

Virtually every major conflict in today's world, as well as a lot of minor ones, is strongly influenced, if not caused, by cross-cultural tension. This premise, intuitively obvious to anyone working internationally or across national cultures, lies at the heart of University of British Columbia professor LeBaron's and South African researcher Pillay's book, written in collaboration with three other global researchers.

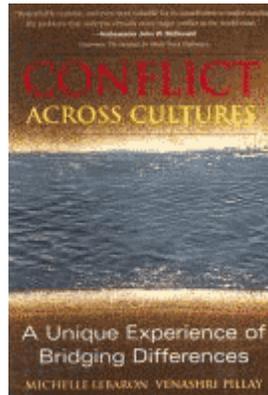
"Culture is embedded in every conflict because conflicts arise in human relationships," the authors postulate. Therein also lies the key: LeBaron and Pillay explain the potential of building relationships as a strategy for conflict resolution. Pointing at the three dimensions of conflict, material (the "what"), symbolic (the meaning of issues to the people involved) and relational, they emphasize the need for effective conflict resolution addressing all three of these levels.

What comes next is an overview of cultural models and what one of the co-authors describes as his "journey towards cultural fluency." The three chapters that follow, "When the waters of culture and conflict meet," "Capacities and skills for international conflict resolution," and "A map through rough terrain: A guide for international conflict resolution"

together present the meatiest part of the book, outlining how cultural values and beliefs shape conflicts, describing what it takes to mediate such conflict, and suggesting a mapping process for cross-cultural conflict mediation.

The mediator's perspective, found throughout most of the book, makes *Conflict across Cultures* more useful for those in such roles than for individuals who are directly involved in conflict. In addition, the fact that each of the book's chapters has been written by a different author or pair of authors is a bit of a mixed bag. It brings a refreshing diversity of thoughts and approaches to the subject and stimulates creative thinking in a trap-laden field. On the flip side, each of these authors uses different terminologies and presents their own models, which makes it hard for the non-expert reader to connect the different models and see how they all come together.

Reading *Conflict across Cultures* left me with mixed feelings. On one hand, the authors present a profound analysis that does justice to the intricate complexity of their subject. On the other hand, those looking for hands-on advice and practical strategies, as I had been, may be left wanting more than this book has on offer. Bottom line, it is a worthy read, but readers looking to develop their own toolset for conflict resolution will still need to dig deeper.



Lothar Katz is the founder of Leadership Crossroads. He has a wealth of experience in achieving productive cooperation across cultures and driving business success on a global scale. A seasoned former executive of Fortune 500 company, Texas Instruments, he regularly interacted with employees, customers, outsourcing partners, and third parties in numerous countries around the world, including many parts of Asia. Mr. Katz is the author of "Negotiating International Business" (2007) and "The Global Business Culture Guide" (2014).



1. The Nature of Conflict 2. Culture 3. Cross-Cultural Conflict 4. Culture, Identity, and Conflict 5. Culture, Ethnicity, and Ethnic Conflict 6. Cross-Cultural Conflict Resolution Glossary Bibliography Biographical Sketch. Summary.Â Conflict that occurs across cultural boundaries thus is also occurring across cognitive and perceptual boundaries, and is especially susceptible to problems of intercultural miscommunication and misunderstanding.