

# Building Cross-Cultural Competence

HOW TO CREATE WEALTH  
FROM CONFLICTING VALUES

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and Fons Trompenaars

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## Acknowledgments

The following passage from Abraham Maslow's *Motivation and Personality* (1954) was the beginning of our quest:

The age-old opposition between heart and head, reason and instinct, or cognition and conation was seen to disappear in healthy people where they became synergic rather than antagonists, and where conflict between them disappears because they say the same thing and point to the same conclusion. . . .

The dichotomy between selfishness and unselfishness disappears . . . because in principle every act is both selfish *and* unselfish. Our subjects are simultaneously very spiritual and very pagan and sensual. Duty cannot be contrasted with pleasure or work with play where duty *is* pleasure, when work *is* play. . . .

Similar findings have been reached for kindness-ruthlessness, concreteness-abstractness, acceptance-rebellion, self-society, adjustment-maladjustment . . . serious-humorous, Dionysian-Apollonian, introverted-extroverted, intense-casual, serious-frivolous . . . mystic-realistic, active-passive, masculine-feminine, lust-love, Eros-Agape . . . and a thousand philosophical dilemmas are discovered to have more than two horns, or paradoxically, no horns at all.

The British author passed his sixty-fifth year as this book was being finished, as the twentieth century was drawing to an end. This has put us in a retrospective mood. We were both educated as graduate students in the United States—Charles Hampden-Turner at Harvard and Fons Trompenaars at Wharton. Without our American friends, this book could never have been written.

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