
Leading and Managing a Global Workforce



ArLyne Diamond, Ph.D.



“Leading and Managing a Global Workforce” Book Excerpt

By ArLyne Diamond, Ph.D.
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Foreword

I have known ArLyne Diamond for a long time now and have enjoyed her acquaintance. Ever since my days at GDA Technologies, I have been in contact with ArLyne, who is a management consultant to CEOs of top companies. She works with professionals in various fields and offers lessons in soft skills for groups of various sizes.

From my personal experience of working with her, I can vouch for the effectiveness of her training sessions with people in all levels of the management cadre. She held individual and group sessions at GDA and gave us a thorough feedback and suggestions for improvement. More importantly, most of the managers who underwent the training sessions were impressed by her knowledge and presentation skills and wanted to go back to learn more.

ArLyne Diamond is also a published author and has written many books and articles. I am glad to say that I have had the privilege of collaborating with her for some of her work and I appreciate her passion which keeps her motivated to keep writing.

In this book, ArLyne has ventured to talk about the important factors of leadership and management, which will definitely be

helpful to people ranging from up and coming CEOs to those who are already higher up on the management ladder.

A.G. Karunakaran (AGK)
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November 2011

Preface

They say William James is the father of psychology. Yet when I read Shakespeare, I see a great deal of psychology in his character developments and plots. Was Aristotle the father of modern philosophy, or did many thinkers before him show him the path? I suspect we all gather our ideas from what we've read and learned from others. This applies to my thoughts, too, as I share them with you in this book.

I started my career in the exciting, competitive, cutthroat environment of New York City. Still in my teens, I worked for a variety of companies and learned a substantial lesson in each. Let me share a few of these lessons with you.

My first full-time job was with Kupfer Bros., a producer and distributor of foil papers. I started out as a file clerk, and because I frequently asked others to "teach me," I learned much and was quickly promoted to switchboard operator, then to secretary (a high position in those days) of the sales manager. With my boss the sales manager one day at lunch I met a woman named Pat Ward, who was smartly dressed and groomed.

The two lessons I took away were:

1. To get promoted, not only must you do well whatever task you're given, but you have to actively seek opportunities for growth.

And

2. The way you look and act plays a powerful role in how others see you, and in what they give you because of their perception. In other words, how you present yourself influences others.

There have been many other lessons. One came while I was working for Charlie Meltzer the CEO and president of Marlene Blouse, a typical garment center manufacturer and sales organization. Charlie was emotionally volatile. If you did something wrong, he'd yell at you and make you fix it. His salty language would be considered sexual harassment in today's workplace. Yet I came to love and respect Charlie, and to learn from him.

My responsibilities as a receptionist at Marlene Blouse included making sure there were enough salespeople in our busy showroom. One day while at the switchboard I noticed there were more customers than salespeople. I called our Sales Department and asked one of the women, the best of the group at phone sales, to help in the showroom.

She came out and began waiting on a customer who, in a loud voice with a pronounced southern accent, said, "I'm not going to allow a nigger to wait on me." The saleswoman was African-American.

I was incensed, so I decided to teach the guy a lesson. I asked someone to relieve me at the switchboard and went to wait on the man myself. Being Jewish, I was wearing a Star

of David pendant under my blouse, which I intended to let him see—thus revealing my ethnicity—after I'd talked him into a huge order. (I'm a redhead and don't look like most people expect Jews to look.) So I went out and flirted with him and talked him into writing a large order. But just as I was about to let my star fall out of my blouse, Charlie walked into the showroom. Someone had told him what was happening.

He stopped me and took the order from my hands. Smiling, he said to the bigoted customer, "Wow, that's a great order. That's the largest order we've ever received from your firm." Then he stopped smiling, ripped the order to pieces, and told the man to leave and never return. "You cannot disrespect my staff," he said.

Charlie "had our back." He stood up for his staff, never allowing anyone to hurt or disrespect them. Charlie earned my loyalty and that of other staff members watching the interaction that day. The lesson learned was the importance of protecting your staff and showing how important they are to you by your actions.

My next important lesson stemmed from a conversation I overheard while working as an assistant credit and collections manager for the same company (I'd been promoted). My desk was on the edge of the Accounting Department and I overheard Mr. Mutterperl, the controller, being asked, "Why do you teach Andy everything you do? Aren't you afraid he'll take your job?" Mr. Mutterperl replied, "No. On the contrary, the more I teach Andy, the freer I am to take on more challenging and creative tasks, and to grow."

The lesson learned was the importance of delegating, of giving routine tasks to others. This helps them progress professionally, and you to move up the corporate ladder.

Another valuable lesson came from a favor offered me by CEO Max Lowe of IPCO and Lowe X-Ray, where I was assistant credit and collections manager (and later first manager of the Customer Service Department, which I created). Since I love to work, I often stayed late or came in on Saturday. So when Mr. Lowe saw me running out the door at 5:00 p.m. one day, he stopped me and asked why I was leaving exactly on time. I explained I was taking courses in a school across town and had to rush to be on time. Mr. Lowe said, "My Chauffer Ray is outside waiting for me, and since I don't leave for at least another hour or more, he's free to drive you to class." From that day on, I was chauffeured to school in the largest limousine I'd ever seen.

I'll never forget Mr. Lowe's kindness and generosity. He noticed. He cared. He took action to make my life a little easier.

Fast-forward many years and many lessons later. While visiting my friends actor-director Georg Stanford Brown and actress Tyne Daly in Beverly Hills, they invited me to spend time on separate sets where each of them was working. Both Tyne and her *Cagney and Lacy* costar Sharon Gless were friendly and unpretentious. When I met them again many years later in San Francisco, I again found them warm, affable, and without airs. Two very famous and powerful women didn't need to pretend to be important—they were important.

*"Being powerful is like being a lady.
If you have to tell someone you are,
you aren't."*

—Margaret Thatcher

While visiting the set of the TV series he was directing at the time, *Dynasty*, I watched Georg exemplify the best in managing. He coaxed great performances from his actors by

complimenting them, respecting them, displaying a little warmth, and indulging in some healthy flirting. Several stars gave him their utmost.

And from Bill Keogh, the most significant man in my life, who at the time we were together was a nationally recognized and highly successful trial attorney and admissions dean of Stanford Law School, I learned that the more powerful, successful, and charismatic you are, the kinder and more thoughtful you can be. Bill was gentle, kind, and unpretentious unless he needed to show his strength and power. He reminded me of the phrase, "an iron fist in a velvet glove."

From these people and many others, I learned the importance of respecting and treating other people well. Although we tend to understand this about private relationships, it is critically important that leaders and managers recognize that how you treat people plays a huge part in how they will perform for you in the workplace.

Of course, like most of you, I read a lot of books about and by leaders. I've also met and heard a talk by Bob Mackey, CEO and cofounder of Whole Foods. He and Steve Wynn, "Mr. Las Vegas," have frequently been quoted as saying, "If you want happy customers, you have to have happy employees." I think this is true and reinforces the other lessons learned.

The lessons learned are the start of this book. As I write, I know that technology is changing, the world order is changing, and even the way in which we design our workspaces is changing. What will last, though, is the importance of understanding and treating people well.

ArLyne Diamond, Ph.D.
November 2011

Leadership in the 21st Century

"Don't overlook the importance of worldwide thinking. A company that keeps its eye on Tom, Dick, and Harry Is going to miss Pierre, Hans, and Yoshio."
—Al Ries

I recently spoke to about 120 college students—the leaders of tomorrow. My topic was "Leadership in the 21st Century." I tried to give them a sense of how times have changed and what they needed to consider as they moved forward in their careers. I want to share some of my talk's highlights with you.

Today, we are leading and managing in a global economy. In the past, we worked with people who lived near us, went to the same schools and houses of worship, and shared the same culture. It was relatively easy to understand the people with whom we interacted. If we hadn't known them personally before, we probably knew their siblings.

People from all parts of the world are now working side by side. They come from different cultures and speak different languages. Their beliefs and values differ, as do the ways they've been managed. Thus, we need to learn new styles of management.

We also are now a workplace of men and women, whereas in the past, genders largely operated separately. So our challenge today is to work with, and lead and manage, people who are different from us.

Today, the way we interact with others at work is changing, too. In the past, we communicated with people face-to-face. They were members of the same team, located in the same room. If they worked in other departments, we could walk from where we were to where they were and see them in person. This gave us valuable information and enabled us to develop positive working relationships.

Yesterday, we could "manage by walking around," actually seeing and talking with the people we managed. Today, people work from home, or are located across the country or in other parts of the world. Yet we are expected to work with them in teams, and to manage and lead them effectively. So we use e-mail, social media, Skype, and other technical tools. The advantage to this, of course, is that we can communicate with people all over the world without getting on planes. The disadvantage is that under these circumstances, it is much more difficult to create positive workplace relationships, to build trust, understanding, and rapport.

Today, technology and how we use it change almost minute by minute. I may be showing my age here, but I grew up before desktop computers even existed. I acquired my first while finishing my doctoral dissertation. It was a large computer that ran on a DOS operating system and

performed mainly word processing. But over the years we've gone from desktops to laptops to minis to tablets. Soon we will just have chips implanted in our bodies.

Phones have evolved, too, from dial-ups plugged into the wall to push-button, to cordless, to cell phones that are getting smaller and smaller and becoming capable of doing more and more.

This is exciting, but it's also chaotic. Too frequently, we must learn new ways of working. Instead of increasing our efficiency, these innovations often reduce it during the training phase. Then, once we've learned how to use a new software program or technical tool, something new comes along and we're forced to adapt again.

Today, businesses creating products that cause such "disruptions" are considered exciting. Why? Because the technologies they offer are so different and imaginative they change the way we work, think, and interact. My Nook is a good example. I can now purchase and upload hundreds of books onto a small tablet that allows me to increase and decrease the font size to suit my comfort. I've considered donating some books in my personal collection to a public library—a thought I wouldn't have entertained even a year ago.

Businesses getting funded today are primarily those that create disruptive technologies. But what is happening to stable and continuing ideas, services, and products? I fear our quest for newness often leads us to adopting fads—especially in my field of consulting. Most of us don't offer anything new, exciting, different, or disruptive. We provide clear, concise, practical solutions to workplace problems. How boring to those wanting the newest fad!

Today, we are leading and managing an educated workforce. In another chapter I'll delve more deeply into different management styles that have evolved over the years. Here, though, I want to mention that the nature of the work requires intelligence, skills, and experience. Few jobs (especially here in California) involve simple task accomplishment. Thus, managers must hire well, paying attention during interviews to how candidates answer questions, because that's a clue to their intelligence (as well as that of the interviewers, I hasten to add). Moreover, we need to be sure there's a company-culture (as differentiated from a country-culture) fit, because we rely on people to work in teams.

In addition, we must manage today's educated employees differently. Whips and bullying won't work. I teach a "funnel theory" of management to my clients and students, and will discuss this at length later. But for now I want to say that you start with tight control, and as you get to know the employees and they get to know you, you may loosen control.

Also today, we must delegate and share the decision-making process. For many people this isn't easy, and it's especially difficult for leaders who started and nurtured their company themselves. It's hard to let go and let others do it their way, which may differ from yours.

Because of the complicated nature of work these days, the annual performance appraisal is worthless (although in my opinion it always has been). Employees require frequent feedback; that is, they need to know in a timely manner that they are hitting the dartboard.

Because of the aforementioned complex work, and the place in which we are doing it (home, office, another country), creating standards of accountability, and managing for them, are more difficult.

Today, creating and managing a positive emotional environment are harder, too. Time and again, studies have shown that the emotional relationship people have with their teammates and supervisors plays a huge role in whether they stay or change jobs even during a recession. Yes, there will always be people who remain in a horrible job because they desperately need the money but, generally speaking, people stay where they feel good.

Many organizations are developing software and Internet-related technologies that their employees may or may not see as helping humanity. If you work for a hospital, a pharmaceutical company, or an outfit that's developing better and safer ways to deliver food, you probably feel good about what you're doing. But as a whole, it's becoming more difficult for people to feel the job they perform is important.

One development that's enabling both organizations and their employees to feel better about themselves is companies' growing awareness of their responsibility to the community. Thus, they're allowing—indeed encouraging—employees to give time as well as money to community service. Walks for organizations like the Red Cross and heart, diabetes, and cancer associations have become company activities. Allowing employees this avenue of service improves the bottom line—rather than reducing it—by enhancing the company's image, increasing employees' motivation and productivity, and advancing team development.

Today, we work primarily in teams, leading to increased conflict. When you work autonomously, or even as part of a group on an assembly line, your job is clearly defined and separate from the person next to you. So there's little need for compatibility and understanding. However, the complex work we do these days requires teamwork, or at least frequent interaction with others. But since people are different, getting along is complicated.

Team facilitators often make "storming" the first step in the team development process. The term means disagreeing and allowing conflict to arise. Disagreements are natural and should be permitted. But all too often people are forced to quell their opinions in the interest of getting along. In my book, *Conflict in the Workplace: Causes and Cures*, there's a chapter called "The Tyranny of Pleasantness," in which we (this chapter was co-authored by Robert Finocchio) discuss the importance of allowing disagreement because dangerously bad decisions may be made if people are unwilling to speak up when they disagree.

Team members from all cultures and parts of the world, no matter their gender or age, not only must learn to understand one another, but develop a common working culture while remaining creative and unique. Not easy!

Today, we tend to reject older people, failing to realize they have wisdom to offer. Especially here in Silicon Valley, we are so youth-oriented we assume that those over thirty have nothing new to provide.

Yesterday, we revered the wisdom of our elders, both here and more obviously in many other cultures. When you looked at the upper echelon of a corporation, you saw many gray hairs. I'm hoping tomorrow will bring recognition that we older folk have a great deal to offer.

There's reason to hope. I recently heard the twenty-something CEO of a successful "green" software firm mention that her team recognized the importance of employing executives with leadership and managerial history. She called this having "adult supervision." I love the idea, because it clearly recognizes the importance of incorporating history and experience with the new and exciting ideas of our brilliant youth.

A new magazine, *Active Over 50*, caters to us "older folk" who are still lively, vibrant, and engaged, and who continue to work (or want to). I recently met with a startup, Encore Career Institute, that helps older people transition to new careers.

Today, the world is changing almost daily. In fact, each time I sat down to work on this book, I realized I had to add new information. So keep in mind as you read, things probably changed again after we went to press.

About the Author



A noted public speaker and author, Dr. ArLyne Diamond is an internationally recognized expert on organizational effectiveness and conflict resolution. Dr. Diamond focuses on empowering her clients to get the most out of themselves and others. Her solutions, based on her extensive career in business, education, psychology, and consulting, are

practical, timely, reliable, sustainable, and successful in part because they are consistent with a client company's strategic objectives.

Dr. Diamond has been interviewed on radio and appeared on television and YouTube. She has written numerous articles and columns, including a regular column for *Outsourcing* magazine. She has published three prior books: *Training Your Board of Directors*, *The Please and Thank You of Fund-Raising*, and *Conflict in the Workplace: Causes and Cures*.

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"A wonderful gem of a read. Dr. ArLyne Diamond shares her compelling life experiences and wise insights about leadership, life and business in her work with businesses globally. Written with spirited energy and her signature maverick candour, Dr. Diamond's anecdotes—drawn from her wealth of knowledge and personal trials and tribulations over decades—are amongst the most fun, personal and memorable that you would find in any business book!"

Rebecca Quah, MBA student at Keller Graduate School & Senior Director, CBRE/Asia Client Development

"ArLyne Diamond is to be admired for her insight into management and leadership. She has created a comprehensive guide that provides a clear direction on how to lead in the changing Global Economy. For executives, this book is required reading."

Stephen Miller, CEO, Eclipse Identity Recognition Corporation

"ArLyne brings to the vast sea of management/leadership books a very personal perspective from her many years of consulting and teaching. Avoiding the prescriptive "How to do it," but rather putting things in an historical and geographic format, demonstrates her knowledge of the reality we experience in trying to adapt to the global business world of today. I thoroughly enjoyed relating my own past missteps to ArLyne's views and recognizing what I can learn and incorporate into my daily management life."

Michael J. Cubbin, President, Bay Area Metro, DeVry University



ArLyne Diamond, Ph.D.

is an internationally noted author, public speaker and consultant. Specializing in people and processes in the workplace, she works with leadership and other levels of management to increase organizational and professional effectiveness.

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