



# GlobalExchange

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## **GDI to Exhibit at ASTD 2009 International Conference & Exposition**

Global Dynamics Inc. will be exhibiting at [American Society for Training & Development 2009 International Conference & Exposition](#) in Washington, D.C. (June 1-3). Please stop by to visit [our booth](#) (#1330) for a chance to win an **hour of free executive coaching** and to learn about our blended learning solutions and our offerings for global leadership, cultural competence, diversity and virtual teams. If you would like a **complimentary pass to the Expo**, please email Jennifer Horowitz at [jhorowitz@global-dynamics.com](mailto:jhorowitz@global-dynamics.com).

## **From the Desk of the President: Global Diversity** **By Neal Goodman**



As multinational companies embrace globalization and continue their attempts to implement universal standards and operating procedures, they need to be aware of the challenges that lie ahead. Among the most elusive topics that companies will continue to struggle with is the area of Diversity and Inclusion.

Those in the Learning and Development field who are tasked with the responsibility to roll out a global diversity initiative are entering a high-risk zone if they are not careful to make sure they “know what they don’t know” about the varied approaches to diversity around the world.

**One major obstacle in a global diversity initiative is varying legal approaches.** For example, according to Baker & McKenzie’s [Global Employer](#) publication, “sexual harassment laws pose a dilemma for multinational employers in China.” While many jurisdictions have regulations to protect workers from sexual harassment, women in China are still often reluctant to bring claims due to the high burden of proof, a likelihood the victim’s role will be called into question and the nominal damages awarded to successful plaintiffs. As the article states “This poses a problem for a global employer with a strong anti-harassment policy. A company stands a greater risk of being sued for wrongful termination in China (e.g. terminating the

services of a manager accused of sexual harassment) than if does of being subject to a successful claim for sexual harassment.”

**Another major obstacle in a global diversity initiative is the absence of a universally agreed upon definition of diversity.** In fact, the word does not have an equivalent in some languages. As a result, the various “components of diversity” (nationality/ethnicity, gender, age, race and social class) are viewed differently across cultures.

**Nationality/Ethnicity:** For those countries in which a national identity and citizenship is *relatively open*, such as the US and Canada, the issues of nationality/immigration concerns how to *value* the distinct cultural/ethnic contribution of each group. In countries where national identity is more *focused*, such as Singapore and much of Europe, the issue of different cultural identities as represented in immigrant communities can be seen as a threat to national identity.

**Gender:** Almost universally the changing role of women in the workplace is seen an important issue. Of course, due to historical and legal differences, each county has a different idea of what the true objectives are for gender issues and how they should be achieved.

**Age/Generational:** There is a significant range in the degree to which age is venerated versus youth is valued.

**Race:** Relatively homogenous countries do not view racism as a major issue relative to nationality, and in much of Europe the broad topic of racism is subsumed under the issue of national identity and integration.

**Social Class:** This is seen as important by most countries but in some more so than others.


#### KEY QUESTIONS FOR ORGANIZATIONS TO ADDRESS BEFORE ROLLING OUT A GLOBAL DIVERSITY INITIATIVE:

- What is the meaning of diversity and inclusion in each country where the organization is operating?
- What are the critical issues and concerns of diversity in each country?
- How would diversity programs be received in each country?
- How would the content and methods of delivery be localized to meet the specific needs of each country?
- What are the key demographic and social trends that impact diversity in each country?


*Neal Goodman is the president of Global Dynamics Inc.*


#### Case Study: Reach out and Touch Someone?



 When Michelle Obama met with the Queen Elizabeth earlier this month, she placed her arm on the Queen's shoulder. While this is a commonly accepted display of affection for Americans, in this instance it was a breach of protocol. The faux pas was largely forgiven due to the circumstances, however not everyone will be let off so easily.



 Womanizer and actor Mickey Rooney offended the Queen a couple years ago when he inappropriately kissed her hand.

 When by kissing Mrs. Sadat upon greeting. Unbeknownst to President Carter, this gesture was equivalent to having Mr. Sadat allow his wife to be raped and was seen on Egyptian national television. Mr. Sadat was disgraced by this offense, though there was not much he could do about it.

President Carter arrived in Cairo, he created a major problem for President Sadat upon greeting. Unbeknownst to President Carter, this gesture was equivalent to having Mr. Sadat allow his wife to be raped and was seen on Egyptian national television. Mr. Sadat was disgraced by this offense, though there was not much he could do about it.

If you are meeting people for the first time any offense, no matter how minor, will be magnified. In order to prevent inadvertently sending the wrong message with offensive gestures and expressions, be certain to be informed of appropriate protocol in advance of your meetings with individuals from other cultures. In the event that you do err in this regard, if you genuinely show respect and a healthy curiosity for a culture you may be forgiven for an occasional offense as long as you do not repeat it.

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### **Tip: Global Team Meetings**

In order to make initial global meetings effective, it is helpful to establish trust among the participants and facilitate relationship building *prior* to the meeting. When scheduling the initial meeting, ask each participant to provide the following:

- Photo
- Title
- Location
- Number of years with the company
- Nick name (how they would like to be addressed)
- Favorite movie, song, vacation location, food, hobbies and interests

Circulate the photos and personal information collected in advance of the first meeting.

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### **Trend Watch: Patent Lawsuits in China**

*Financial Times* [reported](#) on Thursday Apr. 16 that France's Schneider Electric agreed to pay \$23 Million to a Chinese company to settle a patent lawsuit. Chinese companies are filing more local patents. Schneider has 15 days to pay or it will have to pay almost twice the amount. IP lawyers consider this case to be a "wake up call for" foreign companies operating in China.

Catherine Sun, a patent law expert with Foley & Larder said, "Normally we advise Chinese companies when they go to the US or Europe that they might be sued. We never advise foreign companies that come to China they might be sued - we tell them their product might be copied. Now we should tell them: Chinese companies are filing more patents locally. Foreign companies can face significant damages in China too."

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### **Cross-Cultural Quiz**

**Test your knowledge of the per diem expenses of business travel destinations around the world.**

For all you global travelers out there, rank these cities in the order of most expensive to least expensive per diem...

New York City  
Amsterdam  
Geneva  
Dubai  
Tokyo  
Istanbul  
Berlin  
Shanghai

Johannesburg  
Buenos Aires  
Jakarta



The cities are ranked in order of most expensive to least expensive per diem (according to the *Business Travel News* Corporate Travel Index 2009.)

## News from Global Dynamics Inc.

### Soon to-be Breaking News

**\*\* Look for a major announcement regarding GDI's new Web-based and self-paced learning system\*\***

### Top Companies for Diversity Choose Global Dynamics Inc.

GDI congratulates its many clients that were listed on the 2009 *DiversityInc.* [Top 50 Companies for Diversity List](#). Eight of the top 20 companies on the list (including #1: Johnson & Johnson and #2:AT&T) have benefitted from GDI's worldwide team of diversity experts.

### Neal Goodman Speaks at FIGT International Conference

Neal Goodman led a session called "Promoting the International Assignment Experience through Knowledge Management" in the [Families in Global Transition International Conference](#) in Houston, Texas in early March. The session demonstrated an innovative model to achieve global competency developing a knowledge management system. If you are interested in a copy of the presentation, please email Jennifer Horowitz at [jhorowitz@global-dynamics.com](mailto:jhorowitz@global-dynamics.com).

### Neal Goodman Speaks at 2009 SIETAR USA Conference

Neal Goodman led a workshop called "Best Practices in Consultant-Client Relationships" in the [2009 Society for Intercultural Education, Training and Research USA Conference: Intercultural Solutions for Challenging Times](#) in Cary, N.C. at the beginning of April. The session was an interactive examination of the best and worst conditions between cross-cultural consulting organizations and their clients with a focus on developing strategies and tactics for best practices. If you are interested in a copy of the presentation, please email Jennifer Horowitz at [jhorowitz@global-dynamics.com](mailto:jhorowitz@global-dynamics.com).

### Neal Goodman Published on Training in the Global Virtual World

In March Neal Goodman's article, [Going Global: Training in the Global Virtual World](#), was published in *Training Magazine*, and his article, *Mastering Successful Training in the Global Virtual World*, was published in *ASTD Links*. The articles discuss the challenges and best practices trainers need to understand when training virtually.

Newsletter from Global Dynamics Inc.  
35 Olde York Rd.  
Randolph, NJ 07869  
[contactus@global-dynamics.com](mailto:contactus@global-dynamics.com)

*Interested in sharing your experiences and lessons learned? We are looking for articles from cross-cultural experts that describe best practices, discuss significant cultural trends, or offer new solutions to management challenges. [Learn more about how you can contribute to GlobalExchange™](#).*

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