

THE WORLD-CLASS
EXECUTIVE

CHESANOW

THE WORLD-CLASS EXECUTIVE

*How to Do Business Like a Pro
Around the World*

NEIL CHESANOW

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For the people listed
in the acknowledgments,
as well as
David Chesanow and Vicki Fabry.

“Negotiation is a field of knowledge and endeavor that focuses on gaining the favor of people from whom we want things. It’s as simple as that.”

—HERB COHEN,
You Can Negotiate Anything

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**THE
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EXECUTIVE**

The Bottom Line

You're probably reading this book for one of three reasons:

1. You're about to go abroad on business for the first time, and you're wondering if what you know about your field of expertise in the U.S.—be it marketing, sales, licensing, or operations—is sufficient to effectively negotiate elsewhere in the world. *It isn't, not even in Western Europe.*

2. You've already negotiated overseas. Perhaps you've even lived abroad as a managerial expatriate. You're curious to see if what you learned about differences between our and other business cultures is confirmed in the pages to come. *You'll have to check, but be prepared for some surprises.*

3. Right now your job does not take you abroad. But you love to travel. And you're savvy enough to foresee that in a commercial world growing ever more interdependent, the time is not far off when executives without international negotiating skills will be like those who know nothing about computers today: They are rapidly becoming obsolete. You're hoping this book will start you off on the right track, giving you knowledge to compete for a position that does involve international travel. *This is precisely what it will do.*

There are a variety of books that discuss doing international business.

But there never has been one like this. What makes *The World-Class Executive* special is its unique *practicality*.

It's written with one reader in mind. This book is specifically for U.S.-based business travelers who make short but frequent negotiating trips to foreign parts. Executive expatriates will also find it useful.

It recognizes business travelers come in two sexes. Each chapter includes special tips and guidelines for international businesswomen—from what to wear to establish professional credibility to how to ward off a pass without alienating a foreign businessman with whom you must still successfully deal.

It covers more than one country. *The World-Class Executive* discusses not one but *four* of the most heavily trafficked regions in global commerce: Western Europe, the Arab world, East Asia—including Japan, the People's Republic of China, and South Korea—and Latin America. So many places have never before been squeezed between the covers of one book. Yet this is what most business travelers want and need as most don't seek contracts in only one foreign place. The person dealing in Tokyo today may be in Seoul next week, in Beijing next month, in Abu Dhabi next season, and in São Paulo before the year is out. However excellent, a book about doing business in only one country overseas is of limited use.

It's short and sweet. This book is written with a plain fact of business life paramount in mind: Businesspeople are extremely *busy*. If you're typical, you're already overburdened with "required reading." The last thing you want to do is wade through page after page of arcane text to get a bottom-line piece of advice. *The World-Class Executive* is not a scholarly work. It's not a book for thinkers; it's a book for *doers*.

It will help you do the job. *The World-Class Executive* is not the last word on its subject. Far from it. A multivolume encyclopedia would barely serve as an introduction to the cultural differences in international negotiating. Here you get the *distilled essence* of what you really need to know to deal effectively around the world. However, the insights, tips, and guidelines to come *will* give you a definite negotiating edge over any competitor—whether he comes from Tallahassee or Tokyo—who does not know what you're about to learn. Most *won't*.

It's a quick read. This book is organized into concise blocks of information. Each block is clearly titled. You can read *The World-Class Executive* from cover to cover if you wish. Or you can just skip around at random, finding precisely the facts you need quickly and absorbing the information at a glance, or refinding a bit of advice you wish to recheck without a lot of flipping.

Over a hundred heads are better than one. When it comes to matters of business culture, no one—no matter how impressive his credentials—can be the final authority. The possible permutations of the subject are simply too vast. What gives *The World-Class Executive* extra authority is extra experts. Among the more than one hundred names listed in the acknowledgments, you'll find people who know the ropes in just about every area of global commerce: exporters, importers, corporate officers, middle managers, presidents of major multinationals, owners of medium-size and small concerns, former and current executive expatriates, international bankers, lawyers, and accountants, business-school professors, anthropologists, political and financial analysts, people in diplomacy and government—non-Americans as well as Americans—cross-cultural trainers, language experts, authors, and editors.

So, with this in mind, let's get down to the business of doing international business.

A WORD ABOUT QUOTES

This book is interspersed with quotes, letting international negotiators present advice and anecdotes in their own words. All quotes in which book titles, authors, and other publishing data are not immediately cited in the text are extracted from personal conversations between me and the people listed in the acknowledgments. When an individual's name is mentioned without reference to his or her title, it's because that person's name and title were cited earlier in the chapter. The acknowledgments have been alphabetized to enable you to easily recheck who said what. When an individual's name is not mentioned in conjunction with a quote, it's because he or she requested anonymity. Due to the delicacy of their global business dealings, many executives agreed to participate only on this basis.

