

***Challenges Ahead for Economic Growth...
Begins with Courage and Integrity***

In her new book, *Shaking the Globe: Courageous Decision-Making in a Changing World* (John Wiley & Sons, February 2009, \$21.95, Hardcover), author and high profile board member, Blythe J. McGarvie examines the new rules governing competitive global markets and describes in pragmatic terms how to benefit from them. In addition, now, more than ever, personal courage and integrity are needed to weather the economic downturn. As the global economy changes, Americans as producers, sellers and buyers must respond. Americans must become more aware of foreign cultures and business conditions. Here's the antidote to Lou Dobbs' protectionist and anti-immigration ranting. This book offers both an awareness of today's global business environment and suggestions for competing within it.

McGarvie's study reveals:



95% of consumers reside outside of the United States



Developing emerging nations now account for 49% of the global Gross Domestic Product (GDP)



Companies with more women board members outperform those with fewer female representatives



Going global requires the mental capacity to synthesize *what* is happening; physical stamina to travel and be *where* it is happening with personal strength to handle tough situations *when* they occur.

McGarvie encourages us to put aside the political and cultural fear of global competition, while the world is in financial distress. Today's marketplace offers a great opportunity for business people with integrity and the ability to become "transnational" leaders. Success in international business requires companies to attract and retain the very best talent regardless of nationality or citizenship.

"The difference between a leader and a follower", McGarvie writes, "is the courage to take on the responsibility of making change, with the ability to learn about and embrace new cultures."

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Blythe McGarvie cites the Four Building Blocks of Courage:

Competence: Develop the abilities necessary to succeed;

Curiosity: Develop a sincere interest in different cultures, people, and new ideas, embracing change and being receptive to colleagues' suggestions;

Caring: Share your passion, and others will care about your business too;

Perseverance: Face obstacles head on and continue working for goals and ultimate success.

To be successful in international business, personal leadership must be combined with knowledge of international rules in which business is conducted. McGarvie explains differences in business cultures and offers innovative suggestions, such as America's adoption of international financial reporting standards (IFRS), to facilitate success in international competition.

McGarvie, who has traveled the globe in business activity for the last 20 years, employs the courage she writes about:

In the 1990's, McGarvie as a new employee for Sara Lee Corporation, was assigned to assess the value of a company in Finland. She discovered that the Company had reported its financials under Finnish GAAP standards, which were different from U.S. GAAP standards. The corporate development department had overvalued the potential target because they were not using the correct language to evaluate excesses and obsolete inventory. McGarvie alerted Sara Lee senior management to these inconsistencies and how buying this company would result in substantial losses. While it was too late to back out of the deal completely, McGarvie helped Sara Lee reduce its risk by recommending that it acquire only a minor stake in the firm. John Bryan, former Chairman and CEO of Sara Lee personally commended McGarvie on her courage to speak up regarding this unpopular recommendation.

McGarvie currently sits on 5 boards: Accenture, Viacom, Pepsi Bottling, The Travelers and Wawa. Her active involvement in the boardroom provides up-to-date knowledge of how businesses are affected by the changing economy. She offers her business acumen in guiding others to address the challenges of business growth in the current global marketplace.

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Shaking the Globe:

Courageous Decision-Making in a Changing World

By Blythe J. McGarvie

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