

# CONTENTS

<i>Foreword</i>	ix
<i>Preface</i>	xi
<i>Acknowledgments</i>	xiii

## PART I

### THE OVERVIEW

1. Multinational Companies in China —  
An Introduction to the challenges they face and  
the mistakes they make 3

## PART II

### EIGHT COMMON MISTAKES

2. Managing Talent — Why attracting and  
retaining talent will be harder than you think 19
3. Budgeting Headcount — How this common  
Western practice simply does not work  
in China 47

4. Defining the Asia Pacific Region — Geographic sense does not always make business sense 59
5. Managing in a Matrix — Matrix management is a violation of Confucian thinking. You can do it, but you should never just impose it 71
6. Managing Titles and Salary, and Curving Performance Management — In scarce talent markets like China, you cannot do this the way you do in your Western country 85
7. Solving Issues Locally versus Globally — If it is raining in New York, you don't force people to use an umbrella in Shanghai 101
8. Managing Expatriates — This is a dynamic process that requires constant observation and tweaking. Beware the sensitivities of local colleagues 121
9. Selecting Leaders — If China has the largest population in the world, why are most multinational leaders foreigners? 137

### PART III

#### WHAT IS NEXT FOR MULTINATIONALS IN CHINA?

10. Where Do We Go from Here? — What can multinationals do to make things work better in China? 159

## PART IV

HUMAN RESOURCE PRACTICES — AREAS OF  
CONVERGENCE AND DIVERGENCE BETWEEN  
CHINA AND THE WEST

11. Comparing the Latest Human Resource Management Practices between China and the West — How are they similar and how are they different? What can multinationals in China learn from Western Human Resource practices? 169

## PART V

## EPILOGUE

- Epilogue: The Story of Uber and Didi Chuxing — West meets East and East wins by a mile* 181
- Bibliography* 189
- Index* 193