
Appendix One

Definitions of Culture

'The historically created designs for living, implicit, explicit, rational, irrational, non-rational which exist at all times as the potential guides for the behaviour of man.'

Kroeber and Kluckhohn's version (1952) after discovering 164 different definitions.

'Culture rarely intrudes into conscious thought.'

Herskovits in *Cultural Anthropology* (1954) A A Knopf, New York.

'Man is an animal suspended in webs of significance he himself has spun. I take culture to be those webs, and the analysis of it to be therefore not an experimental science in search of law, but an interpretive one in search of meaning.'

Clifford Geertz in *The Interpretation of Culture* (1973) Basic Books, New York.

'A set of basic assumptions ... shared solutions to universal problems of external adaptation and internal integration ... which have evolved over time and are handed down from one generation to the next.'

Edgar Schein in *Organisational Culture and Leadership*, (1985) Jossey-Bass, San Francisco. Peter Aylett's favoured definition on the Shell Intercultural Communication workshop.

'The collective programming of the mind which distinguishes the members of one human group from another' ... 'this covers what I have been able to measure.'

Geert Hofstede in *Cultures Consequences* (1980) Sage Publications.

'The more difficult question is perhaps' can you name anything that is not encompassed by the definition of culture?'

Fons Trompenaars *Riding the Waves of Culture* (1993) Nicholas Brearley publishing.

Sets of Cultural Dimensions

Geert Hofstede

- Power distance – the degree to which power is shared unequally.
- Uncertainty avoidance – the degree to which people build structures and processes to avoid uncertainty in the future.
- Individualism/Collectivism – the degree to which a person and context focuses on the individual or the group (based on Margaret Mead (1961), Kluckhohn and Strodtbeck (1961) and Parsons and Shils (1951)).
- Masculinity/Femininity – the degree to which the society endorses masculine qualities (material success, money, assertive, competitive) or feminine qualities (nurturing, intuitive).
- Confucian Dynamism – virtue in relationship versus absolute truths – the degree to which people take a long-term thrifty view of the future that values and accepts status and shame or a short-term view based on reciprocity, tradition, protecting your 'face' and steadiness.

Fons Trompenaars

Based on Parsons and Shils (1951)

- Individualism (self-orientation) versus collectivism (collective orientation).
- Neutral (affectivity) versus affective relationships – the extent to which people restrain their emotions or display them, needing for a response.
- Specific (specificity) versus diffuse relationships (diffuseness) – the degree to which people limit the relationship to others to specific spheres or put no prior limitations on.
- Ascription versus achievement – the degree to which you judge others by who they are or by what they do.
- Universalism versus particularism – the degree to which you apply general standards to all or take particular relationships into account.

Based on Kluckhohn and Strodtbeck (1961)

- Time orientation – the degree to which people define themselves by the past, present and future and whether they see time as sequential or synchronous (see E Hall, *The Dance of Time* (1983)).
- Relationship to nature – the extent to which we believe that we can control nature and our destiny versus the extent to which we think we are controlled by nature and fate.

Some Relevant Books and Articles

- G Hofstede (1980) *Culture's Consequences* abridged edition, Sage Publications, Newbury Hills.
An in depth classic look at how Hofstede arrived at his dimensions and the results when he processed the databases of two large IBM organisational climate surveys conducted in 1968 and 1972.
- F Trompenaars (1993) *Riding the Waves of Culture*, Nicholas Brearley publishing.
An easy to read introduction on how cultural differences affect business life based on a large database of 15,000 managers. Unlike Hofstede's work, the questionnaires were intentionally designed to measure cultural differences based on the seven dimensions of Parson and Kluckhohn outlined above.
- S Schneider and J L Barsoux (1997) *Managing Across Cultures*, Prentice-Hall Europe.
An intelligent and well studied book on the implications of culture, their effect on key management practices and strategic planning and human resource management and how to manage cultural differences.
- Abraham Kaplan (1996) 'Management and the Structure of Culture' in (Ed) Mel Berger, *Cross-cultural Team Building*, McGraw-Hill International, UK.
The most elegant chapter on the deep implications of different cultural conceptions of time, space, the degree of enforcement of cultural norms and causality on working patterns. Clearly this was a fitting epitaph for a learned, wise and erudite mind.

For the latest books, CD's, cross-cultural practitioners, see the web page at McGraw-Hill ... <http://www.mcgraw-hill.co.uk>.

Appendix Two

Sample Form for Counting the Contributions of Team Members

Team:

Time

Name	Short	Medium	Long	Clarifying/ questioning	Obstructing/ ignoring	Initiating	Supporting/ facilitating
SN							
NP							
TCP							
FM							
MS							
PO							
XC							

Sample International Teams Cultural Value Checklist

The following set of questions are laid out on a scale with descriptions of two opposite approaches to an issue on either end of the scale. The scale itself is not cumulative and is there only to provide reference points. Please mark on the scale with a **cross** where you personally would like it to be and with a **circle**, how you think it is in your team.

For example, the first scale reads:

For effective interaction the team should first create a set of ground rules and stick to them	Effective ground rules will develop through the relationships in the team.
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1	(2)	3	4	5	X	7
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If your **personal** belief and preference is that ground rules will develop through relationships then score the X up the right-hand end of the scale. You may think that within the **team (or department/organisation) in general** there is an understanding that ground rules will be more effective, so you score the circle near the left-hand end of the scale.

1) For effective interaction the team should first create a set of ground rules and stick to them.	Effective ground rules will develop through the relationships in the team.
1 2 3 4 5 6 7	
2) The team leader should make the final decisions after consulting with the group.	The whole team must reach consensus after group discussion.
1 2 3 4 5 6 7	
3) Expressing strong emotions is inappropriate in the workplace.	Expressing all feelings openly and honestly is the only basis for a working relationship.
1 2 3 4 5 6 7	
4) It takes a long time to get to know someone before you are able to work well together.	So long as the specific area of expertise is clear, the rest of someone's individual attributes are unimportant when working together.
1 2 3 4 5 6 7	

5) Project leaders should be appointed because of their political pull and expertise in getting things done in the organisation.	Project leaders should be appointed because they are technically brilliant in the relevant area.
1 2 3	4 5 6 7
6) High performance is reached by finishing one thing at a time before starting the next.	High performance is reached by working on many aspects of the broad picture at the same time.
1 2 3	4 5 6 7
7) Each person is responsible for his/her own performance.	There are factors beyond a person's control that can affect his/her performance.
1 2 3	4 5 6 7
8) Effective teamwork comes from highlighting and working with differences.	Effective teamwork comes from highlighting and working with similarities.
1 2 3	4 5 6 7
9) One should only say things that are relevant and that are carefully thought through.	Talking about things that simply come to mind can lead to interesting ideas and greater creativity.
1 2 3	4 5 6 7
10) Both appreciation of and dissatisfaction with other people's behaviour should be pointed out directly to them.	Appreciation of and discomfort with other people's behaviour is best expressed in subtle indirect ways.
1 2 3	4 5 6 7

Sample Team Interaction Review

1) The team has established an effective common working pattern while recognising individual differences.						
Strongly agree	neither agree nor disagree			strongly disagree		
1	2	3	4	5	6	7
2) The team is constantly improving the effectiveness of its interaction and is able to pass on this skill to other teams in the organisation.						
Strongly agree	neither agree nor disagree			strongly disagree		
1	2	3	4	5	6	7
3) All the team members participate fully and feel equally involved, wherever they are based.						
Strongly agree	neither agree nor disagree			strongly disagree		
1	2	3	4	5	6	7
4) Everyone feels as accountable for the outcomes as the team leader.						
Strongly agree	neither agree nor disagree			strongly disagree		
1	2	3	4	5	6	7
5) I am comfortable with the decision making processes and leadership style of the team.						
Strongly agree	neither agree nor disagree			strongly disagree		
1	2	3	4	5	6	7
6) The team handles conflict in a creative manner.						
Strongly agree	neither agree nor disagree			strongly disagree		
1	2	3	4	5	6	7
7) We have made the most of being a multicultural team and have continuously used a wide variety of experience and thinking in our final decisions.						
Strongly agree	neither agree nor disagree			strongly disagree		
1	2	3	4	5	6	7

8) I have been listened to, my skills have been fully utilised and my ideas have been seriously considered and discussed.						
Strongly agree	neither agree nor disagree				strongly disagree	
1	2	3	4	5	6	7
9) The team has found the most effective way of using all the communication tools and modes available when working together and apart.						
Strongly agree	neither agree nor disagree				strongly disagree	
1	2	3	4	5	6	7
10) The team has found the most effective way of passing on its message to the rest of the organisation.						
Strongly agree	neither agree nor disagree				strongly disagree	
1	2	3	4	5	6	7

Annotated Bibliography

Chapter One: International Teams in the Current Scheme of Things

Global trends and global work:

Bartlett C and Ghoshal S (1989)
Managing Across Borders: the Transnational Solution
Hutchinson Business Books

Management gurus have written many books that apply to global as well as national strategies since the publication of this book a decade ago (eg Hamel and Prahalad, *Competing for the Future* and De Geus *The Living Company*). However, the models and discussions that were based on ten years' research in nine companies seem to remain the most salient and relevant when talking about 'going global'. Whether or not companies have become 'transnational' and despite the lack of discussion on many practical managerial issues; global efficiency, local responsiveness and organisational learning remain powerful explanatory forces for many of the different ways in which companies are co-ordinating, structuring and organising themselves around the world.

Bartlett C and Ghoshal S (1995)
Transnational Management: Text, Cases and Readings in Cross-border Management 2nd Edition
Irwin

A practical and informative handbook, where the authors not only summarise the most recent research on cross border management, but also illustrate their original models through a range of comprehensive case studies. Whilst not illustrating 'the answer', these cases do provide the reader with an insight into real companies struggling with the issue of becoming 'global'. Widely recommended to students in the field of international management as a good introductory text.

O'Hara Devereaux M and Johansen R (1994)
Globalwork: Bridging Distance and Culture and Time
Jossey Bass, San Francisco

Authors are based at the Institute of the Future, Menlo Park, California, Tel: +1-415-854-6322, E-mail: ohara@iftf.org

Based at the Institute of the Future which has taken a lead in exploring cross cultural collaborative work, these two authors describe the main fault lines in the new global business landscape. They then look at the multicultural, technological, facilitation and leadership skills necessary to work effectively across cultural, geographical and

temporal distances. The second half of the book describes case studies based on US relationships with the Pacific Rim, Mexico and Canada before ending with a look at the dominant norms within the multicultural American workplace and working anytime, anyplace. The book has useful models and lots of good advice, but the structure does not allow for easy access and collation of the 'what to do' learning points.

Rhinesmith S H (1996)

A Manager's Guide to Globalisation: Six Skills for Success in a Changing World

Robert D Irwin

Steve Rhinesmith is an experienced political and managerial globetrotter. The six skills of globalisation he describes cover how to develop a global competitiveness; how to manage complexity and organisational adaptability; how to manage uncertainty, multicultural teams and personal and organisational learning. Although the chapter on multicultural teams is not well thought through, the book as a whole is a good overview of the managerial as opposed to operational challenges of globalisation. There is a useful, extensive but unqualified bibliography.

The information revolution:

Cairncross F (1997)

The Death of Distance: How the Communications Revolution Will Change Our Lives

Harvard Business School Press

The book opens with the trend spotters guide to new communications; thirty developments that Cairncross feels will indicate the death of distance, eg the irrelevance of size, the loose knit corporation, increased value in niches. This is an easy to read speculative book for business people who want to think about the possible impact of the information revolution on their lives. Cairncross is a senior editor at the *Economist* and the book achieves the same definitive readable style, based on lots of interesting facts, but not strong on alternative viewpoints or other possible realities. This is a good thought-provoking optimistic look at what technology might do.

Tapscott D (1997)

The Digital Economy and Growing Up Digital: The Rise of the Net Generation

McGraw-Hill

The first book, the Digital Economy explores the promises and perils of the age of networked intelligence. It is a good basic run through of doing business in the age of technology growth. Tapscott outlines most of the issues in the first third of the book while the rest is made up of examples in different functions and sectors, such as design, manufacturing sales and government, travel, education and media. The second perhaps more interesting book is based on some 300 interviews predicting how the 2 to 22-year-olds growing up with interconnected technology may reshape society. It suggests that rather than becoming isolated techy zombies, future generations will use technology to broaden rather than replace the many ways in which they interact, socialise, learn and work. Better organised and much more interesting than 'the Digital Economy', this book suffers the same problem as Cairncross', drawing simplistic conclusions and lacking of different perspectives from kids not immersed in technology. Nevertheless it makes a good thought-provoking read.

Teams:

Bennis W G and Biederman P W (1997)
Organising Genius: The Secrets of Creative Collaboration
Perseus Press

Warren Bennis and Patricia Biederman have produced an anecdotal easy read book illustrating the successes of seven different collaborative teams. Perhaps an antidote to the drier *Wisdom of Teams*. You have to be prepared to treat each team separately and to pull out your own learning points despite the practical conclusions at the end of the book. However, the storytelling style means that the same team basics get repeated in each story.

Hitchcock D E and Willard M L (1995)
Why Teams Fail and What to Do About It: Essential Tools for Anyone Implementing Self-directed Work Teams
Irwin Professional publishing

Whether or not you are thinking of implementing self-directed work teams, this easy to read well laid out book takes you through solutions to the common reasons why many teams fail; inappropriate roles, low confidence, inadequate support, focusing on the wrong thing, poor appraisal and leadership problems. Hard hitting, tough on managers and down to earth practical advice make this a very accessible book that not only warns of the pitfalls, but also draws on the authors' considerable experience in avoiding them in the first place.

Katzenbach R and Smith D K (1993)
The Wisdom of Teams: Creating the High Performance Organization
Harvard Business School Press

The chances are that if you are reading this book, you have already read this now classic best seller. The success of this book lay in two simple models. First, collating, outlining and illustrating the 'team basics'; those things that every team needs to do to be successful such as having a small number of people, with complementary skills, committed to a common purpose with mutual accountability. Second, coming up with a developmental team performance curve of how a working group can develop from being a potential team into a high-performing team. The authors then backed up these two simple models and discussions on team leadership with in-depth case studies to create a classic on teams.

Robbins H and Finley M (1995)
Why Teams Don't Work: What Went Wrong and How to Make it Right
Peterson/pacesetter Books

This book shares all the things that you experience and discuss with your colleagues about the rubbish and difficulties you are going through with some teams and team members, but usually do not read in dry 'how to get it right' books on teams. It talks to the people actually in the teams, not to highbrow managers. One of the problems is that it does it in very strong American vernacular that makes it hard to understand internationally. Good on a wide variety of real things that go wrong, eg resistance; team sadism; 'hot potato' tasks and 'turf wars' to name a few. Overall you need to structure and pull out the solutions for yourself and the authors are still in forming.

storming, norming, performing mode when it comes to moving teams through stages toward success.

Chapter Two: Know Your Team

Cultural differences:

Hampden-Turner C and Trompenaars F (1994)

The Seven Cultures of Capitalism: Value Systems for Creating Wealth in the United States, Britain, Japan, Germany, France, Sweden and the Netherlands

Piatkus

An overview of capitalism in all its different shapes and guises. Based on a survey of 15,000 senior managers from around the world, this book shows how culturally instilled values and customs not only affect the way that countries conduct business but also determine economic success. The authors examine the fundamental valuing processes without which wealth creating organisations could not exist and reveal the different approaches that each country takes. A readable text that builds on the authors' work with individual managers and extrapolates their hypotheses to an organisational and national plane.

Hofstede G (1984)

Cultures Consequences: International Differences in Work-related Values abridged version
Sage Publications

This book laid the ground work for recent acceptance that cross-cultural differences will have a significant impact on international business and collaboration. It is useful to look at this original book for two reasons. Firstly to understand the scale of the survey and to see the detailed results. Secondly, to understand the constraints of the work, eg Hofstede used an existing questionnaire in one corporate culture that hired particular types of people from each culture. He then looked to see which questions could be related to already existing robust dimensions, though the links are sometimes tenuous.

Once these limitations are clear, it can be useful to read his second book, *Cultures and Organization* (1991), McGraw-Hill. This book extrapolates the original findings into organisational reality and also adds in discussion on the fifth dimension, 'Confucian dynamism', and the six dimensions of organization culture that became the basis for his analytical tool, DOCSA (diagnosing organisational culture for strategic advantage).

Redding S G (1990)

The Spirit of Chinese Capitalism

W De Gruyter

Gordon Redding was for a long time Head of the Hong Kong University Business School. He demonstrates his in-depth understanding of the region in this fascinating cultural analysis of the Overseas Chinese in East and South East Asia. It is an excellent reminder that the cultural dimensions described by Trompenaars and Hofstede's work were chosen by two Dutch men. While they talk about individualism versus collectivism, power, uncertainty and control over nature, Gordon Redding talks about the family, networks, filial piety, face, bounded trust, frugality and pragmatism. Moreover, he points out how the ideographic Chinese languages support a very practical rather than abstract way of thinking. Even if you are not going to work with

overseas Chinese, this excellent book is a timely reminder that we will also see cultural differences through our own limited cultural lenses.

Schneider S and Barsoux J L (1997)
Managing Across Cultures
Prentice Hall

This is a comprehensive studious book on how cultural differences affect many aspects of organisational life. Perhaps the most unique part of the book is the middle section 'culture and management practice' that looks at 'culture and organization', 'culture and strategy' and 'culture and human resource management', three areas that Susan Schneider has studied and researched in depth and tend not to be covered well elsewhere. Each chapter ends with questions or suggestions and a useful list of relevant endnotes, yet this is not a simplistic 'how to' book, but instead covers the ground thoroughly, raising the important issues. Although not as easy to read as some, it gives the reader a solid base to work from.

Trompenaars F (1993)
Riding the Waves of Culture: Understanding Cultural Diversity on Business
Nicholas Brearley London

Fons Trompenaars chose seven existing cultural dimensions that cover human interaction as well as fundamental outlooks. Unlike Hofstede, he then developed a questionnaire specifically to elicit cultural differences. After some years of working with Shell, consulting and teaching, he not only had a large database but lots of examples of the way in which these differences affect international business. A skilled and much liked presenter who has brought the message of cultural differences to hundreds of companies around the world, this book reads like a well grounded workshop. Fons has developed interactive programmes where you can assess your own cultural standing and compare with others, and created specialist packages for many countries around the world. An excellent introduction to the way cultural dimensions play out in international business.

Cross-functional teams:

Parker G M (1994)
Cross-functional Teams: Working with Allies, Enemies and Other Strangers
Jossey-Bass Publishers

This is an easy to read anecdotal book with lots of examples. Parker starts by looking at the advantages of these teams, which have become the necessary norm in many companies over the last decade. He then lists the common barriers to success; limitations of leadership, confusion about the team's authority and so on and spells out the solution in the following chapters. After a brief chapter on management's role, the book ends with a discussion of tools, a survey and an annotated bibliography. What is missing is any in-depth analysis of how and why certain departments and professions will see the world differently and, therefore, what it takes to creatively work towards a common goal. As the only book specifically on the subject, there is room for more.

Chapter Three: The Impact of Inequalities

A classic book on inequalities is Blau P M (1977), *Inequality and Heterogeneity*, Free Press, New York. It clearly distinguishes between the two concepts and describes how they come about and the social realities that create them.

The impact of tokenism is well described in Moss Kanter R (1977), *Men and Women of the Corporation*, Basic Books, USA, and of majority and minority influences in (Ed) Moscovici S (1985), *Perspectives on Minority Influence*, Cambridge University Press.

Some thought-provoking recent chapters on dominant identity, the effects of group proportions and multiple identities can be found in (Ed) Jackson S E, Ruderman M N (1995), *Diversity in Work Teams: Research Paradigms for a Changing Workplace*. American Psychological Association, Washington DC.

Chapter Four: Implementing Best Practices

Team toolkits:

(Ed.) Berger M (1996)

Cross-cultural Team Building: Guidelines for More Effective Communication and Negotiation
McGraw-Hill UK

This book pulls together a wide variety of authors on the issue of culture and teams. As mentioned in Appendix One, the chapter by Abe Kaplan is probably one of the most erudite on 'what is culture'. Paul Kingston's chapter is an excellent case history of dealing with the issue of language in an Anglo-French merger of GEC-Alsthom. Imre Lovey amply demonstrated the problems of unequal expectations between wealthy Americans and newly 'capitalised' Hungarians working together. Dennis Clackworthy from Siemens outlines his excellent in-depth work on how differently Americans and Germans approach conflict resolution. While dealing with specific examples and nationalities, all these chapters have lessons for all.

Rayner and Associates

Virtual Teams

Rayner & Associates Inc

This practical large format handbook takes would-be virtual teams (that can also meet face to face) through the 13 disciplines needed to be effective. These disciplines include virtual team building, establishing a team charter, and working across boundary conditions. Well laid out with clear sequences of questions to ask, template questionnaires and good practical advice, this is a useful unfussy handbook that can be adapted to working across cultures.

Senge P et al (1994)

The Fifth Discipline Handbook: Strategies and Tools for Building a Learning Organisation
Currency Doubleday

While not written for international teams, or even teams, per se, this handbook provides a wealth of models, tools and techniques, which are readily adaptable for the purpose. With its excellent references, it points the reader to further texts and ideas, but also focuses on practical tips about how to use these ideas in practice. While

professional facilitators will probably get the maximum benefit from this handbook, the language and ideas are accessible to international team players in general.

Chapter Five: Facilitating International Teams and Key Interventions

Butler A (1996)

Teamthink: 72 Things to Make Good Smart, Quick Decisions in any Meeting
McGraw-Hill

Easily accessible and well organised, this book is a bevvvy of tools and ideas with which teams can enjoy improving their meetings. Toys and music may not be for everyone, but something else will be useful from the six techniques to brainstorm ideas, eighteen ways to gather information, eleven ways to make decisions and seven ways to implement them. A book to skim, pick from, adapt and use.

Heron J (1989)

The Facilitator's Handbook
Kogan Page

While not written specifically with international teams in mind, this book covers the basic skills and expertise required by an effective facilitator. It includes dimensions and models, group dynamics, planning, meaning, confrontation, feeling, structuring, valuing and creating a style. It focuses on the role of the facilitator in relation to the team and does not explore the wider organisational context of the role in any depth. A good introductory text.

Schwarz R (1994)

The Skilled Facilitator: Practical Wisdom for Developing Effective Groups
Jossey Bass Publishers, San Francisco

A professional book, it opens with in-depth analyses of the facilitator's role and what makes groups effective. This is followed by important chapters on how to contract with the group and identifying different behaviours. The next part of the book looks at how to intervene at different stages and deal with conflict and emotions. The format is not that accessible and is probably more useful for skilled facilitators wanting to think about what they are doing rather than beginners wanting to know what to do at each stage and how to deal with common problems. An excellent comprehensive book on the theory and practice of facilitation that would be well complemented by something more accessible.

Chapter Six: Leading in the Information Space: Teams and Technology

Information/knowledge working:

Boisot M (1995)

Information Space: A Framework for Learning in Organisations, Institutions and Culture
Routledge

This book is a challenge for the grey cells. It looks in detail at how data becomes information and how six different stages of a 'social learning cycle' do different things

to information. There is an excellent chapter on how culture economises on data/information processing and leads to the need for variety as well as both converging and diverging forces within an organisation. Thought provoking and not for the faint-hearted ... look out for his apparently more accessible new book *Knowledge Assets*, Oxford University Press.

Fisher K, Fisher M D (1998)

The Distributed Mind: Achieving High Performance Through the Collective Intelligence of Knowledge Work Teams

Amacom

The Fishers take the basics about teams and rethink them. For example, when the teamwork is based on organising and creating knowledge. They cover in particular the different ways in which knowledge teams need to become self-managed, 'vertically' multiskilled and create multiple communication channels. Companies need to organise into learning lattices and support rather than control these teams. They discuss the issue of maintaining creativity and describe the seven competencies of boundary managers, the main role of knowledge team leaders. The chapters on virtual teams and matching technology to the team are very general. Overall, this is a well researched, well thought out useful book.

Collaborative technology:

Robert Johansen et al (1991)

Leading Business Teams: How Teams Can Use Technology and Group Process Tools to Enhance Performance

Addison Wesley, OD Series (Paperback)

This very readable classic gives an in-depth analysis of the dynamics of working together and apart. Using Drexler and Sibbett's team model, its wonderfully illustrated exploration of what was going to come with new technology and groupware facilities, and how that will fit into team dynamics, will remain true however fancy the technology becomes. It is an excellent introduction to the different modes of working together and apart, same place, same time different place, different time different place and so on. It goes on to describe the different options of information technology and groupware to improve effectiveness when working apart.

Johansen has a gift not only of portraying the future and being one of the first to appreciate the value of groupware, but also of portraying that future peopled by people and not machines.

New technology:

Creighton J L, Adams J W R (1997)

Cyber Meetings: How to Link People and Technology in Your Organization

Amacom

The book opens with a futuristic scenario exploring how people will be able to connect up and interact in the future. Its strength is that rather than immediately highlighting new technology, it stresses that managers first need to think about what they want to do and the nature of the relationships that they need and then see how technology can best support them. They first examine the collaboration systems of an

organisation and then what is coming and likely to come out of Silicon Valley and elsewhere in terms of technology. The book ends with a useful chapter on deciding which technology to choose and how to introduce it. Probably a must read for all teams, the book will need a follow up on how to make best use of high tech collaborative technology across cultural, temporal and geographical distances.

Lipnack J, Stamps J (1997)

Virtual Teams: Reaching Across Space, Time and Organisations with Technology

John Wiley and Sons

website <http://www.netage.com>

Building on their consistent messages of best practices in *The Team Net Factor* and *Age of the Network*, Lipnack and Stamps give a first-hand account of what some companies are achieving with high technology. Building on a looser definition of a 'virtual' team (ie a virtual team works across space, time and organisational boundaries and only in extreme cases never meets face to face). Chapter One is a good introduction to 'why virtual teams' and it outlines the basic interaction between people, purpose and links. Using their effective mixture of stories, theory, practical ideas and vision, the authors then work through various forms of working apart. The book culminates in a very useful toolkit for 'working smart' pulling all the lessons of the book together and ends on a muse on virtual values.

Look under 'virtual team' in Amazon.com for imminent new books.

Chapter Eight: Creating the Right Organisational Context

Binney G and Williams C (1995)

Leaning into the Future: Changing the Way People Change Organisations

Nicholas Brearley

Explores how leaders need to be able to lead and learn simultaneously by 'learning while doing' and 'seeing clearly'. It explores conventional approaches to managing organisational change and concludes that the either/or choices of the past cannot provide solutions for today's complex global environment. The authors provide case studies and examples of leaders and organisations to illustrate their ideas, which makes the book both readable and practical.

Morgan G (1997)

Images of Organisation New Edition

Sage Publications, Inc

This book helps managers multiply their ability to see, understand and redesign organisations to fit today's extraordinary challenges. It challenges conventional wisdom about how to define and understand organisations and provides managers with alternative perspectives on issues that are very familiar to them. Given that leaders of global organisations and international teams need to be able to assimilate and incorporate multiple perspectives into their view of the world, this book provides an accessible yet challenging starting point.

Van der Heijden, K (1996)

Scenarios: The Art of Strategic Conversations

John Wiley & Sons

Challenges managers to face up to uncertainty and ambiguity in the future for their organisations and explores how to introduce processes to facilitate strategic conversations across a myriad of stakeholders. A very readable and practical account of how to use scenarios – different plausible future environments – to explore the choices facing the organisation, in a way that encompasses and acknowledges both the formal and informal systems.

Chapter Nine: The Role of Human Resources (HR)

(Ed) Kirkbride P S (1994)

Human Resource Management in Europe: Perspectives for the 1990s

Routledge

A collection of papers aimed specifically at the HR manager who wants to become conversant with the particular issues of transnational HRM. The focus is Europe, rather than the wider field, but the topics addressed are equally applicable to non-European organisations attempting to work outside their home markets and the contributions are from Europeans and Americans. The first section explores a model of European HRM and compares and contrasts it to Japanese and American models, whilst later sections pick up the emergence of the former Eastern European states. A number of case studies help to illustrate the key issues in a practical way.

Perkins S J (1997)

Internationalisation. The People Dimension: Human Resource Strategies for Global Expansion

Kogan Page

Drawing on practical experience across all continents of the world, it shows companies how to design and implement a human resource strategy within the context of an overall business strategy for internationalisation. It includes detailed cases on all the major topics including selection, international teams, performance management and developing global managers and the examples are drawn from right across the world. A good introductory text for HR professionals and managers alike.

Chapter Ten: Organisational Best Practices for International Teams

Very little on international teams, but a good read on team rewards in general.

Kohn A (1995)

Punished by Rewards: The Trouble with Gold Stars, Incentive Plans, A's, Praise and Other Bribes

Houghton Mifflin Co

Kohn challenges the widely held assumptions that incentives lead to improved quality and increased output in the workplace and in school. He suggests that they tend to punish, disrupt relationships, ignore underlying reasons for behaviour, discourage risk taking and undermine genuine interest and self-motivation. He instead proposes that collaboration, meaningfulness and autonomy act as much better motivators. Well

researched, written with authority and humour, this is not your pat book on how to manage team pay.

How to Measure the Results of Work Teams

Zigon performance.

<http://www.zigonperf.com/contact.htm>

Chapter Eleven: International Teams in the Future Scheme of Things

The future:

There are many versions of futuristic writing. Three books that could be of interest to someone wanting to think about how the world may shape up are:

Fukuyama F (1996)

Trust: The Social Virtues and Creation of Prosperity

The Free Press

McRae H (1995)

The World in 2020: Power, Culture and Prosperity

Harvard Business School Press

Toffler A (1991)

PowerShift: Knowledge, Wealth and Violence at the Edge of the 21st Century

Bantam books

Especially in the last one, the authors suggest that the quality of human interaction will play a significant part in the future prosperity and stability of different nations and global regions.

The new sciences:

Chaos

The first accessible book on chaos theory was a review of how the theory evolved, by James Gleick (1988), *Chaos: Making a New Science*, Penguin USA. While filling the pages with all the interesting characters that contributed in different ways, Gleick also managed to use descriptive prose, sketches and photographs to persuade you that you can understand the complicated terminology and maths behind the theory. Naturally those involved in the physics and maths of chaos will no doubt regard it as shallow. Even more shallow than but an excellent source of visual analogies to get oneself out of purely linear thinking is Briggs J and Peat F D (1989), *The Turbulent Mirror: An Illustrated Guide to Chaos Theory and the Science of Wholeness*, Harper and Row, London.

Complexity

Mitchell Waldrop attempted to do what Gleick did with Chaos theory in Waldrop M M (1992), *Complexity: the Emerging Science at the Edge of Order and Chaos*, Penguin UK followed soon after, by Roger Lewin in Lewin R (1993), *Complexity: Life on the Edge of Chaos, the Major New Theory that Unifies All Sciences*.

While the characters and evolution of their thinking makes fairly interesting reading, it is worth heading more for the work of the original thinkers. Even if you just get as far

as the first four chapters in Kauffman S (1995), *At Home in the Universe: The Search for Laws of Self-Organization and Complexity*, Oxford University Press NY, you get a good feel for what is meant by how a few simple principles can create complex systems.

Similarly Richard Axelrod's two books: *The Evolution of Co-operation* and, more recently, (1997), *The Complexity of Co-operation: Agent Based Models of Competition and Collaboration*, Princeton University Press, make fascinating accessible reading on the computer modelling experiments and theorising that have provided a 'scientific' basis for co-operation.

System dynamics and systems thinking

The most read book that first incorporated systems thinking and other bits of 'new thinking' into organisational change and learning is Senge P (1990), *The Fifth Discipline: The Art and Practice of the Learning Organization*, Doubleday Currency.

Again it can be well worth going back to some of the original work, such as Jay Forrester's (January 1971), 'The Counter-intuitive Behaviour of Social Systems', *Technology Review* (pp 52-68), to understand how seemingly 'good' decisions can lead to very negative outcomes. There are now also good journals and consultancies working to make qualitative and quantitative sense out of this holistic way of looking at organisational processes. Try <http://web.mit.edu> under research and look at the Centre for Organisational Learning and the Systems Dynamics group.

Alchemy

Aside from very accessible books like Ramsay J (1997), *Alchemy: The Art of Transformation*, Thorsons UK, good classics are Jung C G (1967), *Alchemical Studies*, translated by R F C Hull, Routledge and Kegan Paul, and the question and answer format of Von Franz M L (1980), *Alchemy: An Introduction to the Symbolism and the Psychology*, Inner City Books, Toronto, Canada.

Currently one of the most successful books linking management and the new sciences has been Wheatley M (1994), *Leadership and the New Science: Learning About Organization from an Orderly Universe*, Berrett-Koehler Publishers Inc. Written in a discursive musing style, Wheatley explores the implications of Newtonian Physics on organisations. She then takes some of the findings of quantum physics and complexity theory and some natural truisms and links these through metaphor rather than operational reality to situations and organisations that she has encountered. This graceful easy to read book can make many managers reflect on some of their basic assumptions, but will not give them the practical solutions of how to rethink their organisations. She takes this lyric approach one step further with her later book with Kellner Rogers M (1996), *A Simpler Way*, Berrett-Koehler Publishers, which will appeal to those happy to take themselves further into a self-propelled journey (and read much of the further suggested readings) and not to those seeking ready-made solutions.

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