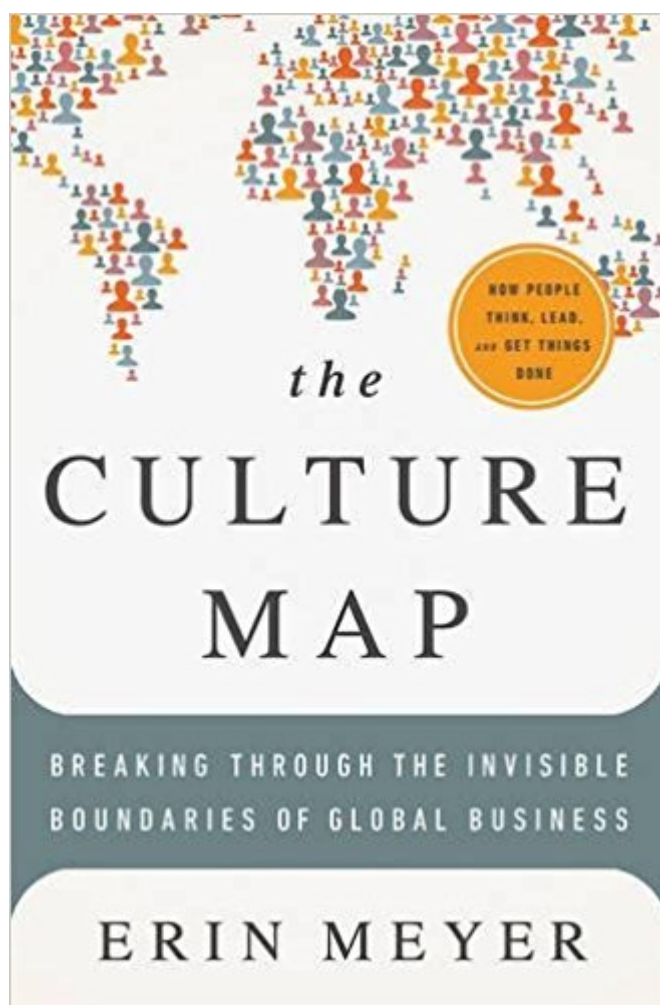


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# The Culture Map: Breaking Through The Invisible Boundaries Of Global Business



## Synopsis

Whether you work in a home office or abroad, business success in our ever more globalized and virtual world requires the skills to navigate through cultural differences and decode cultures foreign to your own. Renowned expert Erin Meyer is your guide through this subtle, sometimes treacherous terrain where people from starkly different backgrounds are expected to work harmoniously together. When you have Americans who preface anything negative with three nice comments; French, Dutch, Israelis, and Germans who get straight to the point (‘your presentation was simply awful’); Latin Americans and Asians who are steeped in hierarchy; Scandinavians who think the best boss is just one of the crowd; the result can be, well, sometimes interesting, even funny, but often disastrous. Even with English as a global language, it’s easy to fall into cultural traps that endanger careers and sink deals when, say, a Brazilian manager tries to fathom how his Chinese suppliers really get things done, or an American team leader tries to get a handle on the intra-team dynamics between his Russian and Indian team members. In *The Culture Map*, Erin Meyer provides a field-tested model for decoding how cultural differences impact international business. She combines a smart analytical framework with practical, actionable advice for succeeding in a global world.

## Book Information

Hardcover: 288 pages

Publisher: PublicAffairs (May 27, 2014)

Language: English

ISBN-10: 1610392507

ISBN-13: 978-1610392501

Product Dimensions: 6.5 x 1 x 9.8 inches

Shipping Weight: 1.1 pounds (View shipping rates and policies)

Average Customer Review: 4.7 out of 5 stars 173 customer reviews

Best Sellers Rank: #10,262 in Books (See Top 100 in Books) #7 in Books > Medical Books >

Psychology > Occupational & Organizational #9 in Books > Health, Fitness & Dieting >

Psychology & Counseling > Occupational & Organizational #38 in Books > Business & Money >

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## Customer Reviews

‘The book abounds with well-chosen anecdotes to illustrate the misunderstandings that can arise from clashing cultural assumptions, making this enlightening book a pleasure to read.’

• Foreign Affairs • Whether you're a corporate or traditional diplomat, global traveler, government official, or passionate world citizen, this is the one book you should not miss. Chock-full of real-world examples and a simple framework that can be utilized in any cross-cultural context, Meyer's work is characterized by a fresh and relevant voice, distilling down the essentials of communicating, persuading and working effectively around the globe. It is rare that I pick up a cross-cultural book and can't put it down. • Cari Guittard, Huffington Post • This readable book explains how to dramatically increase organisational success by improving our ability to understand the behaviour of colleagues, clients, and suppliers from different countries. • Professional Manager (UK) • A helpful guide to working effectively with people from other cultures • Meyer delivers important reading for those engaged in international business. • Kirkus Reviews • With business becoming ever global, there are a raft of books available on dealing with cultural differences. If you only read one, make it INSEAD professor Erin Meyer's • Skillfully blend[s] real-life examples.. with an analytical framework • What brings this book to life are the numerous examples Meyer has encountered, both in her own life as an American living in Paris, and in her experience as running the Managing Virtual Teams module at INSEAD. • HR Magazine, 5 star review "Amusing" • Financial Times • In a relaxed, entertaining, but always knowledgeable style, Meyer draws on numerous examples from her experiences to explain how to detect the invisible barriers in the global business world • and how to get past them. • Siemens Industry Journal, issue 2

Erin Meyer is a professor at INSEAD, one of the world's leading international business schools. Her work focuses on how the world's most successful global leaders navigate the complexities of cultural differences in a multicultural environment. Living and working in Africa, Europe, and the United States prompted Meyer's study of the communication patterns and business systems of different parts of the world. Her framework allows international executives to pinpoint their leadership preferences, and compare their methods to the management styles of other cultures. Her work has appeared in Harvard Business Review, Singapore Business Times, and Forbes.com. In 2013 Erin was selected by the Thinkers50 Radar list as one of the world's up-and-coming business thinkers. She is the recipient of the 2015 Thinkers50 RADAR Award. Follow her on Twitter: @ErinMeyerINSEAD

Really good for international relations. I work in a global role. I can't tell you the number of times I've had a German, an American, and a Chinese person all on the same call. The cultures are so

different that the interactions can quickly go awry. The German will be the most abrupt, seeming to interrupt, being totally blunt, and not realizing he could offend. The Chinese will be the quietest, waiting to ask their turn to speak, sometimes having an underlying meaning behind the words that isn't blunt, and being very careful to not offend. The American will be in the middle. What could happen is that the Chinese person finds the German to be a rude, heartless boor. The German will think the Chinese person not forceful, not direct enough, and pussy-footing around. The reality is, we all have different cultural heritages which overlay our perceptions that we aren't fully aware of. Meyer has worked quite a bit internationally and has 8 attributes where the different cultures are put on various continuum. After reading this, I came away being more effective in my global interactions and have now led several discussions successfully. And of course, learning to be aware of my own cultural issues...

It's rare that I pick up a nonfiction book and can't put it down. "The Culture Map" is one of those rare books. I'm an anthropologist; culture is my area of expertise. I've been doing it for a long time. And yet, I learned so much from this book. Meyer has a way of taking things you might already know, and putting them in a context that brings about that "aha!" moment. She is incredibly knowledgeable. At the same time, her writing is very accessible. It reads like a relaxed conversation with a friend. It's filled with illustrative stories. I highly recommend this book to everyone, whether in international business or not.

I used this as a textbook for an undergraduate cross-cultural studies class in an international business management program. The book was relevant to the course for these students. The author gave multiple examples involving diverse countries from her own experience and qualitative research. The majority of the examples were European and US-based but also included several Asian cultures and a few examples from South and Central America. Very few examples were given from nations in Africa. What I appreciate most about Meyer's work was that each cultural approach was appropriate in its own setting. There are no "right" or "wrong" cultural practices. She highlights the difficulties encountered when one person or group works with another person or group that has different expectations. She provides strategies for managers working with multi-cultural teams and strategies for those working cross-culturally with a team from a culture different than their own. The author mentions several of Hofstede's dimensions and I supplemented the course with additional information from Hofstede's study. The visual diagrams were enlightening especially when comparing countries with multiple scales. As is usual when studying other cultures, the students had

insights into their own cultural approaches.

This book has become a Bible for a multi-cultural communication for me. As an immigrant from Russia to US I've experienced in personal and business settings on many occasions raised eyebrows, cluelessness and plain tears while communicating. These and other similar situations most always left me confused, often irritated or feeling helpless. I absolutely love the case studies, tables and charts simply explaining the differences in the way "good" or "bad" communication skills and etiquette is perceived Globally. The book has truly become a lifesaver for me, as I maintain a steady business relationships in more then eleven countries. My multicultural team at our healthcare technology upstart is also very grateful I've came across this book. Job well done Erin Meyer!

Simply the best book I've read around framing and interpreting cultural differences. A book that speaks in a direct and open way about cultural differences can, as Erin Meyer points out early in the book, be risky. It could easily discredit itself by falling into the realm of stereotypes. The Culture Map avoids any of that and, rather, proves that providing a framework for interpreting cultural differences can not only be extremely useful, but also powerful. The rich examples given and practical tips on how to work effectively with others hailing from cultures different from our own are invaluable. Although companies are expanding globally at an increasing rate, I get the sense that many still don't take the subjects of cross-cultural working and management seriously. Hopefully Ms Meyer's excellent book will help to change that.

I liked the scale of cultures and also the peach vs coconut err explanation. This was good even for a 30+ year seasoned global businessperson.

The Culture Map is a great refresh to the community of intercultural training for business books for people who are going international or working in multinational virtual teams. Working across cultures is an enormous, complex, subject and Ms. Meyer does a good job explaining concepts and giving very interesting examples. She manages to walk the line balancing the difficult task of defining ways of thinking, negotiating, collaborating across cultures in respectful ways especially for those who have little international or cross cultural experience, The Culture Map is an excellent guide for initial dives into the intercultural work place and politics. For more experienced international travelers and employees, The Culture Map is a grand review of the basics but doesn't take one to the nuances of the variety of ways that culture manifests depending on the life experience, social class, age and

stage of life of the people that will be encountered.

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