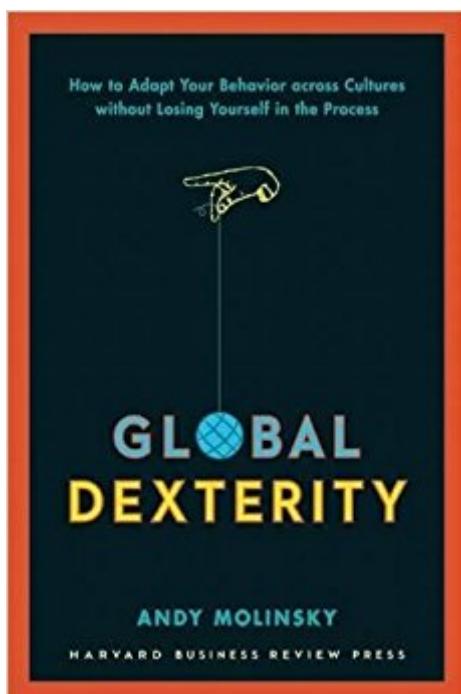


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# Global Dexterity: How To Adapt Your Behavior Across Cultures Without Losing Yourself In The Process



## Synopsis

I wrote this book because I believe that there is a serious gap in what has been written and communicated about cross-cultural management and what people actually struggle with on the ground. From the Introduction What does it mean to be a global worker and a true citizen of the world today? It goes beyond merely acknowledging cultural differences. In reality, it means you are able to adapt your behavior to conform to new cultural contexts without losing your authentic self in the process. Not only is this difficult, it's a frightening prospect for most people and something completely outside their comfort zone. But managing and communicating with people from other cultures is an essential skill today. Most of us collaborate with teams across borders and cultures on a regular basis, whether we spend our time in the office or out on the road. What's needed now is a critical new skill, something author Andy Molinsky calls global dexterity. In this book Molinsky offers the tools needed to simultaneously adapt behavior to new cultural contexts while staying authentic and grounded in your own natural style. Based on more than a decade of research, teaching, and consulting with managers and executives around the world, this book reveals an approach to adapting while feeling comfortable; an essential skill that enables you to switch behaviors and overcome the emotional and psychological challenges of doing so. From identifying and overcoming challenges to integrating what you learn into your everyday environment, Molinsky provides a guidebook; and mentoring; to raise your confidence and your profile. Practical, engaging, and refreshing, Global Dexterity will help you reach across cultures; and succeed in today's global business environment.

## Book Information

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## Customer Reviews

"Global Dexterity by Andy Molinsky is the best book I've come across for providing practical, research-based suggestions for adapting (and not adapting) behavior." — David Livermore, PhD as seen on Cultural Intelligence Center; A resolutely practical approach, supported by numerous examples that make this book lively, useful and interesting to read. — "Manager" — It's a book I recommend highly, particularly to people who are put in non-U.S. cultural situations but have not yet put much thought into the implications. — Federal Computer Week; Global Dexterity is an easy read and one that is accessible to people from all cultural backgrounds; International Higher Education Consulting; an important book with wide application to the field of international education. — NAFSA's International Educator; When it comes to cultural competence, there are some big gaps between knowing about, knowing how to, and actually developing and applying the skills to manage self in real situations. Andy Molinsky has provided us with a methodology for bridging into the third and most critical of these steps, and his choice of the word "dexterity" in the title of the book is well chosen... The book is well written and an easy read. — George Simons; SIETAR France (Society of Intercultural Education Training and Research); This book is a quick and easy-to-understand resource for anyone who might find himself in a remotely foreign culture. It might simply save you some unneeded embarrassment, or it might go as far as saving your job. — 800 CEO READ; Molinsky presents a succinct method for figuring out how to adapt to new cultural events, such as delivering feedback to Japanese colleagues, interviewing for a job in an overseas country, or participating more successfully in a meeting with foreign executives. — Global Business and Organizational Excellence; a very readable and enjoyable primer with helpful tips for cross cultural behavior. — The International Admissions Officer Bookshelf - Summer 2013, Instead (International Education Advantage); This is a one-of-a-kind book on developing cross-cultural insight. Like most subjects, you cannot learn it in one reading. Practice is essential. But Andy Molinsky provides you an excellent start. — BIZ INDIAADVANCE PRAISE for Global Dexterity; Ted Manley, VP, Total Rewards and HR Operations, Dunkin' Brands Inc.; Global Dexterity truly resonates. As an HR executive with over thirty years of experience in global companies, I can see a real advantage in using the book's tips and techniques to help manage and communicate with people from around the

world! Steven A. Rochlin, Member of the Board of Directors and Head of Global Advisory Services, AccountAbility; coauthor, *Beyond Good Company* and *Untapped*; Andy Molinsky shows us that successful leaders crack the code of foreign cultures and adjust their behavior accordingly. Then he explains how itâ„¢s done. *Global Dexterity* is an indispensable guide for managing a globalizing world. Adam Weinberg, President and CEO, World Learning; The future will be shaped by people who can effectively live and work across cultural differences. Andy Molinsky provides a series of simple and effective tools for helping people understand where cultural differences come from and for helping us, as individuals, develop our own capacity to bridge those differences effectively. Global dexterity is an important concept, and this is an important book. Mansi Madan Tripathy, Chief Marketing Officer, Shell India; *Global Dexterity* provides a clear road map to conquer the quest for cultural diversity, which is critical in todayâ„¢s flat world. The self-assessments on identifying cultural gaps and working on a personal mind-set to overcome them will prove handy to anyone working in a new cultural environment. Matthias Kempf, Director, HR Talent Europe, adidas Group; Andy Molinsky does a masterful job of demystifying the challenges one faces working in or with other cultures. His book is as insightful as it is practical. In a world in which you need to both understand and adapt to cultural differences, this is the book to read.

Andy Molinsky is an associate professor at Brandeis Universityâ„¢s International Business School. He specializes in cross-cultural interaction in business settings and has created a popular MBA course focused on cross-cultural adaptation. He has published widely on the topic of cultural adaptation; his work has been featured by a range of media outlets including the Financial Times, the Boston Globe, NPR, and Voice of America.

*Global Dexterity* accomplishes a great deal in ten short chapters. It helps the reader understand cultural challenges through the experiences of Russians, Indians and Chinese professionals that struggled with the complexities of American culture. It also shows the flip side by offering examples of Americans who faced similar challenges managing operations abroad. The book then guides readers to understand the psychological challenges of bridging cultures, as well as to diagnose their own cultural mindset, customize their behavior and hone the results into effective solutions. Of critical importance is Dr. Molinsky's recognition that success cannot be based on the individual losing himself in the effort; in fact, preserving authenticity of self is an important underlying theme. The result is an eminently useful and practical book that effectively translates formal academic

research into practical solutions for anyone doing business abroad, hiring foreign talent or just navigating the increasingly complex cultural environments at the heart of global governance, commerce and trade. To summarize, Global Dexterity is a must have for anyone working abroad or managing a multicultural workforce at home.

Andy Molinksy has written one of (if not *\*the\**) most lucid books on navigating the international cultural divide. As business continues to become more global every day, and as success depends increasingly on being able to adapt successfully to new cultures, the practical advice in "Global Dexterity" could not be more timely or useful. Molinksy has done an admirable job blending his own academic research, experience teaching, and practical examples to provide readers with a eminently grounded and extremely accessible guide.

As a professor of management, I find that one of the most difficult challenges my students face is managing across cultures. This book is a fabulous resource that I can now recommend to my students, detailing specific challenges and providing practical advice to readers about how to address these challenges. As cross cultural management continues to increase, I am now considering adding this book as a required part of my MBA courses. The insights here will not only help leaders, but make our businesses, and our world, more successful.

As an advisor to executives on recruiting the leaders for international assignments, I found this book to be invaluable if you are interested in learning how to motivate, inspire, execute and deliver results when working in or with other cultures. Not only it helps you understand what you are going through emotionally during intercultural interactions, it also focuses on how to build credibility with your foreign partners and colleagues without compromising your own beliefs and values. Nothing on your shelf right now will tell you more about why some outstanding leaders fail to succeed in foreign settings, or what they need to do to earn trust and respect of their foreign partners and colleagues. Supported by research, this book takes you to discover why some fail to succeed in intercultural communications, and provides practical advice on how to adjust behavior to be effective in cross-cultural interactions. If you read this book and apply its tips, you'll save time and avoid costly mistakes.

As an Australian-based intercultural communication practitioner, Global Dexterity is a major gift into my professional world. In fact, it was, for me the standout book of my 2014. It continues to

contribute its richness to colleagues and clients and I often reference Global Dexterity in client workshops. In my coaching of globally mobile executives, they often find the simple diagnostics valuable and the "zone of appropriateness" reassuring. Thank you, Dr Molinsky for your research and your freeing book. Taruni Falconer, Intercultural Communication Professional, Melbourne

One sign of a good business "self-help" book is that you are able to apply the information right away, which I did with Global Dexterity. The day after I finished the book, I was able to use the advice in the section "Getting Others to Forgive Your Cultural Mistakes" to turn an awkward situation with a new Iranian business acquaintance into a humorous one by "blaming" something I said on my American culture. While this book would not be a substitute for the country-specific tactics that a book that specialized in a particular country would, it does provide an over-arching strategy for approaching cultural differences in the framework of the 6-dimensions of cultural behavior expectations (Directness, Enthusiasm, Formality, Assertiveness, and Self-promotion). The points are well-illustrated with interesting anecdotes and scenarios which make the book an enjoyable read.

Andy Molinsky's book is a must read if your work (or even life) takes you across cultural boundaries. What makes this book so great is that it not only provides a set of tools for navigating through working with other cultures, but also on how to find your comfort zone within that challenging environment. Andy Molinsky's writing style makes for great flow and his use of concrete, real-life examples are very helpful. You can apply the lessons learned from this book regardless of your own culture and which culture you are trying to mesh with. My immediate thought upon reading this book was that every corporation or organization that has offices in multiple countries or works with companies, organizations or people from other countries should provide this book to all their employees who work in those situations.

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