First published nearly 20 years ago, Riding the Waves of Culture became the standard guide to leading effectively in an international business context. In this third edition, the authors consider the strategic advantages that cultural differences can bring to the business environment.

The authors define culture as a shared system of meanings. The opinion we form regarding explicit culture usually says more about where we come from than about the community we are judging. A culture is relatively stable when the norms reflect the values of the group. When this is not the case, there will most likely be a destabilising tension.

The authors show how different cultures give different meanings to relationships with people, their interaction with the environment, their orientation to time and similar cultural dimensions.

For instance, *Relationships with People* is subdivided into:

1. Universalism v particularism
2. Individualism v communitarianism
3. Neutral v affective
4. Specific v diffuse
5. Achievement v ascription

It is these concepts and comparisons which underpin this book and make it an interesting read. The plethora of diagrams, charts and table were not to this reviewer’s taste, although others might find them useful.

What is the significance of culture for business? The authors remind us that a high proportion of merger failures are due, in part, to cultural differences not being addressed. This volume should help managers tackle the tricky business of culture.

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2012