**Do culturally competent managers’ innovative and synergetic management practices support the transnational firms’ market success?**

Dr. Rolf D. Schlunze [[1]](#footnote-1)

International managers need to make a conscious effort to adapt to local systems while translating managerial practices. Expatriates play the role of boundary spanners, gathering market information meanwhile bridging internal and external organizational contexts. Managers' boundary spanning activities positively relate to individual efforts to transfer knowledge from, and acquire subsidiary knowledge for, headquarters. In this process the international manager also functions as a changing agent transforming managerial practices in the local subsidiary. This study investigate the performance of expatriated managers as a boundary spanner and changing agent through their preferences and networking practices in the corporate, market and living environments. The hypothesis of this research states that managers perform better when they facilitate human resources in the workplace and realize market opportunities. An original model has been designed to guide empirical survey and analysis. A contextual model was designed to investigate the practices and performance of hundred fit executive managers. The results of the analysis showed that culturally competent managers who know how to embed their management practices with preferences for HR in the workplace and focus on market opportunities perform better and sustain the firm’s market success. Explanations for their success include that they are embedding innovative practices with social intelligence in the workplace and market. To summarize, lived cultural experience and positive feedback towards embedding efforts are crucial for intercultural workplace and market success. The results imply that the boundary spanners can create synergy spurring firm success by embedding and transforming global management practices in the intercultural workplaces.

Keywords: Boundary spanner, preferences, networking, adjustment strategy, cross-cultural synergy, contextual management appraisal

1. Professor of Cross-cultural Management at Ritsumeikan University, Faculty of Business Administration, Department of International Business Administration, Head of SIEM Research Group, HP: [www.siemrg.org](http://www.siemrg.org);   
   e-mail: drrds309@ba.ritsumei.ac.jp [↑](#footnote-ref-1)