate Culture** (p. 97)
- **Key Practices and Tasks for Managing Organizational Adaptability** (p. 100)
- **Afterthoughts for Global Mindsets** (p. 103)
- **Chapter 6 Managing Multicultural Teams** (p. 105)
- **Forethoughts from a Global Mind** (p. 105)
- **Importance of Teams in a Global Organization** (p. 107)
- **Understanding Multicultural Teams** (p. 109)
- **Guidelines for Daignosing the Effectiveness of Multicultural Teams** (p. 131)
- **Key Practices and Tasks for Managing Multicultural Teams** (p. 133)
- **Afterthoughts for Global Mindsets** (p. 134)
- **Chapter 7 Managing Uncertainty** (p. 137)
- **Forethoughts from a Global Mind** (p. 137)
- **Uncertainty and Global Management** (p. 139)
- **Physics and Global Business Strategy** (p. 141)
- **Seeing Chaos as a User-Friendly Ally for Change** (p. 144)
- **A Flow-Control Theory of Organizational Change** (p. 148)
- **New Mindsets for Flow Management** (p. 155)
- **Key Practices and Tasks for Managing Uncertainty** (p. 160)
- **Afterthoughts for Global Mindsets** (p. 162)
- **Chapter 8 Managing Learning** (p. 163)
- **Forethoughts from a Global Mind** (p. 163)
- **Corporate Globalization and Global Competencies** (p. 165)
- **Twelve Human Resource Challenges for Developing Global Managers** (p. 168)
- **Different Degrees of Global Management** (p. 184)
- **Global Human Resource Challenges for the 21st Century** (p. 190)
- **New Directions** (p. 194)
- **Key Practices and Tasks for Managing Learning** (p. 195)
- **Afterthoughts for Global Mindsets** (p. 198)
- **Chapter 9 Integration** (p. 199)
- **Forethoughts from a Global Mind** (p. 199)
- **The New Paradigm--Finite to Infinite Games** (p. 200)
- **A Final Afterthought for your Global Mindset** (p. 209)
- **Appendix** (p. 211)
- **Summary of Six Competencies, Mindsets, Characteristics, Practices, and Tasks** (p. 213)
- **Selected Bibliography** (p. 222)
- **Index** (p. 235)