

Page references followed by *fig* indicate an illustrated figure; *t* indicate a table; *s* indicate a sidebar.

## A

Accountability: David's DESO model story on, 98–99; driving, 89, 97–99  
 Adler, Nancy, 108, 109  
 “Adopting an Asian Lens to Talent Development” study, 29  
 African countries: Bharti Airtel's purchase of Zain Telecom in, 105–109; comparing country environment of India and, 108–109; ethics in a relationship-based context tendency in, 161–162*fig*; Unilever's sustainability initiatives for, 156  
 Alan's air filters story, 9, 13  
 Alvaro's recruiting frenzy story, 29  
 Antarctica, 153  
 Aperian Global, 14–15  
 Apple's Indian iPad launch, 127–128, 129*fig*  
 Arceler, 102  
 ArcelorMittal (India), 7*s*  
 Asia-Pacific region: ethics in a relationship-based context tendency in, 161–162*fig*; GlobeSmart Profile findings on similarities of cultural dimensions in, 50; recognition of potential of local markets in, 19–20; value of international assignments out of, 174. *See also* China  
 Automotive industry: disruptive outcomes of modifications to existing technologies in, 133–134; distinctive brand positioning of China's, 124–125; innovation of China's market for the, 123–125; as one of the leading global enterprises, 7*s*; success of the Renault-Nissan Alliance, 115–120  
 Avi's sales team story, 86

## B

B-Corps movement, 156–157  
 Bartlett, Christopher, 142  
 Baseline integrity, 157–159  
 Behavior: five dimensions of culture that impact, 37, 38*fig*, 40*fig*, 50–52; personality/personal differences that impact, 66–67; understanding the cultural “why” behind, 37, 39–41. *See also* Cultural differences  
 Ben & Jerry's, 156  
 Bennett, Milton, 108  
 Bharti Airtel (India): inadequate due diligence by, 107–109; purchase of Zain Telecom (Africa) by, 105; reading the country environment issue faced by, 105–107

Bias: avoiding recruitment, 93*fig*; Go-To People Mapping Activity tool to measure unconscious, 94*fig*; Implicit Bias online survey to measure unconscious, 93*s*; overcoming unconscious, 92–95  
 Bijlani, Tanya, 105  
 Blue Ocean Strategy, 143–146  
 BMW, 138  
 BooSteel (China), 7*s*  
 BPO (business process outsourcing): moving beyond, 19–20; negative associations of “BPO” and, 17–18; objections to the term, 11; underestimating response of local employees to, 106  
 Branding: creating a global company, 169, 171–172; distinctive positioning of China's automotive industry, 124–125; Jim's story on motivation and, 171  
 Brazil, 5, 132  
 BRIC (Brazil, Russia, India, China) countries: description of the, 5; failed realization of economic promise of, 5–6; McKinsey study on gender diversity in companies located in, 80; “Talking About Whose Generation” report findings on, 84*fig*  
 Brilliance China Auto, 124  
 Buffett, Warren, 125  
 Buick brand image, 124  
 Bulgaria, 84*fig*  
 Business ethics: B-Corps movement support of, 156–157; baseline integrity for, 157–159; Corruption Perceptions Index on violations of, 159; ecological, product life cycle, and generational ethics, 163–164; Nike's transformation example of, 153–155, 156, 157; required for a crowded planet, 152–153; “rules of the game” integrity, 157; Unilever and the B-Corps movement, 155–157; what you can do to lead, 164. *See also* Leader competencies  
 Business for Social Responsibility, 157  
 Business strategies: Blue Ocean Strategy approach to, 143–146; “core competencies” approach to, 143  
 BYD Automobile, 124, 125

## C

Cell phones industry, 7*s*  
 Celly, Nikhil, 129  
 Certified B Corps, 156–157  
 Chang, Aihwa, 140

- Change'an Motors, 124
- Charlie the Chinese-Dane's story, 44–45
- Chen, Shih-Fen, 140
- Chen, Steven, 166
- Chery, 124
- China: Charlie the Chinese-Dane's story on changing culture of, 44–45; GlobeSmart Profile on generational differences in, 85; Great Leap Forward and Cultural Revolution social upheavals experienced in, 45; Haier of, 128–130*fig*, 167–168; history and cultural paradox of, 45–46; IBM's person computer and server divisions purchased by Lenovo of, 102; innovation of 3M China, 137–139; innovation of the automotive market in, 123–125; as largest GDP (gross domestic product), 1; Lenovo of, 7s, 102, 168; Mr. and Mrs. Feng buy a car story, 149; as one of the BRIC countries, 5; one-size-fits-all mindset problem as barrier to success of multinationals in, 9; oven delivery in Shanghai story, 51–52; pollution created by, 152, 159; predicted economic leadership by, 1–2; recent slowing down economy of, 11; Shanghai un-Conference session in, 166–168; shifting world center of India and, 3s; slow changes to the traditional corporate leadership models of, 167–168; "Talking About Whose Generation" report findings on, 84*fig*; Tier 1 locations (Beijing and Shanghai) in, 10; Volvo purchased by Geely of, 102; World Trade Organization entrance (2001) by, 138. *See also* Asia-Pacific region
- Chrysler (Fiat Chrysler), 102, 112
- Cities: regional economic hubs in global, 6; visibility of cutting-edge technological advances in global, 6–7
- Climate pattern change, 351
- Coaching post-merger executives, 114
- Colombia, 6
- Commitment: different cultural patterns related to, 111; resolution of differences during M&A, 112
- Community culture, 47*fig*
- Compact cars brand positioning (China market), 125
- Company culture, 47*fig*
- Competencies. *See* Leader competencies
- Competition factors, 106
- Compromise: different cultural patterns related to, 112; resolution of differences during M&A, 112–113
- Concentric circles of culture, 46–48
- Conference Board, 166–167
- Corina's assessment criteria story, 79
- Corporate Leadership Council (CLC), 48, 52–53
- Corruption Perceptions Index, 159
- Country and regional differences, 106
- Country environment: Bharti Airtel's inadequate due diligence on, 107–109; Bharti Airtel's problem during purchase of Zain Telecom (Africa), 105–107; comparing India and Africa's, 108–109; illustrated diagram on cross-border M&A and factor of, 104*fig*; issues of concern related to, 106–107; Renault-Nissan Alliance's successful reading of the, 116. *See also* National culture
- "Cradle to grave" product responsibilities, 163
- Crimean War (1853–1855), 46
- Cross-border relationships: five dimensions of cultural self-awareness for, 37; global matrix team leader competency in, 71–72
- Cultural competency: additional pieces of the puzzle for, 48–53; CLC's research findings on, 48, 52–53; as component of a global mindset, 35; description and benefits of having, 36–37; embracing nuance for positive approach to acquiring, 43–48; five dimensions of cultural self-awareness for, 37; misguided approaches to acquiring, 41–43; Moses Macharia's leadership edge story on, 39–41; understanding the "why" behind others' behavior as, 37, 39–41; what you can do to acquire and practice, 53–54. *See also* Leader competencies
- Cultural competency: embracing nuance approaches: Charlie the Chinese-Dane's story, 44–45; culture and concentric circles, 46–48; history and paradox, 45–46; individual variations and cultural change, 43–45
- Cultural competency: misguided approaches: diet on canned culture, 43; employ "universal" techniques, 42; expect others to adapt, 41–42; practice do's and don'ts, 42–43
- Cultural differences: agile leadership and, 26–27; comparison between Kenya and the Netherlands, 40*fig*; executive presence and, 24–25; micro versus macro styles and, 25–26; overcoming unconscious bias against, 92–95; succession planning and, 31–33; talent recruitment and, 27–29. *See also* Behavior
- Cultural dimensions: comparing Kenya and the Netherlands, 40*fig*; direct/indirect, 37, 38*fig*, 40*fig*; egalitarianism/status, 37, 38*fig*, 40*fig*; GlobeSmart Profile findings on clusters of countries sharing, 50–51; independent/interdependent, 37, 38*fig*, 40*fig*; Moses Macharia's leadership edge story on conflicting, 39–41; oven delivery in Shanghai story exemplifying, 51–52; risk/certainty, 37, 38*fig*, 40*fig*;

- task/relationship, 37, 38*fig*, 40*fig*. *See also* National culture
- Cultural patterns: problem of integrating, 110–111; three examples of different, 111–113
- Culture: concentric circles of, 46–48; definition of, 37; five dimensions of, 37, 38*fig*, 39–41, 50–52; “habits of the mind,” 51; national, 47*fig*, 48, 50–52, 82. *See also* Organizational culture
- Czech Republic’s generation differences, 84 *fig*, 85
- D**
- Daimler-Chrysler AG, 113, 115
- Daimler-Benz, 102
- David and Goliath: Underdogs, Misfits, and the Art of Battling Giants* (Gladwell), 135
- David’s DESO model on accountability story, 98–99
- de Bono, Edward, 87
- Deere & Company’s “Krish” (baby Krishna tractor), 131
- Dell, 137
- Deloitte’s “Talking About Whose Generation” report, 83, 84*fig*, 85
- Democratic Republic of Congo, 107
- Dennings, Steve, 92
- Derrick’s focus on inclusion story, 76–77, 99
- DESO model on accountability, 98–99
- Direct/indirect cultural dimension: comparing Kenya and the Netherlands, 40*fig*; overview of the, 37, 38*fig*
- Disruptive innovation, 133–135
- Diverse workforce: diversity and inclusion (D&I) initiatives to increase a, 74–82; diversity of thinking styles among a, 87–89; functional differences as challenge to achieving a, 82, 86–89; generational differences as challenge to achieving a, 82, 83–85; inclusive leadership of a, 89–100; Petrit’s story on need for increased, 175; technical versus nontechnical, 87
- Diversity and inclusion (D&I) initiatives: Alvin Wong’s story on implementing, 76; Derrick’s story on learning to focus on inclusion, 76–77, 99; implementing solutions with local relevance, 80–81; moving from representation to leveraging, 77; renewing their relevance with economic center shifts, 74; Sandeeps story on increasing gender balance, 81. *See also* Workplace
- Dongfeng Motor, 124
- Due diligence: by Bharti Airtel on Zain Telecom, 105–107; why it falls short, 107–108
- E**
- Early adopter innovation role, 143*fig*
- Eastern Europe: strong growth potential of local markets in, 19; “Talking About Whose Generation” report findings on, 84*fig*
- Eastern-rooted leadership, 179–181
- eBay, 102
- Ecological ethics, 163
- Economic trends. *See* Global economic trends
- The Economists*, 162
- Egalitarianism/status cultural dimension: comparing Kenya and the Netherlands, 40*fig*; overview of the, 37, 38*fig*
- Egypt, 6
- Emerging economies: BRIC (Brazil, Russia, India, China) countries, 5–6; Chinese and India as, 1–2, 3s; MINT (Mexico, Indonesia, Nigeria, Turkey) countries, 6; major industries and leading global enterprises in the, 7s; outdated contrast between developed versus, 8
- End-to-End Solutions, 19
- Entrepreneurial approach: different cultural patterns related to, 112; resolution of differences during M&A, 112
- Environmental problems: government failure to solve, 152–153; overview of our, 151; pollution, 152, 159; population x consumption/person = impact, 149–151; rainforests destruction, 151, 152, 163. *See also* Sustainability
- Established-market leaders: global talent development by, 22–23; performance management by, 29–31; succession planning by, 31–33; talent recruitment by, 27–29. *See also* Fast-growth-market leaders; Leaders
- “Ethical brand,” 153
- Ethical conduct: baseline integrity for a new era, 157–159; business ethics for a crowded planet, 152–157; commonly defined in terms of “integrity,” 148; Corruption Perceptions Index on violations of, 159; ecological ethics, 163; ethical outreach by global leaders, 159–162; expanding the definition for the global context, 148; generational ethics, 163; legalistic context of ethics, 160–161*fig*; Mr. and Mrs. Feng buy a car story on, 149; our urgent needs for, 163–164; product life cycle ethics, 163; relationship-based context of ethics, 161–162*fig*; triple bottom line idea for, 162–163; what you can do to lead, 164. *See also* Integrity
- Ethical decision factors: family and friends, 160, 161*fig*; gift exchange, 161*fig*; legal code, 160, 161*fig*; lifestyle, 161*fig*;

- patriotism, 161*fig*; social responsibility, 161*fig*
  - Ethical issues: new environmental reality facing humans, 151–153, 159, 163; population x consumption/person = impact, 149–151
  - Ethical outreach: Fabian’s supply chain complaint story on, 159–160, 162; legal-istic context of, 160–161*fig*; relationship-based context of, 161–162*fig*
  - Ethnicity: global inclusion of all, 77–78; understanding the global scale of, 78–79
  - European countries: cultural comparison between Kenya and the Netherlands, 39–41; declining economic power of, 2; history and paradox impacting culture of, 46; increasing Islamic population and immigrants in, 10; slow-growth markets in, 8*t*
  - Evan’s 5-foot 2-inch candidate story, 32
  - Expatriates’ “expectation gap,” 105
  - “Expectation gap” problem, 105
- F**
- Fabian’s supply chain complaint story, 159–160, 162
  - Facebook, 87
  - Family culture, 47*fig*
  - Fast-follower strategy, 144–146
  - Fast-growth-market leaders: agile leadership by, 26–27; executive presence of, 24–25; global talent development by, 22–23; micro-versus macro styles of, 25–26. *See also* Established-market leaders, Leaders
  - Fast-growth markets, 8*t*
  - Feedback (post-merger executives), 114
  - Fiat Chrysler, 102, 113
  - Food processing industry, 7*s*
  - Ford Motor Company, 102, 178–179
  - Frank’s expat story, 173
  - Friedman, Milton, 152, 153, 157
  - Functional differences: Avi’s story on fixing the sales team, 86; diversity of thinking styles, 87–89; increasing organizational focus on work-style, 82, 86; technical versus nontechnical, 87
- G**
- Gabriella’s inclusive leadership aha moment story, 95
  - GBS (global business services) center, 17
  - G.E. Plastic, 102
  - Geely, 102
  - Gender balance: creating great opportunities for inclusion and, 79; global inclusion driving increased, 77–78; McKinsey study on value of workforce gender diversity and, 80. *See also* Women
  - General Motors (GM), 124
  - Generational differences: Deloitte’s “Talking About Whose Generation” report on, 83, 84*fig*, 85; increasing organizational focus on work-style, 82, 83
  - Generational ethics, 163
  - Ghoshal, Sumantra, 142
  - Ghosn, Carlos, 6, 115–119
  - Gift exchange factor, 161*fig*
  - Gilbert, Jay Coen, 157
  - Gladwell, Malcolm, 135
  - Global agility mindset: adapting to a globalized home as part of, 10; challenging traditional mental models with a, 10–12; crossing unfamiliar boundaries as part of, 9–10; Huang Shiguang’s failed assignment story on, 11–13, 27, 39
  - Global Business Services, 19
  - Global climate patterns, 151
  - Global economic trends: of Chinese and Indian economic power, 1–2, 3*s*; factors contributing to, 5–7; fast-growth versus slow-growth markets in, 8*t*; implications for leadership, 7–8; major industries and leading global enterprises related to, 7*s*; personal consequences and implications of, 2–5*s*; rapid changes coming with the, 1; sifting world center: China and India, 3*s*
  - Global immigration trends, 10
  - Global inclusion: diversity and inclusion (D&I) initiatives for, 74–77; the economic value of a diverse workplace, 80; moving from representation to leverage, 77; race and gender significance in, 77–78; understanding the global scale of race and ethnicity, 78–79
  - Global innovation leader role, 143*fig*
  - Global markets: fast-growth versus slow-growth, 8*t*; global agility mindset as crucial for success in, 9–13; increasing number of multinationals entering and competing in, 7; innovation of China’s automotive, 123–125; major industries and leading global enterprises in the, 7*s*; one-size-fits-all mindset problem as barrier to, 9. *See also* Local markets
  - Global matrix team data: Aperian Global Team Effectiveness Model, 64, 64*fig*; five highest priority items (most important), 68*s*; general findings of, 64, 65–66; global team elements ranked from highest to lowest scoring, 64, 65*s*; highest-rated survey items (strongly agree), 64, 65*s*; lowest-rated survey items (strongly agree), 66*s*; matrix elements that impact teamwork, 67*fig*
  - Global matrix team leaders: enabling new, 69–70; what new competencies are required of, 71–72. *See also* Leaders
  - Global matrix teams: common best practices of, 59–61; the data on, 64–67, 67*fig*;

- diverse thinking styles of a strategic planning team, 88–89; enabling new leaders of, 69–70; Global Team Leader Checklist: Seven Key Questions, 61s; GlobeSmart Profile team profile of software development team by country, 60*fig*–61; organizational alignment and foundations of the, 67–69; performance of, 61–64; personal differences between members of a, 66–67; a software development, 57–59, 60*fig*, 62–63; what you can do to facilitate success of, 73; work culture of, 47*fig*. *See also* Matrix organizational structures; Teamwork at the top
- Global mindset: ability to diagnosis cross-border issues, 49*fig*; activities and competencies strongly correlated with successful leadership and, 53; cultural competency component of, 35, 36–41; description of a, 35–36; intercultural skills and global leadership, 49*fig*
- Global population: cities in the developing world driving growth of, 6; population  $\times$  consumption/person = impact, 149–151; projected growth of, 6
- Global poverty levels, 151
- Global Product Development, 19
- Global talent: the business case for a new model on, 18–19; continued challenges of securing good, 20, 22; creating a multidirectional flow of, 176–177; diversity and inclusion (D&I) initiatives for a diverse, 74–89; inclusive leadership of a diverse, 89–100; as key indicator of success or failure, 18–19; Michael and Jas’s report stories on transition challenges of, 20–22, 30; negative responses to “outsourcing” and “BPO,” 17–18; rethinking, 16–18; technical versus nontechnical, 87; understanding the potential impact of, 33; what you can do to facilitate, 34
- Global talent development challenges: agile leadership, 26–27; bottom-up and top-down approaches to, 22–24; of executive presence, 24–25; micro versus macro styles, 25–26; performance management, 29–31; succession planning, 31–33; talent recruitment, 27–29
- Global talent models: BPO (business process outsourcing), 17–18; integrated GBS (global business services) center, 17; making the business case for a new, 18–19; moving beyond outsourcing, 19–20
- Global Team Leader Checklist: Seven Key Questions, 61s
- Global tragedy of the Commons, 151–152
- Global Vision 2050, 159–160
- GlobeSmart Innovation Assessment, 15
- GlobeSmart Profile: confirming the importance of national culture, 82; description and functions of the, 14; findings on clusters of countries sharing similar culture, 50–51; on generational differences in China, 85; of team profile of software development team by country, 60*fig*–61
- GlobeSmart Teaming Assessment, 15
- Go-To People Mapping Activity tool, 94*fig*
- Government: Corruption Perceptions Index on, 159; failure to apply environmental ethics by, 152–153
- Govindarajan, Vijay, 131
- Great Wall Motors, 124
- Greenland, 153
- Gross domestic product (GDP), 1
- Group of Seven (G7), 2
- Grupo Elektra (Mexico), 135–136
- Guangzhou Automobile, 124
- ## H
- Haier (China): decentralization of, 167–168; Haier before and after restructuring in India, 130*fig*; restructuring for local market in India, 128–130
- Hammer, Mitchell, 108
- Hanawa Yoshikazu, 119
- Henderson, Rebecca, 156
- Herrmann Brain Dominance Instrument, 87
- Herrmann, William, 87
- Hewlett-Packard, 137
- Hole, David, 84*fig*
- Honda, 133, 134
- Huang Shiguang’s failed assignment story, 11–13, 27, 39
- Huawei (China), 167
- Hurricane Katrina, 151
- Hyundai (South Korea), 7s, 133
- ## I
- IBM, 102, 137
- Immigration trends, 10
- Implicit Bias online survey, 93s
- Inclusion. *See* Global inclusion
- Inclusive leadership: the ARTS model on ground rules for facilitating, 96*fig*; avoiding recruiting bias, 91*fig*; create more inclusion, 89, 90, 92; drive accountability, 89, 97–99; Gabriella’s aha moment story on, 95; overcoming unconscious bias, 92–95; saying the unsaid, 95–97; seek out diversity, 89, 90; what you can do to practice, 100
- Independent/interdependent cultural dimension: comparing Kenya and the Netherlands, 40*fig*; overview of the, 37, 38*fig*
- India: Arcelor purchase by Mittal Steel of, 102; comparing country environment of Africa and, 108–109; corporate corruption

- in, 159; economic expansion of, 2; GlobeSmart Profile of software development team and averages of team members from, 60*fig*–61; Haier restructuring for local market in, 128–130*fig*; iPad's launch in, 127–128, 129*fig*; negative associations of BPO (business process outsourcing) in, 17–18; as one of the BRIC countries, 5; personal leadership journey of leader based in, 179–181; pharmaceutical manufacturers in, 134, 135; shifting world center of China and, 3s; strong growth potential of local markets in, 19–20; “Talking About Whose Generation” report findings on, 84*fig*
- Indonesia, 6
- Industrial sector: automotive industry, 115–120, 123–125, 133–134; leading major industries and leading global enterprises, 7s
- Influencing skills competency, 72
- Infosys, 17, 140
- Infrastructure differences, 106
- Ingrid's promotion postponed story, 4, 33, 39
- Innovation: Blue Ocean Strategy approach to, 143–146; business model innovation for moving beyond products, 136*fig*; as central issue in economic prosperity, 123; of China's automotive market, 123–125; global scale product, 126–127; global survey on common challenges related to, 130–133; Haier India restructures example of, 128–130*fig*; iPad's India launch example of, 127–128, 129*fig*; moving from fast follower to innovation leader strategy for, 144–145; new roles by taken by subsidiaries, 142–146; Peter's search for new innovation champions story, 132; 3M China's successful, 137–139; what you can do to lead, 147
- Innovation trends: disruptive impacts of innovation in fast-growth markets, 134–135; incremental technological modifications with disruptive outcomes, 133–134; relationship between product and social innovation, 139–140; strong innovators among fast-growth market companies, 135–139
- “Innovator's dilemma,” 131
- Integrating cultural practices: adapt strategy, 116*fig*–117; challenge strategy, 116*fig*, 117–118; co-create strategy, 116*fig*, 118–119; infuse strategy, 116*fig*, 119; leverage strategy, 116*fig*, 117; limit strategy, 116*fig*, 118; the six strategies for, 116*fig*
- Integrity: baseline, 157–159; ethical conduct commonly defined in terms of, 148; “rules of the game,” 157. *See also* Ethical conduct
- International assignments: Frank's story of being a former expat, 173; increasing the practice of development through, 172–174; out of Asian countries, 174
- International Monetary Fund, 152
- iPad's launch (India), 127–128, 129*fig*
- Iran, 6
- Israeli pharmaceutical industry, 135–136
- It-Yokado, 141
- Ito Joi, 181–182
- J**
- Jakarta, 158
- Japan: disruptive automobile industry innovation in, 133–134; Honda of, 133, 134; motorcycle industry in, 134; overfishing by, 152; rising and declining economic star status of, 10–11; “Talking About Whose Generation” report findings on, 84*fig*; Toyota of, 7s, 133–134
- Jas's report story, 21–22, 30, 39
- JBS S.A. (Brazil), 7s
- John's local savvy talent story, 28
- K**
- Kawasaki, 134
- Kenya: cultural comparison between the Netherlands, 40*fig*; Moses Macharia's leadership edge story on cultural dimensions of the Netherlands and, 39–41
- Knight, Phil, 154
- L**
- Landel, Michael, 80
- Latin America: ethics in a relationship-based context tendency in, 161–162*fig*; strong growth potential of local markets in, 19
- Leader competencies: cross-border relationships, 71–72; globalizing, 168–169, 170*fig*; inclusive leadership, 89–100; influencing skills, 72; need for new, 71; organizational savvy, 72. *See also* Business ethics; Cultural competency
- Leaders: activities and competencies correlated with successful global, 53; enabling new global matrix team, 69–70, 73; global agility mindset required of new, 9–13; implications of global economic trends for, 7–8; influencing skills of, 72; organizational savvy of, 72; reaching the next level, 165–168. *See also* Established-market leaders; Fast-growth-market leaders; Global matrix team leaders
- Leadership: creating a new center for, 181–182; Eastern roots of, 179–181; Western roots of, 178–179
- Leadership future: globalizing leadership competencies for, 168–169, 170*fig*; personal transformation to connect the past,

- present, and, 177–182; Steven Chen's catch-22 story on reaching the, 166; systemic changes that need to be made to reach, 168–176; what you can do to reach the desired, 182; what's missing in order to reach the next level, 165–168
- Leadership tasks: review of common, 13–14  
*t*; a roadmap on the context of individual, 14*t*; what you can do to facilitate global talent, 34
- Leading across new borders stories: Alan's air filters, 9, 13; Alvaro's recruiting frenzy, 29; Alvin Wong on leading diversity, 74–76; Andrea Robbins on fast follower to innovation leader strategy, 144–145; Avi's story on fixing the sales team, 86; Charlie the Chinese-Dane, 44–45; Corina on changing her assessment criteria, 79; David's DESO model on accountability, 98–99; Derrick's focus on inclusion, 76–77, 99; Evan's 5-foot 2-inch candidate, 32; Fabian's supply chain complaint, 159–160, 162; Frank's experience as a former expat, 173; French electronics company engaged in global leadership development, 176–177; Gabriella's inclusive leadership aha moment, 95; Huang Shiguang's failed assignment, 11–13, 27, 39; Ingrid's promotion postponed, 4, 33, 39; Jas's and Michael's reports, 21–22, 30, 39; Jim's story on motivation and branding, 171; John's hiring of locally savvy talent, 28; Moses Macharia's leadership edge, 39–41; Mr. and Mrs. Feng buy a car, 149; Nigel's problem with generation differences, 85; oven delivery in Shanghai, 51–52; Peter's search for new innovation champions, 132; Petrit's story on need for increased company diversity, 175; Sandeeps' story on increasing gender balance, 81; a software development team, 57–59, 60*fig*; Steven Chen's catch-22 on reaching the future, 166
- Legalistic context of ethics, 160–161*fig*
- Lenova (China), 7*s*, 102, 168
- Lifestyle factor, 161*fig*
- Local markets: Apple's iPad launch in India's, 127–128, 129*fig*; Haier restructuring for India's, 128–130*fig*; recognition of growth potential of, 19–20. *See also* Global markets
- Luxury cars brand positioning (China market), 124–125
- M**
- Macharia, Moses, 39–41
- Machiavelli, Niccolo, 105
- McKinsey, 7
- McKinsey studies: on Sodexo's gender balance, 80; on value of gender diversity, 80
- Managing Across Borders: The Transnational Solution* (Bartlett and Ghoshal), 142
- Marchionne, Sergio, 113
- Market observer innovation role, 142–143*fig*
- Matrix organizational structures: challenges of, 56; common elements of, 55, 56*fig*; description and function of, 55–56. *See also* Global matrix teams
- Mergers & acquisitions: the changing landscape due to, 101–102; Chicago: Part I concerns over, 102–103; Chicago: Part II chagrin over, 120–121; going beyond diligence for, 103–104; success stories on integrating cultures during, 115–120; understanding the cultural factors involved in, 104–115; what you can do to lead during, 122
- Mergers & acquisitions cultural factors: cultural layers during cross-border M&A, 104*fig*; problem 1: reading the country environment, 105–109, 116; problem 2: integrating cultural patterns, 110–113, 116–119; problem 3: teamwork at the top, 113–115, 119–120; six strategies for integrating organizational cultures, 116*fig*
- Mexico: Grupo Elektra of, 135–136; projected population and resources of, 6
- Michael's report story, 20–21, 30, 39
- Microsoft, 102
- Mining industry, 7*s*
- MINT (Mexico, Indonesia, Nigeria, Turkey) countries, 6
- MIT's Media Lab, 181
- Mittal Steel, 102
- Morris, Errol, 181–182
- Moses Macharia's leadership edge story, 39–41
- Motivation and branding story, 171
- Motorcycle industry (Japan), 134
- Mr. and Mrs. Feng buy a car story, 149
- MTN (Africa), 105
- Multinationals (MNCs): global agility mindset as crucial for, 9–13; global talent as central to Western, 18; increasing number and competition of, 7; one-size-fits-all mindset problem as barrier to success of, 9. *See also* Organizations
- N**
- NASA, 153
- National culture, 47*fig*, 48, 50–52, 82. *See also* Country environment; Cultural dimensions
- Nellemann, Frederick, 156
- The Netherlands: cultural comparison between Kenya and, 40*fig*; Moses

- Macharia's leadership edge story on cultural dimensions of Kenya and, 39–41; similarities between Denmark and, 51
- New parent company role, 143*fig*
- Nigel's problem with generation differences story, 85
- Nigeria, 6
- Nike: accused of abusive labor practices (late 1990s), 153–154; Nike Flynit running shoe of, 155; successful ethical transformation of, 153–155, 156, 157
- Nissan. *See* Renault-Nissan Alliance
- Nontechnical versus technical workforce, 87
- O**
- Oil production industry, 7*s*
- Organizational culture: Chicago: Part I concerns over M&A and integrating, 102–103; Chicago: Part II chagrin over M&A and integrating, 120–121; cultural factors during a cross-border M&A related to, 104*fig*–115; six strategies for integrating, 116*fig*; success stories on integrating cultures, 115–120. *See also* Culture
- Organizational savvy competency, 72
- Organizational systemic changes: creating a global company brand, 169, 171–172; creating a multidirectional talent flow, 176–177; developing a global executive representation, 174–176; Frank's story of being a former expat, 173; globalizing leadership competencies, 168–169, 170*fig*; increasing international assignments, 172–174; Petrit's story need for more diverse company, 175; recruited to better lead in the future, 168; values of assignments from Asia, 174
- Organizations: global team foundations and alignment with, 67–69; matrix organizational structures of, 53–56*fig*; systemic changes that will be required of, 168–176. *See also* Multinationals (MNCs)
- Outsourcing. *See* BPO (business process outsourcing)
- Oven delivery in Shanghai story, 51–52
- Overcoming unconscious bias, 92–95
- Overpopulation problem, 149–151
- P**
- Palepu, Krishna, 105
- Parker, Mike, 154–155, 157
- Patagonia, 156
- Patriotism, 161*fig*
- Performance management: “Adopting an Asian Lens to Talent Development” study on, 29; by established-market leaders, 29–31; Western models for, 30
- Personal computers industry, 7*s*
- Personality/personal differences, 66–67
- Peter's new innovation champions story, 132
- Petrit's story on diversity, 175
- Pharmaceutical industry, 135–136
- Philippines: population and economic growth of, 6; strong growth potential of local markets in, 19
- Pollution problem, 152, 159
- Polman, Paul, 156, 157
- Population: cities in the developing world driving growth of, 6; population x consumption/person = impact, 149–151; projected growth of, 6
- Porter, Michael, 123
- Prashar, Sanjeev, 127–128
- The Prince* (Machiavelli), 105
- Product life cycle ethics, 163
- Products: business model innovation for moving beyond, 136*fig*; “cradle to grave” responsibilities for, 163; Deere & Company's “Krish” (baby Krishna tractor), 131; four global innovation trends, 133–140; global scale innovation of, 126–127; innovation of China's car industry, 123–126; iPad's launch in local Indian market, 127–128, 129*fig*; restructuring of Haier, for local market in India, 128–130*fig*
- R**
- Race: global inclusion of all ethnicity and, 77–78; understanding the global scale of, 78–79
- Rainforest Alliance, 156
- Rainforests destruction, 151, 152, 163
- Ramaswamy, Kannan, 115
- Recruitment practices: avoid bias in your, 91*fig*; seek out diversity through your, 89, 90
- Regional and country differences, 106
- Regional culture, 47*fig*
- Relationship-based context of ethics, 161–162*fig*
- Removal of post-merger executive, 115
- Ren Zhengfei, 167
- Renault-Nissan Alliance: integrating cultural practices during, 116–117; six strategies for integrating cultures used during the, 116*fig*–119; the successful merger of cultures during the, 115–119; successful reading of the country environment during, 116; teamwork at the top exercised during the, 119–120
- Republic of Seychelles, 107
- Risk/certainty cultural dimension: comparing Kenya and the Netherlands, 40*fig*; overview of the, 37, 38*fig*
- Robbins, Andrea, 144–145
- Root Capital, 157
- “Rules of the game” integrity, 157
- Russia, 5, 6, 46, 84*fig*



## S

SABIC, 102  
 Samsung (South Korea), 7s, 136  
 Sandeeps' gender balance story, 81  
 Saudi Arabia: G.E. Plastic purchased by  
   SABIC of, 102; Saudi Aramco of, 7s  
 Sawada Tsumoto, 119  
 Saying the unsaid, 95–97  
 Schoch, Dave, 178–179  
 Schwartz, Jeff, 84*fig*  
 Schweitzer, Louis, 119  
 7-Eleven, 141–142  
 7-Eleven Taiwan, 140–142, 144  
 Seventh Generation, 156  
 Shanghai Automotive, 124  
 Shanghai oven delivery story, 51–52  
 Shanghai un-Conference session, 166–168  
 Shipbuilding industry, 7s  
 Sidebars: global team elements ranked from  
   highest to lowest scoring, 64s, 65s; global  
   team five highest priority items (most  
   important), 68s; global team highest-rated  
   survey items (strongly agree), 65s; Global  
   Team Leader Checklist: Seven Key Ques-  
   tions, 61s; global team lowest-rated survey  
   items (strongly agree), 66s; on personal  
   consequences of economic trends, 5s; on  
   shifting world center: China and India, 3s  
 Six Thinking Hats, 87  
 Skype, 102  
 Slow-growth markets, 8*t*  
 Social responsibility: business ethics  
   required to exercise, 152–153; “ethical  
   brand” as part of, 153; as ethical decision  
   factor, 161*fig*; Nike's transformation as  
   example of successful, 153–155  
 Social Venture Network, 157  
 Socioeconomic structure, 106–107  
 Sodexo, 80  
 A software development team: examining a  
   matrix, 57–59; GlobeSmart Profile team  
   profile by country, 60*fig*–61; performance  
   of, 61–63  
 South Africa: Dave Schoch's Western rooted  
   leadership while working in, 178–179;  
   pharmaceutical industry in, 135–136;  
   “Talking About Whose Generation” report  
   findings on, 84*fig*  
 South Korea: Chicago: Part I on acquisition by  
   company in, 102–103; Chicago: Part II on  
   acquisition by company in, 120–121; dis-  
   ruptive automobile industry innovation  
   in, 133–134; Hyundai of, 7s, 133; over-  
   fishing by, 152; rising and declining eco-  
   nomic star status of, 11; Samsung of, 7s,  
   136; “Talking About Whose Generation”  
   report findings on, 84*fig*  
 Sport utility vehicles brand positioning  
   (China market), 125  
 Steel industry, 7s

Stories. *See* Leading across new borders  
 stories  
 Strategic planning team diversity, 88–89  
 Subsidiary operations: innovation  
   by, 135–137; new innovation roles being  
   taken by, 142–146; 7-Eleven  
   Taiwan, 140–142, 144; 3M China example  
   of innovative, 137–139  
 Succession planning, 31–33  
 Supply chain differences, 106  
 Sustainability: B-Corps movement support  
   of, 156–157; environmental problems that  
   threaten the earth's, 149–153; ethical  
   conduct required for new era of, 157–164;  
   Nike's transformation toward, 153–155,  
   156, 157; Unilever's “Sustainable Living  
   Plan” for, 155–157. *See also* Environ-  
   mental problems  
 Synergy, 111  
 Systemic changes. *See* Organizational sys-  
   temic changes

## T

Talent. *See* Global talent  
 “Talking About Whose Generation” report  
   (Deloitte), 83, 84*fig*, 85  
 Task/relationship cultural dimension: com-  
   paring Kenya and the Netherlands, 40*fig*;  
   overview of the, 37, 38*fig*  
 Teamwork at the top: coaching used to pro-  
   mote, 114; feedback used to promote, 114;  
   as potential problem during  
   M&A, 113–114; removal when necessary  
   to facilitate, 115; Renault-Nissan Alliance's  
   successful execution of, 119–120. *See also*  
   Global matrix teams  
 Technical Center of Excellence, 19  
 Technical versus nontechnical workforce, 87  
 Thinking styles diversity, 87–89  
 3M, 138, 139  
 Thulin, Inge, 138  
 Toyota: disruptive outcomes of innovative  
   modifications by, 133–134; as industrial  
   leader, 7s; Prius hybrids produced by, 134  
 Tragedy of the Commons, 151–152  
 Trimble, Chris, 131  
 Triple bottom line: description of,  
   162–163; ecological, product life cycle, and  
   generational ethics as the, 163–164  
 Turkey, 6  
 Typhoon Haiyan, 151

## U

Uganda, 107  
 Ukraine, 46  
 Unconscious bias: definition of, 92;  
   Go-To People Mapping Activity tool to  
   measure, 94*fig*; Implicit Bias online  
   survey to measure, 93s; overcoming,  
   92–95

- Unilever's "Sustainable Living Plan," 155–157
  - United Kingdom (UK): cultural clusters of Canada, Australia, and, 50–51; GlobeSmart Profile of software development team and averages of team members from, 60*fig*–61; increasing racial or ethnic minority population in the, 78–79; women as comprising half the workforce in the, 79
  - United Nations, 152
  - United States: Corruption Perceptions Index ranking of the, 159; ethics in a legalistic context tendency in the, 160–161*fig*; increasing Hispanic population growth in the, 10; "Talking About Whose Generation" report findings on, 84*fig*; women as comprising half the workforce in the, 79
  - Urbanization trends, 10
- V**
- Vale S.A. (Brazil), 7s
  - Vietnam, 6, 161
  - Volkswagen, 123, 138
  - Volvo, 102
- W**
- Walmart, 135–136
  - Western multinationals. Multinationals (MNCs)
  - Western-rooted leadership, 178–179
  - What you can do: to achieve the desired leadership future, 182; to acquire cultural competency, 53–54; for effective leadership during mergers & acquisitions, 122; to facilitate global matrix team success, 73; to facilitate global talent, 34; to lead in ethical conduct, 164; to lead innovation, 147; to practice inclusive leadership of a diverse workforce, 100
  - "Why Is Diversity Vital for Innovation?" (Dennings), 92
  - Williams, Maxine, 87
  - Wipro (India), 140
  - Women: as comprising almost half the workforce in the U.S. and UK, 79; creating great opportunities for, 79; global inclusion of, 77–78. *See also* Gender balance
  - Work team culture, 47*fig*
  - Workplace: changing landscape of the global, 101–103; creating a more diverse, 74–82; the economic value of a diverse, 80; technical versus nontechnical workforce in the, 87. *See also* Diversity and inclusion (D&I) initiatives
  - World Trade Organization, 138
- X**
- Xue, Wayne, 138–139
- Y**
- Yamaha, 134
  - Yang Yuanqing, 168
- Z**
- Zain Telecom (Africa): country environment of, 106–107; inadequate due diligence by Bharti Airtel on Africa and, 107–109; purchased by Bharti Airtel (India), 105–107
  - Zhang Ruimin, 167–168
  - Zhong, Le, 84*fig*
  - Zhou Enlai, 124