

Managing Teams with Diverse Compositions: Implications for Managers from Research on the Faultline Model

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Two trends that seem unlikely to change are that employees increasingly work in teams, typically cross-functional or project teams, and that they will work with people demographically unlike themselves. Research suggests that such diversity has positives and negatives, so how can managers increase the odds of a positive experience? Minimizing or neutralizing faultlines—hypothetical dividing lines based on various attributes—can help. Studies suggest seven ways managers can do this: understand what triggers faultlines; develop team identity; analyze the importance of beliefs, cultures, and norms; use appropriate structures; recognize effects of team autonomy; guide intra-team communication; and stress appropriate leadership.

James L. Hall

Global Governance: The Case of Global Nongovernmental Regimes

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As more corporations span the globe, they run into problems of ethics and conduct with the same dimension. How can these problems be addressed when no country has jurisdiction? In many cases, industries are forming self-regulating regimes that adopt operational guidelines, codes of conduct, reporting, and perhaps certification schemes. Among numerous examples, the authors concentrate on two: the Kimberley Process, a U.N.-mandated program to certify rough diamonds as “conflict-free,” and the Equator Principles, involving the social environmental challenges faced by banks engaged in project financing. These regimes help illustrate the strengths and weakness of various organizational and operational challenges faced by such regimes regarding codes of conduct, ethical values, accountability mechanisms, administrative structures, decisions-making, and governance.

Henry Adobor and Ronald S. McMullen

Leadership: Gender and Executive Style

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Leadership literature has often predicted that men favor a “transactional” style while women are more comfortable with a “transformational” style. Indeed, as women began to breach the glass ceiling in recent decades, many believed they needed to act like male executives. Over time, however, actual field studies show a convergence of the two styles as executives discover and leverage their particular strengths in the context of their business environments. Based on 80 interviews with male and female executives that appeared in the Sunday New York Times “Corner Office” series in 2010 and 2011, the author spotlights many significant aspects of current leadership styles and analyzes links to gender as predicted in foundational literature—or the absence of such links. Some results are expected, but some are surprising.

Susan Eisner

Means of Transportation in the Next Generation of Supply Chains

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For several generations, transportation has meant motor vehicles, planes, trains, and boats. We are already in the midst of an electronic revolution, with more innovations on the drawing board. This article addresses possible—perhaps probable—changes coming to supply chain transportation, including flying cars and space travel, digital distribution (downloading printed materials, music and so on), stereolithography (also known as rapid prototyping, 3D printing optical fabrication, solid imaging), and teleportation (“Star Trek” technology moving people or objects using principles of quantum physics and general relativity). Hang on to your hats!

Amir M. Hormozi

A Cross-Cultural Analysis of Management Skills of Chinese, Iranian, Pakistani, Thai, and American Managers

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To help expatriate managers understand the commonly used managerial skills in these five, culturally diverse countries, a survey was conducted regarding the respondents' technical, human relations, and conceptual skills. The 2,436 valid responses explored the influences of education, gender, race, management level, and years of experience in the context of their country's prevalent management structure and cultural characteristics. Results in the form of five-point Likert scales were tested for reliability and validity and analyzed using multiple regression analysis. Significant differences emerged, but overall younger managers demonstrated higher technical skills than older ones, and higher levels of education tended to correlate with higher conceptual skills. Skill differences often focused on gender and management experience levels.

Bahaudin G. Mujtaba, Han Ping, and Cao Jieqiong

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