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IndM 5020 International Tech Mgt

Article Selection Unit 3

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**Bibliographic Entry**

McManus, K. k. (2015). Escaping our cultural silos. Industrial Engineer: IE, 47(9), 18

**Abstract**

In the article, McManus examines the need to learn from diverse cultures within the global work environment. The areas discussed in the article consist of competitive advantage to enhancing organizational capacity by learning from different cultures, more effective decisions from increasing workplace diversity; and respecting all cultures at work and building a strong interpersonal relationship (McManus, 2015). McManus wrote this article during his first visit to Japan, where he gained first-hand experience with different cultures in a work environment.

**Big Ideas**

While preparing for his trip to Japan, he expected the culture to be different but not affect him the way it did. McManus was used to process improvement and did not expect this trip to be much different from others. Process improvement is when there are business processes or standards in place for an organization that is followed very thoroughly. These processes could be documented, or it could be seen through the culture. This can be a cultural norm at a company where you don’t need a documented process, and it’s just a known standard. For example, do not make any production changes without following change management standards. This is usually a standard at most technology companies. McManus found three takeaways from his trip. He realized there is still a lot to learn from different cultures, there is a competitive advantage to working with various cultures, and we have a long way to go to make strategies more efficient (McManus, 2015). McManus believed that we should learn more from each other to become more efficient at work. The first step in understanding problems at work is communication. To communicate, you should listen and be able to give feedback.

**Strengths**

This article came from the view of someone traveling internationally to his firm and not understanding what he was getting into. This was a realistic article. The article made it seem like you could be in the author's shoes. The initial feeling that the author went through was very relatable. The author thought he was going to a place where he would expect to see the same culture that he experienced at other facilities, but he was wrong. His eyes were opened by information that is siloed between different cultures and departments because of the cultural differences.

**Weaknesses**

This article was very brief, and even though the author had firsthand experience the topic by traveling to Japan, the report lacked research. I was expecting that the article would have a couple of facts that would show us how understanding different cultures globally has benefited various industries.

**Value Added**

There was a lot of value added from this article even though the length was short. I have real world experience dealing with a global firm and information silos. For example, a couple of years ago, my team expanded to Bangalore. We didn’t know what to expect with this change. We had to teach the new foreign associates the processes, and we weren’t sure how things were going to work. There were struggles at first, but we learned that most of it came from communication which ties back into McManus point about listening. We must be active listeners to make the business more efficient.

**Self Assessment**

This article was straightforward and easy to comprehend. It was also very relatable. I understood where the author was coming from and I would give myself an A.

**References**

McManus, K. k. (2015). Escaping our cultural silos. *Industrial Engineer: IE*, *47*(9), 18