

GLOBAL CONNECTIONS

Amanda Huntsville was recently transferred to India as the local Chief Executive Officer of a multinational textile firm. She has previous international experience in Israel, Canada, and Austria. She attributes her success in those countries to creating an open climate with people who directly report to her. This strategy worked well, because in Israel, Canada, and Austria there is a limited amount of power distance. Power distance occurs where significant differentials of power are anticipated and tolerated between superiors and subordinates (Thomas & Inkson, 2004). In India, however, the organizational roles are more clearly defined. Amanda realizes that she needs to adjust her management style. She will be expected to reinforce the legitimate power she possesses by reinforcing the hierarchy inherent in the organization.

1. How does Amanda demonstrate her appreciation of difference?
2. How can Amanda's behavior enhance her confidence as a communicator?
3. How can this scenario help you when you are interacting with people from different cultures?