

A book review and recommendation by Dan Beaulieu

Leading with Cultural Intelligence: The Real Secret to Success, Second Edition

by David Livermore

Copyright: 2015 by Amacom

Price: \$26.95 • 255 pages with index

A passageway to Global Leadership

Cultural intelligence (CQ) is a measurement of your ability, based on knowledge and experience, to lead across cultural lines. It is the ability to communicate and lead with companies and organizations around the globe. It is having an understanding of which cultures will look you in the eye the longest and which will not look you in the eye at all. It is the ability to communicate with people in Africa as easily as with people in Nebraska. It is the ability to understand what it means to apologize in Canada and to apologize in China.

I was impressed with this wonderful new book by David Livermore, the second edition of *Leading with Cultural Intelligence*. Full disclosure: I did not read the first edition of this book, so I have no base for comparison. The author tells us in the forward that the second edition is much changed from the original, and I'll take his word for it.

The timeliness of this book is critical as more and more of us are doing business globally. Truth be known, I did not even think that there was a book that covered this subject until I saw this one on the shelf, and even then, I was not quite sure of its pertinence in my life. Once I started to read it, however, it all made sense.

I remembered an experience I had a number of years ago when I was asked to take on the management of three electronic design service bureaus and the adaptations I had to make to communicate properly with left-brain people with my right-brain approach. Being a sales manager all my life, I could see it in the eyes of the 20 or so designers I spoke to at my first meeting. They were lost. They did not know what I was talking about, and they seemed to hate the speed at which I was saying things. A good friend of mine, the design sales manager actually, took me aside and told me to slow down. He told me that I was coming off as a fast-talking, back-slapping huckster to these fine people who were used to dealing with the well-defined measurements of laying out printed circuit boards. I quickly realized that if I was going to lead these folks, I was going to have to learn and adapt to their culture in order to have any credibility as their leader. And they were in Pennsylvania — never mind halfway around the world.

This is what this book is all about — building up your cultural intelligence so that you can successfully communicate and do business with people of different cultures all over the world. If I had read this book a few years ago, before I went in and spoke to my new design team, I could have read David Livermore's list of strategies when addressing an audience of non-native English speakers, or in my case, people of a different brain polarity.

Here are just a few highlights from the book.

- Slow down. Slow down. Slow down. Slllllllooooooow d.o.w.n.
- Use clear, slow speech. Enunciate carefully.



ERA Member Service Action Lines

Avis Car Rental	era.org
(Click the link on the Member Services page.)	
Budde Marketing	708-301-2111
	buddemarketing.com
Empowering Systems	888-297-2750
	empoweringsystems.com
ERA Customized Survey Service	era.org
(Click the link on the Member Services page.)	
ERA Teleforum Audio Library	era.org
ERA University (online courses)	era.org
EYOND: MRSware	866-795-8386
	mrsware.com
Hertz Car Rental	era.org
(Click the link on the Member Services page.)	
JJM Search	402-721-6590
	jjmsearch.com
MRERF (CPMR/CSP programs)	mrerf.org
Perfection Data	perfectiondata.com
RepCare insurance	888-243-0174
Rembrandt Advantage	800-292-7182
	rembrandtadvantage.com
RPMS software	800-776-7435
	rpms.com
UPS shipping	era.org
(Click the link on the Member Services page.)	

Consultants Available for Expert Access

Accounting & Taxes: Stan Herzog	847-564-1040
Executive Searches: Carla Mahrt	402-721-6590
Insurance: John Doyle	888-243-0174
Legal: Gerald Newman	312-648-2300
Rep Network Mgmt.: Jim Hartranft	262-945-9200

Other ERA Services & Publications

(Call 312-419-1432 or go to era.org.)

- Locator Online Directory of Manufacturers' Reps
- Lines Available Service
- Guidelines for: Becoming a Successful Rep; Establishing and Benefiting from Rep Councils; Agreements between Sales Reps and Manufacturers; Agreements between Stocking Reps and Manufacturers; Agreements between Reps and Sub-Reps; Agreements between a Rep Firm and Its Salespeople; Evaluating a Prospective Principal; Evaluating a Prospective Rep; Developing New Markets with Professional Field Sales Reps
- Line Portfolio Evaluation
- Outsourced Field Sales: Adding Value for the Customer (CD)
- Outsourcing Field Sales (Fortune Magazine Reprint)
- The Value of Outsourced Field Sales (EBN Reprint)
- Selling Through Manufacturers' Representatives
- ERA Code of Ethics
- ERA Commitment to Performance (Information and Certificates)
- Recommended Technical Standards for Distribution Point-of-Sale Reporting
- FAQs Manufacturers Ask About Representatives
- Split Influence Recommendations for the Electronics Industry
- State Rep Commission Protection Acts
- Manufacturer Membership (Roster and Information)
- Principal Information Exchange (P.I.E.)
- ERA Membership Pins

ERA Meetings & Programs

- Board of Directors Meetings (Next Meeting: March 2, 2016)
- ERA Conference - Feb. 28 - March 1, 2016

SOMEONE YOU SHOULD KNOW: Gregory Pace

(continued from page 11)

learned a lot about the selling cycle through ERA and were fortunate enough to form our own rep council years ago. To this day, the council advises us on best practices (and how to stay out of trouble!).

Are you active on social media? Do you follow ERA? Have ERA updates via social media been helpful to you?

I am not active on Facebook, but Ohmite has a terrific Facebook page. I do use LinkedIn as it is more of a professional networking site and keeps me close to our industry relationships. I read all of the ERA releases and related industry data.

What is one interesting fact that people may not know about you?

I may be the last straight-on, non-soccer-style kicker in the Big 10 Conference (graduating in 1977). I was so good, the Illini let me kick off in order to protect the other kicker, who was an All American. ■

EXECUTIVE COMMENTARY: First 90 days

(continued from page 13)

continues to grow!

National Conference: ERA's 47th Management and Marketing Conference continues to gain momentum. Tom Griffin has assembled a great conference committee and has positioned this event to be our best ever! I have been thoroughly impressed with the passion and professionalism of the members and the end-product that they have assembled. We expect a record turnout, so book your travel and hotel as soon as possible. You do not want to miss this! The fact that our conference is in February has helped me a lot in explaining what we do.

Whew! I am exhausted just reflecting back on my first 90 days, but the exhaustion is abated by the tremendous response from the reps, manufacturers and the industry to the value proposition of ERA. Our members are looking to us to ADVOCATE FOR THEM in these times of change. I realize that ERA members have given the association a sacred trust, and in turn, ERA has a responsibility to provide a tangible, relevant value proposition to all members.

I continue to be amazed at how highly ERA is regarded by all. They want and need us to be strong and to get stronger — one rep and one manufacturer at a time.

Many thanks to all for your support and guidance. Remember: My bags are packed and my phone is always on. ■

BOOK REVIEW: Cultural intelligence

(continued from page 18)

- Avoid colloquial expressions and idioms.
- Repeat important points using different words to explain the same thing.
- Avoid long compound sentences.
- Use visual representations.
- Mix presentations with a balance of stories and principles.
- Hand out written summaries.
- Pause more frequently.

I liked this book and found it very useful. I think you will too. ■

Dan Beaulieu is the president and founder of D.B. Management, LLC, a consulting firm specializing in all aspects of sales, marketing and branding with a focus on rep-principal relationships. His latest book is **The PCB 101 Handbook** which can be purchased online by emailing danbbeaulieu@aol.com. Dan is also the author of "It's Only Common Sense," a weekly sales column appearing at pcb007.com. Dan can be reached at 207-649-0879.

Electronics Representatives Association



ERA Officers

Chairman of the Board:
Paul Nielsen, CPMR
paul@bnmsales.com

President:
Dan Parks, CPMR
dan@westelec.com

Senior Vice President/Fiscal & Legal:
David Norris
dnnorris@norrisrep.com

Senior Vice President/Education:
Kathie Cahill, CPMR
kcahill@netsalesrep.com

Senior Vice President/Membership:
John O'Brien, CPMR
jobrien@cbane.com

Senior Vice President/Industry:
Chuck Tanzola, CPMR
ctanzola@fusionsourcing.com

*Chief Executive Officer &
Executive Vice President (Ex-Officio):*
Walter E. Tobin
wtobin@era.org

ERA Staff

*Chief Executive Officer
& Executive Vice President:*
Walter E. Tobin
wtobin@era.org

Executive Assistant:
Karin Derkacz
kderkacz@era.org

*Communications, Conferences and
Chapter Services Coordinator:*
Tess Hill
thill@era.org

Database Manager and Webmaster:
Katherine Green
kgreen@era.org

Chapter Management & Social Media Coordinator:
Stephanie Tierney
stierney@era.org

Communications Director:
Neda Simeonova
nsimeonova@era.org

Finance Director:
William R. Warfield
bwarfield@era.org

ERA Office:
309 W. Washington St., Suite 500
Chicago, Illinois 60606
Phone: 312-419-1432 • Fax: 312-419-1660
Email: info@era.org • URL: era.org