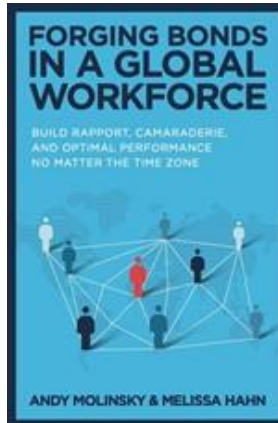


## PMWJ BOOK REVIEW<sup>1</sup>



Book Title: ***Forging Bonds in a Global Workforce: Build Rapport, Camaraderie, and Optimal Performance No Matter the Time Zone***

Author: **Andy Molinsky and Melissa Hahn**

Publisher: McGraw Hill

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Reviewer: **Yasmina Khelifi**     Review Date: February 2024

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### Introduction to the Book

Today's global teams are increasingly dispersed around the world, but team members and leaders are not necessarily trained or taught how to work with diverse teams. Of course, we know we must have empathy and be respectful. But how do we know that our good intentions will be well-received? And how do we go beyond merely being polite, to forge a real connection? This book is for professionals who want to learn how.

*Forging Bonds* explains how to foster cross-cultural collaboration on global teams by prioritizing relationships over do's and don'ts. Erin Meyer's "Culture Map" may come to mind here for avid readers of books on culture and global work. Well, this is a fresh perspective on a crucial topic we are all confronted with in our work lives: How can we go beyond merely learning about cultural differences, and actually build trusting, authentic relationships despite our differences? This book will give you concrete solutions and practical frameworks that are based on more than 100 interviews of global professionals, as well as the authors' own decades of experience in the field.

### Overview of Book's Structure

The book is divided into four sections:

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- **Mindset:** Set a solid foundation for building relationships in a global world. The authors reveal the “6 Ps” that influence relationship building: *power, purpose, place, privacy, pacing, and presence*. They then take a deeper dive into each P, one by one.
- **Beginnings:** Spark an initial connection using the quasi-universal conversational style of small talk. The authors outline cultural differences in small talk, offer advice for starting a conversation with someone you don’t know, and suggest ways to transform small talk into “real talk.”
- **Deepening:** Build on the progress you made during your initial interactions. The authors discuss how much to let your own personality shine through, how to find common ground, and how to learn the local trust language.
- **Finer Points:** Apply what you’ve learned to specific issues that arise. The authors address how to build relationships on teams, how to manage disagreements, how to cultivate your own curiosity, and how to honor your own internal experience.

Each short chapter introduces new frameworks, features real-life stories, and offers a brief series of questions to ponder (called thought exercises).

### **Highlights: What’s New in this Book**

Unlike other books on global work, *Forging Bonds* doesn’t offer elaborate theoretical frameworks that try to explain every possible cultural difference. Indeed, the book isn’t prescriptive and avoids one-size-fits-all solutions. Instead, the authors highlight the importance of being human: listening, observing, making mistakes, and learning from experiences. For example, their “6Ps” relationship code will not only help you identify areas of potential misunderstanding due to differences, but also capitalize on areas of similarity and overlap. Yes, differences matter – but we are often more alike than we might initially think, if we know how to look!

### **Highlights: What I liked!**

I liked the way that the book was structured and the accessible voice the authors used. For example, their bite-sized chapters are very suitable for busy global professionals. The language is also straightforward and easy to follow; the authors manage to present their academic expertise in a non-academic way.

A few content areas also stood out and helped me consider the cultural side of global work in new ways. For example, I appreciated the *mindset* section where the authors talk about biases, which we can have without always being aware of them. They also talk

about the *4 critical errors* any of us can make in how we approach culture, like fixating on national culture, stereotyping instead of prototyping, assuming other people are like us, and reducing relationship complexity with the simplistic metaphor, “Peaches and Coconuts.” When you read these errors, you may think that you won’t commit them! I am the same way. However, in the heat of the moment, when we are hurried and under pressure, we can all too easily fall prey to oversimplified explanations.

Two other areas that I appreciated were the 6 P’s and the small talk section. For me the 6 P’s framework is useful because it is so flexible and adaptable to any situation. This gives global team members the freedom to work on building or improving relationships as they arise, as opposed to memorizing their characteristics in the abstract. I also particularly liked the chapters on small talk and the cheat sheet for navigating different conversational styles. Small talk may be quasi-universal, but it is still culturally specific and not so easy to navigate in a global workplace.

### **Who might benefit from the Book?**

This book is for every global leader regardless of your profession, your seniority level or the number of experiences you have under your belt. Although it is written by two Americans, the book provides value for global workers of all backgrounds, and those who are working with any culture in the global workplace!

### **Conclusion**

*Forging Bonds in a Global Workforce* provides a package of practical frameworks and advice to help you connect and thrive in a global workforce. It is very pleasant to read and will help you hone an invaluable skill to be a successful collaborator and leader. It provides a refreshing perspective on crossing cultures, but also fits nicely with other books on the global work bookshelf. I recommend it!

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For more about this book, go to: <https://www.mhprofessional.com/forging-bonds-in-a-global-workforce-build-rapport-camaraderie-and-optimal-performance-no-matter-9781265212339-usa>

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**Yasmina Khelifi**, PMP, PMI- ACP, PMI-PBA is an experienced project manager in the telecom industry. Along with her 20-year career at [Orange S.A.](#) (the large French multinational telecommunications corporation), she sharpened her global leadership skills, delivering projects with major manufacturers and SIM makers. Yasmina strives for building collaborative bridges between people to make international projects successful. She relies on three pillars: project management skills, the languages she speaks, and a passion for sharing knowledge.

She is a PMP certification holder since 2013, a PMI- ACP and PMI-PBA certification holder since 2020. She is an active volunteer member at PMI France and PMI UAE, and a member of PMI Germany Chapter. French-native, she can speak German, English, Spanish, Italian, Japanese and she is learning Arabic. Yasmina loves sharing her knowledge and experiences at work, in her volunteers' activities at PMI, and in [projectmanagement.com](#) as a regular blogger. She is also the host and co-founder of the podcast [Global Leaders Talk with Yasmina Khelifi](#) to help people in becoming better international leaders.

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