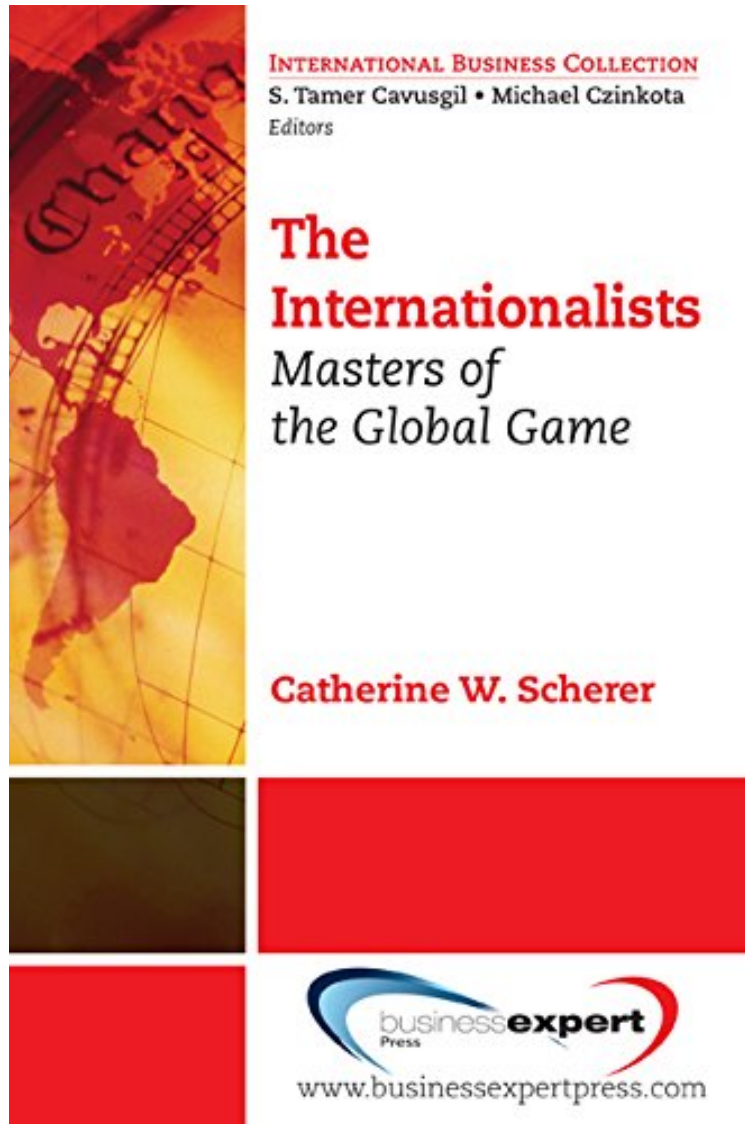


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The Internationalists: Masters of the Global Game (International Business Collection)

Catherine W. Scherer

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Catherine W. Scherer : The Internationalists: Masters of the Global Game (International Business Collection) before purchasing it in order to gage whether or not it would be worth my time, and all praised The Internationalists: Masters of the Global Game (International Business Collection):

0 of 0 people found the following review helpful. The InternationalistsBy David M. HopkinsI just finished reading Catherine Scherer's new book, The Internationalists: Masters of the Global Game. I enjoyed her first book that had the same focus, but things have changed in significant ways in the past 10 years. She focuses on the importance of people

in organizations that have a unique set of skills and attributes ("internationalists") that make them effective in operating in a global arena. These people are absolutely critical to the success of organizations that operate strategically in the more integrated and globalized world of today. I particularly like her metaphorical reference to internationalists as gaskets that help to make an effective seal between headquarters and field operations where the strategy gets implemented in a multitude of cultural environments, all with different norms, values, acceptable behaviors, and visions of reality. Without such talent in place, the seal is not made and the global endeavors are not successful. Scherer also points out the obvious fact that there are always multiple levels of culture overlapping at once. It is not sufficient to simply understand how Japanese tend to differ from Americans or Europeans. A person is a combination of many cultures - corporate, regional, occupational, gender, minority, ethnicity, religious, and many more. A true internationalist is able to deal more effectively with the ambiguity which results from these various cultures. One of the biggest changes since the first book is the growth in the number of people who actively seek out international assignments and prepare themselves for the unique challenges that come with them. The challenge for organizations, and particularly for Human Resource departments or personnel, is to find better ways to identify "internationalists" or those that have the potential to fill those roles. These people must be identified, recruited, developed, placed, evaluated, rewarded, and perhaps most importantly, retained. This book provides specific suggestions for doing just that. The days of sending Joe to Jakarta to head up the accounting group, because Joe has always been a good accountant for us here in Jacksonville, are long gone. It is a whole new world out there!

This book identifies the six key practices of successful internationalists and posits that recognizing them will have a profound effect on corporate mindset and how global companies plan and execute cross-border strategies.

"I just finished reading Catherine Scherer's new book, *The Internationalists: Masters of the Global Game*. [Scherer] focuses on the importance of people in organizations that have a unique set of skills and attributes (internationalists) that make them effective in operating in a global arena. I particularly like her metaphorical reference to internationalists as gaskets that help to make an effective seal between headquarters and field operations where the strategy gets implemented in a multitude of cultural environments, all with different norms, values, acceptable behaviors, and visions of reality. The challenge for organizations, and particularly for Human Resource departments or personnel, is to find better ways to identify internationalists or those that have the potential to fill those roles. These people must be identified, recruited, developed, placed, evaluated, rewarded, and perhaps most importantly, retained. This book provides specific suggestions for doing just that." --David Hopkins, Associate Professor Emeritus, Daniels College of Business, University of Denver

"Scherer has captured the essence of the internationalist through interviews and analysis, then condensed the findings into usable information that isn't found in any other book. This is a must-read for strategic human resources professionals, global business leaders and anyone considering international assignments." ---- Carolyn H. Byram, Senior Human Resources Executive

About the Author: A senior professional with over 30 years experience, Catherine W. Scherer has combined expertise in international management consulting, corporate restructuring, marketing and business development. She is the author of *The Internationalists*, a book for which she conducted research on four continents. She is also the author of a series of books for young people, intended to educate future internationalists. To her credit are also numerous articles and training programs.