Response Letter

Peeling the Cultural Onion on the German Approach to Business

April 13, 2014

**Critical Incident**

**Hook**. We reorganized the CI and rewrote the hook to be **1)** more personalized/individualized toward Natalie, our protagonist, **2)** include an element of importance for the do’s and don’ts slides being unusual in corporate cross-cultural management, and **3)** to include names for the two companies in question (Hitech Diesel Solutions – HDS – as the US parent company of newly acquired Neumann Technologie). We used HDS and Neumann as the names to be as clear as possible throughout the CI.

**Strengths Finder info**. We could not pull out this information to create a separate Exhibit without going over the 3 page limit. We did condense the Strengths Finder themes for Natalie into a short paragraph that we feel is more legible for students (readers). Since we ask students to apply the information from Natalie’s Strength Finder themes in the TN, this information is critical.

**Leadership Report**. We could not pull out this information to create a separate Exhibit without going over the 3 page limit. As APA requires a separate page for each Exhibit, this element was not possible either, however, we included the report as a separate section that Natalie was reviewing (which our protagonist actually did). It is a rather long quote, but we embedded ideas in the TN, so including the report is necessary for the DQ analysis.

**Do’s and Don’ts Slides**. We rewrote the slides into an APA acceptable format and took out the color!

**Natalie’s Story condensed**. We excluded some details but used her work history and leadership development at HDS as a thread throughout the CI. Nice suggestion, thanks review team.

**Teaching Note**

**CI Summary**. Rewritten to include new hook. We also feel the decision point is clearer as a result.

“Who’s Crying Now?” is a great, great idea. Is it possible to name the TN differently from the CI? That would be a really fun element to this CI.

CI: Peeling the Cultural Onion on the German Approach to Business

TN: Peeling the Cultural Onion on the German Approach to Business: Who’s Crying Now?