



Journal of Intercultural Management and Ethics

JIME

ISSN 2601 - 5749, ISSN-L 2601 - 5749

published by

Center for Socio-Economic Studies and Multiculturalism
Iasi, Romania
www.csesm.warter.ro

TABLE OF CONTENT

Editorial	3
Julian Warter	
Culture Differences and Trust	5
Paulo Finuras	
The Pre-M&A Stage: Understanding the Phases and Success Factors	13
Rachel Calipha, David Brock	
Life's a Box of... Conversations: The Company as a Language Network	35
Thomas D. Zweifel	
How Could We Turn a Good Idea Into an Effective Action? From Human Security to Interpersonal Securitization	43
Anton Carpinski	
Laughing Matters: When Humor is Meaningful	55
Hershey H. Friedman, Linda Weiser Friedman	
Inequities in the Romanian Society of Today	73
Melentina Toma	
Dental Healthcare Accessibility in Underprivileged Populations.....	81
Oana Isailă, Hostiuc Sorin	
Book Review	87
George Simons	
Book Review	89
George Simons	

CROSS-CULTURAL MANAGEMENT WITH INSIGHTS FROM BRAIN SCIENCE – BOOK REVIEW

Mai Nguyen-Phuong-Mai

Routledge International Business Studies, 2019. ISBN: 1138304662

Dr. George F. Simons

Editor-in-Chief at diversophy.com, USA + France

E-mail: diversophy@gmail.com

Interculturalists are familiar with the range of approaches to culture in the social sciences and the intercultural field itself. Many of us started with the rather positivist and essentialist studies that provided initial insights, first best guesses into the behavior of cultural groups, but were also a slippery slope in the direction of bias and stereotyping. Subsequently, we have been turning our attention toward the iconic, memes, linguistic, performative and social constructionist approaches and storytelling as elements and theories for understanding and using culture, as well as teaching about it and applying it to the challenges we face. These can often show up as disparate and unintegrated perspectives.

Mai Nguyen's book could best be described as "turning the page" on intercultural research, learning and practice, not because it negates these earlier and continuing efforts, but because it puts them into perspective. It clarifies both where they may remain useful and where they no longer serve us, or even fail us in the light of what neuroscientific research and cognitive science are revealing about the integral nature of human beings and how we function. We have landed on a "fresh page" in the face of long centuries of dichotomist thinking and credence that divided us into mind vs. meat, spirit vs. matter, body vs. soul, etc.

This can be hard to digest, but accepting our human integrity opens the door to a more holistic view of the genesis, development and creation of the elements of culture in and around us. Culture is the result and the agent in our unique capacity to create what we need on all levels to survive and succeed in existing and newly developing environments. It is the unique, agile, adaptive human capability that has largely taken over from, though it interacts with our slow genetic evolutionary development found in us and in the rest of nature. This in turn offers us new levels of awareness and self-understanding, as well as fresh and effective ways of managing self, relationships, communities, organizations, commerce and the ecological environment we are immersed in. In the words of the author, "Culture is not just socially learned, but geographically influenced, genetically inherited, and neurally enabled."

This is a large book with an enormous range of content, providing insight, consequences and tools for management of organizations, leadership, collaboration and even marketing, along with solid documentation and references. But it is far more than an academic publication or a business book, as it is able to identify the role of and integrate neuroscience into how we see globalization and manage diversity, how we motivate self and others and how we communicate and negotiate. The agenda is formidable. Going forward, there is much to unpack, explore and try out as we root ourselves in our new sense of human integrity. At the same time, we become alert to the power of investigative neurobiology and psychological ventures that will more and more involve artificial intelligence and elements



that have already begun to “hack” our human systems. We see a potential for great good, health and new potential as well as possibilities for manipulation, control and exploitation. As we navigate in both opportune and dangerous times, the understanding and support found in these pages make the book a “must read” for opening avenues for reworking our social, personal and work lives.

With the insights and tips furnished by the author, one can easily implement insightful approaches to communication and negotiation, creating new levels of understanding and more effective decisions and settlements. For example, one highly functional model, *STREAP-Be*, offers a path that addresses the fundamental aspects of a change process. The acronym stands for: *Safety, Trigger, Reward, Emotion, Alignment, People, and Behavior*. It applies neuroscientific savvy, instructions for creating the trust, the actions, the motivation, the essential human reactions and social behaviors needed for solid progress in new directions. The model contains step-by-step the path toward effective change by paying careful attention to the simple human dynamics of perception, feeling, framing ideas, releasing energy, telling and aligning personal and cultural stories that provide a common context for facing and meeting a change challenge. *STREAP-Be* delivers the antidote to the lazy brain’s need to wake up, to its “control freak” resistance to the unfamiliar and the uncertain, and to its slothful tendency to replicate the past rather than innovating a desirable future.

When approaching culture as we seek to manage diversity, the book provides two very essential perspectives. First, we need to develop *contextual awareness* about how culture is created, used and interpreted. Context, not culture itself, is the software of the mind, the operational environment of culture’s interpretation, application and development. Secondly, in approaching intercultural learning and cultural competence, we need to assume *a positive rather than a problematic perspective*, curiosity rather than fear of mistakes. Culture, seen as an iceberg, is cold, formidable, a hazard. It is easy to get frozen into the do’s and don’ts and catastrophic what if’s, rather than connecting via our sameness while recognizing difference as a trove of treasures to be explored, a bowl of cherries to be shared.