



Ease Work Stress

Helping People and Organizations Thrive

Going Global: Awareness, Challenges, and How to Foster Mutual Success with a Culturally Diverse Workforce

The workforce is diversifying, with more employees from different countries working for the same organization, and more organizations operating multi-nationally, than ever before. But what do we really know about how people from different national cultures think and feel about work, management, and success? National cultural differences add enormous complexity and nuance to effective human resource management: such as how work, and working conditions are appraised and responded to. Moreover, differences between national cultures are often more pronounced than differences between sub-cultures *within* a country. However, finding commonality and mutual success – while embracing cultural differences – is within our grasp if we seek to understand what these differences are -- and the processes that underpin them. In this session, Marcus will address areas for awareness, challenges, and opportunities for commonality and mutual success as the workforce continues to diversify. He will also offer a roadmap to better understand and find commonality and mutual success with people from across the globe, including major cultural dimensions which have been shown to be points of diversity across national cultures.

Marcus is a speaker, researcher, and consultant on human resource issues of work stress, employee turnover, and successfully diversifying the workforce. He is living a truly international, multi-cultural life. Marcus emigrated to the US twenty years ago as the grandson of World War II Polish refugees in the UK. During his upbringing in England, Marcus' family hosted language students from all over the world, exposing him to numerous cultures. Marcus was then a member of one of the most diverse full-time MBA programs in London (at Kingston Business School), and was a headhunter of Partner-level accountants on five different continents, often helping to navigate cross-cultural issues.

After ten years in industry, Marcus made a career switch to academia, and is now an Associate Professor of Management at Hope College, and the Director of their Leadership program. He has published works on successfully diversifying the workforce in international book volumes and research journals, and he regularly speaks on these

issues at conferences, and to companies and foundations. His wife, Beth, is from south India, and they live with their daughter in Grand Rapids. Marcus' personal website is easeworkstress.com.

