

THE FUTURE OF GLOBAL MANAGEMENT

By

Dr. Ernest Gundling

For those of us who labor in the field of global human resources development, either as an internal staff resource or as an external trainer or consultant, it is sometimes valuable to look up from our work and reconsider our overall direction. The edge of the millennium provides a crossroads in time that is at once artificial and an all too real reminder of how quickly our own life energies will be spent. Where have we come from, where are we going, and what is it that makes our everyday efforts truly worthwhile? I submit that if we think carefully about the big picture, there is ample room for inspiration, and a roadmap that may be good for the next fifty years.

Our business customers have made tremendous strides over the last decades. Traditional, domestically focused attitudes persist in some areas, but in many organizations, terms such as “global” or “transnational” have long since been integrated into key corporate objectives. As the non-US revenues of first-rate companies such as Hewlett-Packard, 3M, or Motorola have come to exceed fifty percent of total revenues, top executives have devoted increasingly serious attention to overseas markets. Leading edge European and Asian firms have created their own unique formulae for rapid global expansion as well.

Pioneers in the intercultural field – Nancy Adler, Clifford Clarke, Jack Condon, Edward Hall, Geert Hofstede, Robert Moran, George Renwick, Steven Rhinesmith, Fons Trompenaars, and so on –

have provided us with important conceptual tools while defining new skills for multicultural or transcultural effectiveness. There is a rising tide of information now available in a variety of media (print, video, CD, Internet) describing previously unfamiliar countries, customs, and potential customers.

But what will the new century look like, and is there a vision that can unify our efforts? The place where our past dreams and future musings seem most likely to converge is in the notion of global citizenship. I will try to sketch here more precisely what the emerging profile of the global citizen and his or her organizational environment will look like, and what some of the benefits and perils of this type of person might be.

Definition of a Global Citizen

“A global citizen is able to work effectively together with other people of any culture, personality, or profession.”

A global citizen is first and foremost a citizen of the world. Affiliation to humankind and to the world as a whole is balanced with national allegiance. When there is a choice between what is best for humankind and what is best for one's own country, the former must finally take precedence. In the corporate environment, this is linked with the ability to hold simultaneously in mind what is of greatest benefit to the global organization with what is good for local customers. Global citizens are essential to today's companies because they can recognize important local customer needs, weigh them against the organization's strategic priorities, and invest valuable resources in the best interests of the company as a whole. Corporate values also must be consonant with broader human values, and come before nationalistic sentiments.

The word, 'citizen,' recalls the ancient concept of the 'freeman,' a person who is no one's slave, but invested with the rights and responsibilities of full citizenship. No global organization will ultimately benefit from local employees who are more enslaved than free. Indeed, the global systems that support global citizens integrate and leverage the contributions of every employee for the benefit of customers around the world. The political connotations of citizenship are appropriate. As corporations increasingly transcend national boundaries, they must take on ever-greater responsibility and liability for so-called 'externalities': their effects on the environment, political structures, living conditions, and differences between rich and poor.

Global corporations find that they are increasingly held responsible for problems that occur continents away from their headquarters: Shell suffered a major blow to its reputation because of its reported association with a corrupt Nigerian military dictatorship, the suppression and murder of democratic political activists, and serious environmental pollution. At the same time, less well-publicized examples of good corporate citizenship have become sources of strategic advantage. Ford has received kudos on Thailand's Eastern Seaboard for its efforts to raise the standards of local educational institutions and to cultivate domestic sources of supply, meanwhile both

ensuring itself of a better pool of qualified workers and winning important economic and political allies.

The Business Case for Global Citizenship

There is a business case for global citizenship that is clear and compelling. Global/local balance is an indispensable management imperative for transnational enterprises, and no one is better equipped to achieve this than the global citizen. Likewise, global citizens will be best prepared to perceive the unexpected risks and opportunities that flow from rapid change. Many North American companies are planning for a future world in which the ratio of overseas to domestic revenues moves from 50/50 to 80/20. It is the global citizens among their employees who will champion this movement, serving the needs of global customers, innovating across boundaries, and building up operations in prime growth markets. The economic map of the world now features North America, Europe, and Japan, each swollen out of proportion to geographical reality. As global citizens take on leadership roles, they will see a different map of possibilities and gradually transform the economic landscape in the direction of greater regional balance.

Core Values of a Global Citizen

Here are some basic values of the global citizen:

- ◆ **Meaningful Work:** participation in peaceful transactions across borders, following a shared set of rules, that is both personally satisfying and actually improves the lives of others.
- ◆ **Profitability:** a recognition that there must be a positive result from the equation which compares the values customers assign to our products with the overall costs of our operations.
- ◆ **Integrity:** profit through legitimate means; a dedication to fair and honest dealings and relationships of trust with business partners, defined in terms acceptable to them as well as to us.
- ◆ **Social Justice:** a willingness to challenge extremes of poverty and economic inequality, tyrannical governments that do not have the support of their people, and administrative systems that deny equal opportunities while benefiting a privileged few.
- ◆ **Environmental Sustainability:** dedication to the long-term health of our planet and the ecosystems that sustain us.
- ◆ **Learning:** a constant openness to new ideas and information, a willingness to adopt good ideas from any source.
- ◆ **Personal & Professional Growth:** a willingness to accept challenge and to change through encounters with values and ideas that are fundamentally different from our own.

While a number of the values on this list may appear to be wildly idealistic for now, the rapidly evolving business environment could also make them look more and more practical as time goes on. With respect to social justice, for example, a grotesque statistic documented in the most recent U.N. Development Report is that the assets of the world's *two hundred* richest people exceed the combined income of *two billion* of its poorest. And even as the U.S. has enjoyed an unprecedented economic boom, eighty countries have experienced a decline in per capita income to levels that are lower today than they were a decade ago.¹ It not only ethically troubling and politically risky to run the advanced economies of the world as gated communities with prosperous, aging populations – it is impractical from an economic standpoint. Some of the world's leading high technology firms, facing a domestic labor shortage, have become strong advocates for more flexible visa policies. They have also been pioneers in building factories or other facilities in developing nations, providing coveted high-wage jobs and better worker safety standards.

Global companies that consider solutions for poverty as part of their strategic agenda in the places where they do business have a much greater chance of being welcomed by national governments, local communities, and the residents themselves. This will continue to be to their advantage as they seek new sources of skilled labor in times of shortage. In countries where local elites monopolize resources and perpetuate inequality, however, these companies face difficult choices about whether or to what extent to collaborate with them in order to be able to do business. Some firms will make a show of values such as social activism or environmental responsibility for their public relations value while in fact continuing to reinforce the local status quo. Meanwhile, others are quietly experimenting with the application of exemplary values beyond the usual feel-good PR, because ultimately this makes more business sense.

Characteristics of a Global Citizen

How do global citizens compare with the old image of the international manager? The criteria listed below are quite demanding, and few individuals in senior management positions today could claim to meet them all. However, there is a new generation of younger leaders who have grown up with multiculturalism rather than having to learn it later on, and it may be that they will come much closer to combining these kinds of characteristics over the span of their careers:

[continued on following page]

International Manager	Global Citizen
◆ Specializes in international business; may or may not be competent in other areas	◆ Is highly competent in a technical discipline
◆ Focuses on a particular product or market	◆ Has solid general business training and is conversant with other specialized disciplines
◆ Seen as a marginal contributor to the home organization	◆ Knows headquarters well and is a high potential 'player'
◆ Sent abroad for long periods to work on low priority assignments without strong home office focus or backing	◆ Has been assigned to key global markets to grow the business and to develop leadership skills
◆ Can do business in a foreign language	◆ Is comfortable working in several languages
◆ Is familiar with the business practices in another country or region	◆ Can move easily between different countries or regions with no drop in performance
◆ Is interested primarily in home culture and host culture events	◆ Cares about and is conversant with major events on every continent
◆ Uses international skills when visiting or living in a subsidiary location or hosting guests	◆ Global skills are required on a daily basis regardless of location
◆ Works primarily with a set group of foreign colleagues from one country	◆ Serves on several global teams, each with multiple representatives from other cultures
◆ Focuses on the relationship between headquarters and subsidiary	◆ Looks for and builds connections between different regional organizations and markets
◆ Sees foreign colleagues as subsidiary employees	◆ Views foreign colleagues as fellow global citizens
◆ Is regarded by local employees as a respected headquarters representative	◆ Is regarded by other company employees as a credible global role model
◆ Learns how to cope with 'culture shock' the hard way; initially unprepared to deal with differences	◆ Has steady core values and the versatility to both question these and to adapt to different circumstances
◆ Sometimes inclines towards extremes of the 'Headquarters Way' or 'Gone Native'	◆ Is fluent with central organizational systems and processes, and can adapt these skillfully to new environments
◆ Brings headquarters values, practices, and technical skills into the subsidiary environment	◆ Seeks out best practices from locations around the world and integrates these into existing systems and structures

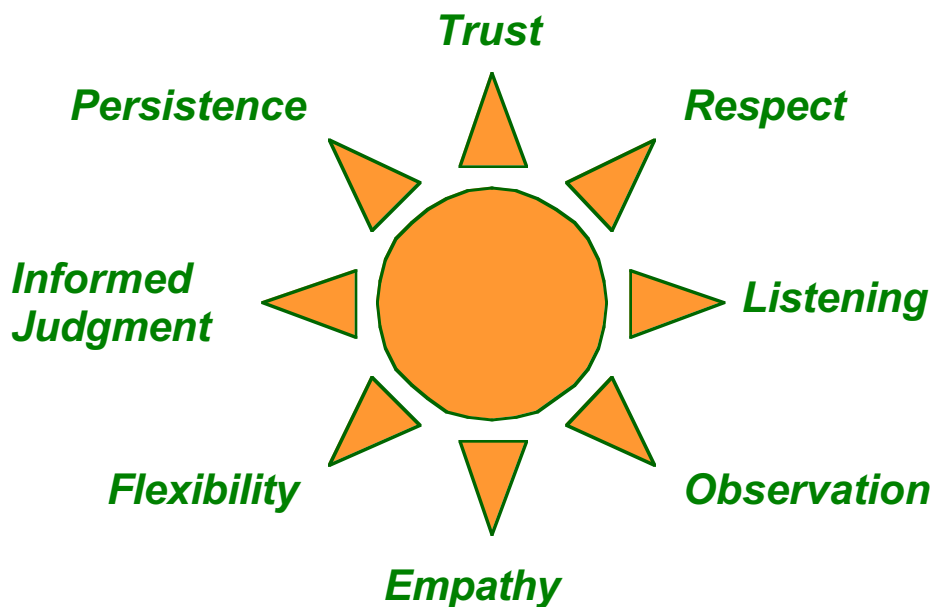
(Several of the items in this chart are adapted from Nancy Adler's comparison of "Traditional International Managers" with "Transnationally Competent Managers," *Academy of Management Executive*, Vol. 6, No. 3, August 1992.)

Process Skills for Global Citizens

In addition to the characteristics of the global citizen just mentioned, there is a further important set of capabilities. Research studies have identified certain common predictors of effectiveness in overseas assignments or multicultural environments.² Some people would conceive of these as personality traits; I prefer the label, "process skills," because most people can learn and improve them with practice. Moreover, the skills enumerated here are best viewed not only as individual assets, but as the foundation for multicultural teamwork.

These skills are important anywhere, but they are far more challenging for a global citizen than for a domestic manager because the actions associated with each skill tend to vary across cultures. A global citizen is able to utilize and disseminate process skills in a multicultural setting by stressing their importance, forging common behavioral definitions, and setting a personal example that gradually becomes a team discipline.

Process Skills for Global Citizens



1. Trust

The ability to build trust across cultural barriers is vital, especially when some of the behaviors that we regard as evidence of trustworthiness may be interpreted as signs of unreliability in another environment. (Example: the sharing of confidential information among close associates may be regarded either as a means of building trust or as a sign of untrustworthiness.)

2. Respect

The members of a multicultural group must develop behaviorally encoded forms of respect that are practiced by each participant. (Examples: asking for input from each participant; waiting for others to finish their thoughts.)

3. Listening

The challenge for managers in a multicultural environment is to listen for what they do not expect to hear. Can you deal with new information that is beyond the range of your normal common sense assumptions? (Example: markets where advertising is a new concept and “customers” have not normally been seen as important.)

4. Observation

In certain cultural contexts what is not said is more important than the literal content of the discussion. (Examples: forms of dress, subtle gestures, the rich shades and flavors of silence.)

5. Empathy

Being able to sense and respond to the feelings of your foreign counterparts, while vitally important, can also be very difficult because the cues are unfamiliar. (Examples: the smile that could signal discomfort, or exaggerated emotional displays that are calculated to probe for concessions.)

6. Flexibility

Can you adapt to what you have heard with new ears, seen with new eyes, and felt with a new emotional register, transforming your management style in a way that makes it more locally effective? (Example: learn to solve a problem by offering indirect feedback instead of tackling it directly.)

7. Informed Judgment

The finely honed skill of quickly reading and assessing business counterparts may go terribly awry when we are outside of our cultural familiarity zone. Cues that we normally rely upon as windows into another’s soul turn out to be false leads or dead ends; meanwhile we miss what is locally obvious. Judgments are best made when one is fully informed by guides who know the local business territory. (Example: asking for a local manager’s assessment of an employee who seems competent to you but may be less well-regarded by peers or customers.)

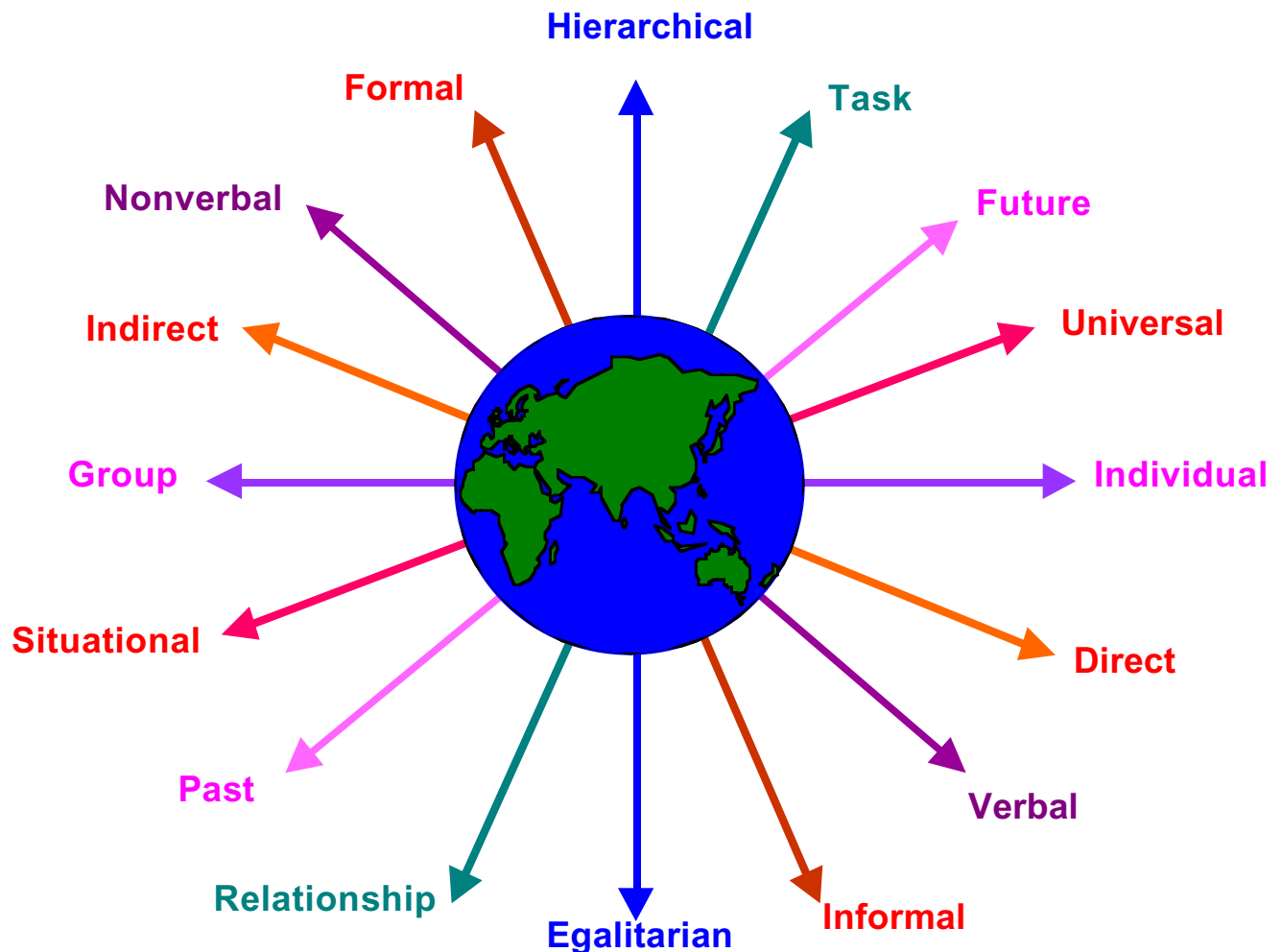
8. Persistence

People who give up the first time something goes wrong will not last long overseas. Individuals and groups who face adversity by coming back and trying again and again to create solutions – this doesn’t mean repeating the same mistake – are the ones who will prevail.

The Dimensions of Global Citizenship

Any manager in a global enterprise is confronted with the fact that people approach their work differently, with their thoughts and actions shaped in part by culture. Global citizens carry in their heads a map, or grid, of these varying perspectives. These dimensions of cultural difference have been expounded in various ways by a succession of writers (Parsons, Kluckhohn and Strodtbeck, Hofstede Trompenaars, Walker); a summary version is offered below.

Global citizens are first of all able to navigate these dimensions in order to comprehend why an overseas counterpart would propose a different solution to the same work issue. They are also prepared to advocate solutions based upon either end of a given dimension, or to create a fresh, hybrid approach as appropriate for a particular environment. To take the well-known task/relationship dimension, for example, it might be in the best interests of a global organization to evaluate employees based upon task performance, to sell by building deep customer relationships, and to negotiate joint venture partnerships that balance a task focus with trusting relationships. Rather than regarding their own customary patterns of action as fixed, global citizens find that learning and exploring the full range of each cultural dimension offers a significant growth opportunity for both themselves and their global colleagues.



Global Citizens and Global Systems

Human Resources, for all of its modern sophistication, must always address certain fundamental challenges. There is the familiar set of developmental issues corresponding with the human life cycle in any organization: recruitment, training, performance evaluation, compensation, promotion, termination, retirement. For global organizations, there is also the standard cycle of moving people abroad and back again (or to a third location). Such activities can be accomplished in a way that is more or less strategic, more or less integrated with critical business objectives. Successful human resources and training professionals take the more strategic, integrated route.

The best company training grounds for global citizens of any origin is still an overseas “stretch” assignment, although many companies have departed from the old standard two to three year pattern in favor of a smorgasbord of options. Relocating to a position of responsibility in a foreign business setting offers extraordinary opportunities to broaden one’s thinking and take on a more flexible repertoire of management skills. Global assignments are best viewed as a highly interdependent loop, where the progress made at each step affects what can be accomplished at the next, and the loop is nestled within the larger contexts of a company’s business strategy and cumulative global experience. Each positive expatriate experience helps to reinforce a virtuous learning cycle that benefits both the assignee and the local counterparts with whom he or she comes into contact.

STRATEGIC MANAGEMENT OF GLOBAL ASSIGNMENTS

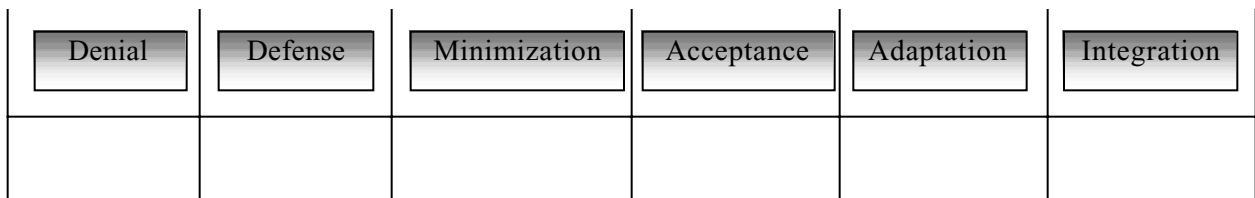


Human Resources: The Inner Mission

Human resources and training professionals have a key role in creating an environment for global citizens to flourish, not only through overseas assignments but through a host of other means. In a profession that is increasingly pressed to align itself with business unit goals and to demonstrate the value of every activity with a metric, HR professionals can and should indulge themselves with a sense of inner mission. They are the corporate guardians of human development, social values, and shared purpose. As the company world demands ever more of its participants' energies, work becomes inexorably linked with life's other aspects. Human Resources has increasingly shouldered responsibilities connected with such matters as personal growth, interpersonal differences, corporate culture, change management, and organizational vision. At the same time, as national borders are superseded by institutional ties, HR professionals have the strategic opportunity to forge new bonds of global connection and functionality.

Global Citizens: Synergists at the Center

Janet and Milton Bennett, two other seminal figures in the intercultural field, have created a developmental model that can be a useful reference point for HR practitioners. It moves from the denial of differences and its accompanying "ethnic encapsulation" towards more advanced stages of adaptation and integration.



For all the utility of their intercultural development model, however, the Bennetts' description of the final stage of integration is oddly truncated. They coin the term, "constructive marginality," to refer to a person who can move effectively between cultures, making careful and conscious choices of how to act based upon different contexts. But such persons, by virtue of their foreign experience, are forever confined to the margins of their home culture and the stimulating society of fellow marginals; they are constructive critics and valuable linkage points to other realities, yet not central players in the vortex of power.³ This is an apt description for many academics and consultants, including most of the founders of the intercultural field. Beginning with the unabashed idealism of the Peace Corps, interculturalism has been a movement in which people volunteered for marginality in order build new, two-way bridges to the far (from a home country perspective) corners of the globe.

However, economic institutions today do not require constructive marginality – which is in some ways reminiscent of the old international manager type – so much as they need global citizens. In our work we have begun to encounter a new breed of leader, a global citizen who does not reside at the margins of his or her organization but rather at the center. This person is a synergist and creator of new institutional values, an integrator who knows the company's past culture and capabilities, and who can skillfully draw in new voices and create a broader vision. These leaders may live abroad for some time and help to transfer knowledge and capabilities around the globe, but at their core they are builders who are equally comfortable and effective at the center and the margins.

A significant contingent of the anthropological academy holds that it is ultimately impossible to hold a true dialogue across cultural lines. For such scholars, cultural differences are hoary, invincible dragons that cannot be readily located or slain. But it may be useful for these same anthropologists to go back to the islands where they did their field work and check out what the teenagers are wearing, or what they are listening to on their portable stereos. Culture is a work in progress on several levels, from the microcosm of our own everyday social units to the national or international macrocosm. The more general and all-encompassing the level, the more complex and slow-moving the change process, but no culture is immutable – change is a constant. Consider the difference between the US, China, or South Africa of today as opposed to the same countries thirty years ago.

Corporate culture, influenced by and in turn influencing culture at all other levels, is even more amenable to change, depending of course on the size and prior history of the institution. Indeed, corporations need to keep changing in order to meet the needs of the global marketplace. The global citizen who acts as a synergist at the center can weave together diverse elements – center and periphery, past and present, market imperatives and corporate capabilities – to help build a new organizational culture before our eyes. Dynamic global corporate cultures will increasingly reshape and even supercede the cultures of nation states. And they have grown to a scale that matters just as much: fifty-one of the largest one hundred economies in the world are not countries, but corporations.⁴

A Laboratory for Global Citizenship

Many of our economic institutions are living laboratories of the future with their forceful confluence of high technology, raw capitalist energy, and democratic impulses towards opportunity, empowerment, and embracing diversity. The workplaces of today offer the unprecedented spectacle of every conceivable race and culture striving together towards common goals under the same roof. We may not always cooperate because we want to or because it is easy to find common ground, but such cooperation is essential in order for our organizations to survive and grow.

However, there are many potential hazards along the path to the future, and only time will tell whether we make the choices that nurture continued success. For example, the persistent inward turn of Japan's industrial policies and the ideological poverty of its economic nationalism have been exposed as significant weaknesses in recent years. China's geopolitical future, too, will ultimately hinge on whether it can develop a vision that extends beyond its own regional hegemony.

Glaring weaknesses of US-style globalism are centripetal myopia and premature self-congratulation. It is too easy to assume that the US formula is already global, and that the rest of the world will, in time, come around and adjust, both linguistically and culturally. The sheer size of prosperous domestic markets can still serve as a shield from the harsh winds of change in other environments. But global customers and competitors may not agree to do things the American way, and US domestic markets are not necessarily a good training ground for success in emerging market countries.

Too many Americans feel that there is little new to learn about other lands beyond a few superficial do's and don'ts. Too many live in sheltered and luxurious expatriate ghettos abroad without venturing out to discover how ordinary people live. This type of cruise ship globalism is a dangerous and deceptive pretense. When we are ready to have our deepest values challenged at their roots by radically different life styles and assumptions, when we take other world views seriously and still seek common ground – then and only then are we eligible for the gut-wrenching transformation to true global citizenship.

The Global Citizen vs. Corporate Blind Spots

The awesome drive and forward momentum of our economy produces significant blind spots that can only be addressed effectively by the global citizen. Indonesia is one example of a flash point between old and new realities. Until the beginning of the Asian economic crisis, all the numbers were up. Western firms, attracted by the country's natural resources, its infrastructure needs, and its status as the world's fourth most populous nation, had begun to invest. But beyond the rosy figures reported in the economic growth tables were myriad issues that Western investors can only ignore at their peril: deep corruption, social injustice, mass poverty, and wanton environmental destruction. Recent democratic reforms notwithstanding, Indonesia still teeters on the brink, facing a choice between chastised participation in the world economy and retreat from the world stage.

As the power of our technologies magnifies the impact of global population growth towards the projected ten billion mark, issues now regarded by companies as peripheral or philanthropic will lurch frighteningly towards the center of our agenda. Ozone depletion, deforestation, air and water pollution, extinction of species, resistant microbes, climate change – what commercial enterprise would not be impacted if any of these toxic trend lines continue unabated? They could mean windfall profits for some (makers of sun block and new antibiotics) and devastation

or decline for others (flood insurance providers, the forest products industry). Businesses may point to other institutions as bearing the primary responsibility for curing society's ills, but what enterprise can afford to wait for government warnings or solutions while this formidable set of problems comes careening into our future? The poverty and powerlessness of other institutions creates wider responsibilities as well as significant business opportunities for companies that have the wherewithal and the foresight to act in their own long-term interests. Global citizens, with their core values and breadth of perspective, will be equipped to lead this sea change in the corporate charter.

Economic Era	Standard Assumptions
<i>Old Definition of 'Business'</i>	<ul style="list-style-type: none"> ◆ Personal & Work Life Separation ◆ Division of Labor between Business and Government: Business Complies with Regulations; Government Offsets Social Impacts of Business
<i>Current Trends</i>	<ul style="list-style-type: none"> ◆ Corporate Responsibility for Vision and Mission ◆ Social Responsibility, Valuing Diversity, Environmental Ethics, Stewardship
<i>Business in the New Millennium</i>	<ul style="list-style-type: none"> ◆ <i>Global Citizenship</i> as an element of Corporate Vision & Mission ◆ Proactive Cross-Border Social Activism and Environmental Entrepreneurship

A positive corporate illustration of global citizenship is the new set of products known as HFEs (hydrofluoroethers) that have been developed by 3M's Specialty Chemicals Division. HFEs are designed to replace the CFCs (chlorofluorocarbons) and other ozone-depleting substances that have had such a devastating impact on the earth's ozone layer. The 3M HFEs have zero ozone depletion potential, and have generated a great deal of excitement within the global specialty

chemicals market. Their efficacy has actually been certified by the MIT scientist who discovered the hole in the earth's ozone layer. This new family of products shows every sign of being a great success in the rapidly growing worldwide market for CFC replacements. It is targeted at specific customer needs, has outstanding performance and safety features, is actively promoted by government regulatory bodies, and is fully disposable when it has reached the end of its life cycle. A company can justifiably take both pride in and profits from such achievements.

Will Global Citizenship = the Lowest Common Denominator?

One complaint about the widening reach of global enterprises is that it will eradicate local cultural variety, replacing it with a bland dollar-, yen-, or Euro-worshipping sameness. Wherever we go on the planet, we will have the same limited choices between MacDonald's and Burger King, Volkswagen or Toyota. Traditional legends will be replaced by Disneyland's animated dramas, and the rich tapestries of local food, clothing and customs that have been built up over the ages to fit the circumstances of particular places and groups of people will vanish under a downpour of consumer culture. Even noble local attempts to promote decent labor conditions or environmental protection will be swept away by global trade laws that institutionalize exploitation and the extinction of animal and plant as well as cultural species.

This complaint, too, may be addressed by the values and practices of global citizenship at its best. Corporate cultures with deep-rooted values that extend beyond the worship of quarterly profits will themselves develop a complexity and a commitment to respect important local practices that enriches their own repertoire of knowledge and behavior. Global citizens are humanists with a deep appreciation for differences even as they seek to bring people together, and a willingness to adapt practices from others. Rather than sterile monoculture, their activities hold the potential for global learning and shared wisdom on an unprecedented scale. At the same time as the culture of global corporations is brought to previously isolated sites in Latin America, Africa, or South Asia, global citizens can bring products, insights, and bonds of friendship from these locales back to their own homes. Greater understanding of the world's astonishing but fragile variety may be an essential step towards the collective determination to preserve it.

Conclusion

Corporations, as a class of all-too-human institutions, do both evil and good. They sometimes meddle in local politics, pawn off shoddy or dangerous products on unsuspecting buyers, contribute to the decline of traditional values, recklessly exploit natural resources, ignore abusive labor practices, and cut and run when profits decrease. On the other hand, they introduce new ideas, undermine corrupt and entrenched governments, increase local wages, promote merit over nepotism, provide better quality products, and raise educational and environmental standards. Global citizens can make a difference by helping the companies that they work for to make the right choices from one day to the next and into the future.

In the world's advanced economies, we have been privileged to grow up amidst a cornucopia of consumer goods, able to learn and to contemplate better futures without being stunted or misshapen by material wants. We can choose to gorge ourselves on the transient fruits of this abundance, ignoring troubling reports of poverty and degradation that trickle in from outside of our increasingly well-defended national and community borders. Or we can shoulder the responsibilities, both corporate and individual, of the global citizen – to see the world both with and without borders, and other human beings as our co-workers and friends.

Others will create the computer chips and the rockets, the software and the telecommunications devices. It is up to Human Resources and training professionals to shape the values and people skills of the new global leaders who will have such technologies in their grasp. We hold a critical key to both past and future, and it is up to us to learn, model, and spread the message of the global citizen.



“One planet, in the universe, exquisitely beautiful, with liberty and justice for all.”

EndNotes

¹ Mazur, Jay, Labor s New Internationalism, *Foreign Affairs*, January/February 2000, pp. 80-81.

² E.g., Illman, Paul, *Selecting and Developing Overseas Managers*, 1976, or *Handbook of Intercultural Skills*, 1983.

³ Janet M. Bennett, Cultural Marginality, in *Education for the International Experience*, Michael Paige, ed., Intercultural Press, 1993.

⁴ Mazur, Jay, Labor s New Internationalism, *Foreign Affairs*, January/ February 2000, p. 80.

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Dr. Ernest Gundling is a co-founder of Meridian Resources Associates, and has been involved with the company since its inception in 1990. He currently acts as a senior Asia specialist and co-Managing Director of the company's operations. His job is to assist clients in developing strategic approaches to change management, organizational learning, and human resources development in Asia.

Dr. Gundling holds a Ph.D. from the University of Chicago. He wrote his dissertation on Japanese management training programs; his field research was funded initially by a U.S. Department of Education Fulbright Fellowship. He also received a Master's degree from the University of Chicago, and a B.A. from Stanford University.

Dr. Gundling has been involved with Japanese language, culture, and business for more than twenty years, including five years' residence in Japan; he has lived for extended periods in Germany and Mexico as well. Dr. Gundling is currently a Lecturer at the Haas School of Business at the University of California, Berkeley, and has been an Adjunct Professor at the Monterey Institute of International Studies.

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