

MELISSA'S MANAGEMENT RULES

Top tips from Melissa's latest book,
The New Global Manager



BECOMING A NEW GLOBAL MANAGER

In my book, *The New Global Manager*, I offer you tools to become savvy at management, and specifically managing across cultures. The following are three characteristics that are most true for you and your management path today:

- 1 YOU'LL BE PART OF SOMETHING BIG.** The United States is a gigantic place. It's the third-largest country in the world, whether you're measuring by population or land area. And you'll be working as a manager in the world's largest economy, according to the World Bank.
- 2 YOU'LL DO IMPORTANT WORK.** Managers are the glue that holds organizations together. As a manager, you're the one most responsible for the morale and the productivity of your team. You have the opportunity to make a difference in your company and in the lives of your team members.
- 3 YOU'LL BE WORKING IN A TIME FILLED WITH CHALLENGES AND OPPORTUNITY.** We're living in times of great change, in both technology and society. The United States has the most diverse population in the world. Business is more global than it's ever been, with more companies from other countries doing business here, and with US-based corporations doing more and more of their business in other countries.

The way we do our work is changing, too. Technology has made it possible to do business twenty-four hours a day and seven days a week. The combination of technology and increasingly global business means that the teams that you work with will include people who do most of their work somewhere other than where you are.

I believe that calls for a new kind of manager, the kind I call a New Global Manager. You'll have to do the same kind of things that managers have always done and that company training and books cover in great detail. But you also must do something more, and that's what my book is about.

You'll work in the new world of global business. A lot will be the same as it's always been, but a lot will be different. I've shared information and developed some rules that will help you thrive in this new and exciting environment.

The following is a summary of Melissa's Management Rules and other key learnings in my book:



ADAPT YOUR BEHAVIOR SO THAT IT WORKS BEST WITH THE PERSON OR SITUATION YOU'RE FACING.

The most effective managers have always been the ones who modified their behavior to fit the situation. Business situations increasingly include more and more people with different personal, cultural, and organizational understandings. You'll be more likely to succeed if you adapt to a behavior rather than expect people to adapt to you.

YOU WON'T COME UP WITH THE RIGHT BEHAVIOR OR DECISION JUST BY THINKING ABOUT IT. YOU NEED TO DO SOMETHING, SEE IF IT WORKS, AND MODIFY, IF NECESSARY.

It would be nice if I could give you a recipe for every management situation that you'll face. You'll be more effective if you do some homework and then try out for yourself. Some of the time, it will work right away, and some of the time, it won't. If it doesn't, you need to use the OAR™ tool. You Observe what's happening. You Ask Questions to help you decide what to do next. And then you React by changing your behavior. Once you've done that, the cycle starts again. Observe—Ask Questions—React.

EVERY PERSON IS DIFFERENT. USE CULTURAL TENDENCIES AS A STARTING POINT, BUT TREAT THEM AS GUIDELINES, NOT RULES.

The 4DCulture™ tool gives you a way to analyze the cultural forces that are in play in any situation. I don't know how many cultural forces there are altogether, but it's a lot. I chose four cultural dimensions that, based on my experience, are most likely to influence your encounters in the workplace. The four dimensions are: Thought Patterns, Time, Communication Style, and Formality Level.

YOU MAKE CHOICES AND DECISIONS BASED ON YOUR CULTURE, BUT OTHER PEOPLE MAKE DECISIONS BASED ON THEIR CULTURE.

Your initial actions make perfect sense to you. But they may not make sense to the person you've encountered. They will filter their understanding through their own cultural and experiential lens. 4DCulture™ will help you figure out what's going on. Then you need to be quick on your feet, so you can adapt quickly and effectively.



YOU MUST GET USED TO BEING COMFORTABLE WITH BEING UNCOMFORTABLE.

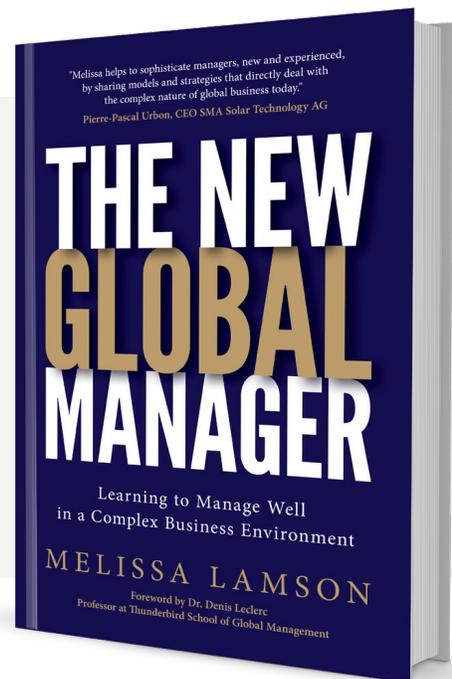
As you move through your days and your career, you will encounter many situations that are new and puzzling. They're likely to make you uncomfortable. That's okay. Take being uncomfortable as a challenge to find the best thing to do.

NO ONE IS THE SAME AS YOU. YOU'LL CONSTANTLY BE SURPRISED BY THE WAY PEOPLE BEHAVE, SO YOU WILL ALWAYS BE IN LEARNING SITUATIONS.

It's a fast-changing world, and you'll never be done learning. Stay curious. Investigate and ask questions. Take notes on what surprises you and what you did and how things worked. Make notes about how to do things differently next time. The best managers keep asking and learning for their entire life.

Melissa Lamson's new book,
The New Global Manager
AVAILABLE NOW!

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