

Name and Organization Index

- 
- Aben, Mieke, 308, 309, 316, 337
 - Abirafeh, Lina, 248, 270
 - Adler, Nancy, 80, 167
 - Agnihotri, Piyush, 341
 - Alibaba, 100, 101, 157, 318
 - AMD, 7
 - Amnesty International, 244
 - Apple, 13
 - Arbor Ventures, 348
 - Arisawa, Masato, 105, 123
 - Association of British Travel Agencies, 361
 - Audur Capital Investments, 166
 - BackRub, 39
 - Bao Steel, 99
 - BASF, 107
 - Beechler, Schon, 35
 - Beiersdorf Group, 89, 90
 - Bendix, Kai, 89–90, 123, 270
 - Benioff, Mark, 279
 - Bennett Coleman, 194
 - Bennis, Warren, 167, 168
 - Beyer, 107
 - Biocon, 194
 - Bird, Allan, 29
 - Birkenstocks, 107
 - Bjerre-Lyndgaard, Danielle, 19
 - BMW, 66, 107
 - BMW Group, 262, 267
 - Boden, Dermot, 3–5, 18, 27, 378
 - Bond, Michael, 63
 - Boyacigiller, Nakiye, 35
 - Braun, 108
 - Brett, Jeanne, 282
 - Brita, 108
 - B-Team, 177
 - Bush, George W., 68
 - BYD, 100
 - Cannon-Brookes, Michael, 128, 134, 160
 - Caproni, Paula, 318
 - Carroll, Lewis, 368
 - Chainarong, Sirikit, 204–6, 233
 - Chang, Morris, 117, 123
 - Chen, Lucy, 52–3
 - Chen, Ming-Jer, 99
 - Chiquita Brands, 251
 - Chiu, Willy, 328, 329, 338
 - Christopher Demetrakos, 187
 - Citi Ventures, 348
 - Citigroup, 4
 - Confederation of Danish Industry, 19
 - Confucius, 97
 - Cox, Arthur, 285, 286, 305
 - Credit Suisse, 193
 - Daimler, 107
 - Dekker, Roos, 3–5, 18, 27
 - Delves, Jason, 301, 305
 - Demetrakos, Christopher, 118, 123
 - Dentsu International, 117–18, 187
 - Depew, Jeff, 284–6, 305, 378
 - Deters, Jürgen, 137, 138
 - Dhawan, Neelam, 194
 - Dorfman, Peter, 178
 - Drucker, Peter, 11, 277
 - DSM Group, 278
 - Earley, Christopher, 25, 26
 - Edward T. Hall, 52
 - Emerson Electric, 165, 175–6, 188, 196
 - Equality and Human Rights Commission, 150
 - Erikson, Sven, 345, 346
 - Ertel, Danny, 281
 - Eswaran, Vijay, 151
 - F9 Brands, 301
 - Facebook, 13, 324
 - Federal Express, 237
 - Fellini, Federico, 210
 - Fisher, Roger, 282
 - Ford Motor Company, 7
 - Fortune, 41
 - Fujisawa, Takeo, 129, 160
 - Fulani, Ngozi, 214, 215
 - Gadams, Mary, 3–5, 17, 18, 27, 120
 - Geertz, Clifford, 55
 - Gelfand, Marilyn, 75
 - General Electric, 279
 - General Motors Corporation, 7
 - Ghebreyesus, Tedros Adhanom, 190–1
 - Gilbertson, Deb, 331, 332, 338
 - Glassdoor, 100
 - GlaxoSmithKline (GSK), 248
 - Global Fund for Women, 149
 - GLOBE, 381, 388, 390
 - Godiva, 6
 - Goldwyn, Samuel, 297
 - Google, 7, 13, 39, 40
 - Guangzhou, 273
 - Gümüş, Hakan, 140, 141, 160
 - Gupta, Vipin, 178
 - Gupte, Lalita, 194
 - Håkansson, Anna, 72–4, 84, 187, 378
 - Hall, Edward, 52, 61, 62, 73, 74, 78, 96, 220, 381
 - Hampden-Turner, Charles, 61–3, 133, 385, 389
 - Handy, Charles, 280, 305
 - Hanges, Paul, 178, 391
 - Hieronymus, Nicolas, 154, 160
 - Hofer, Eric, 383
 - Hofstede, Geert, 55, 61–3, 66, 69, 73, 96, 381
 - Honda, 129
 - Hopeman, Wei, 348, 373
 - House, Robert J., 53, 61, 63, 178, 385, 388
 - Huawei, 100, 157
 - IBM, 39, 41–2, 188, 196, 310
 - IBM cloud labs, 328–9
 - Iceland's Chamber of Commerce, 166
 - IKEA, 263–4
 - Intel, 7, 117
 - Intelehealth, 316–18
 - International Disability Alliance, 248
 - International Labour Organization, 192, 193, 255
 - International Monetary Fund (IMF), 32
 - Ishikawa, Jun, 168
 - Ito, Ichiro, 57, 58

- Jain, Indu, 194
- Japan Steel, 104
- Javidan, Mansour, 178
- Jobs, Steven, 13
 - Kagome, 105
 - Kaleidoscope Trust, 248
 - Kalpana, Morparia, 194
 - Kara, Siddharth, 244
 - Kaupthing Bank, 166
 - Kinetic Motor, 194
 - Kirin Brewery, 103
 - Klopfer, Marcus, 225, 227, 233
 - Cluckhohn, Clyde, 55
 - Komatsu, 104
 - König, Gabriella, 108
 - König & Meyer, 108
 - KPMG, 152–3
 - Krawinkel, Max, 109
 - Kuaishou, 100
 - Kwang Young-su, 226, 227, 233
 - L'Oréal, 154–5
 - Lane, Henry, 8, 9
 - Lao Tzu, 55, 167, 169
 - Laurent, André, 132, 133
 - Lei, Zhang, 100
 - Leroy, Didier, 159
 - Levy, Orly, 35
 - Lewis, Richard, 71
 - LG Electronics, 4
 - Lillywhite, Serena, 244
 - Lincoln Electric, 147–9
 - LinkedIn, 13
 - M&M/Mars, 166
 - Ma, Jack, 101, 318
 - Magritte, René, 273–4, 305
 - Mandela, Nelson, 37, 248
 - Maznevski, Martha, 8, 9
 - Mazumdar-Shaw, Kiran, 194
 - Mba, Nkechi, 6
 - McGregor, Jena, 147
 - McKinsey & Company, 151, 193
 - Mendenhall, Mark, 29, 183, 349
 - Meyer, Erin, 225, 312, 320
 - MGM Studios, 297
 - Micron, 117
 - Microsoft, 194
 - Miele, 108
 - Mintzberg, Henry, 14, 130
 - Mitchell, Samantha, 25–8
 - Mitsui, 104
 - Molinsky, Andrew, 189
 - Mosakowski, Elaine, 25, 26
 - Motorola, 246
 - Motwani, Sulajja Firodia, 194
 - MSRF, 300
 - Munich Re, 10
 - Myers, Vernā, 150, 155, 160
 - Nagesh, Ashitha, 215
 - Nardon, Luciara, 28
 - Neeley, Tsedal, 325
 - Nest, 13
 - Nestlé, 264–5
 - Netflix, 150
 - Ngozi Fulani, 233
 - Nisbett, Richard, 135
 - Organization for Economic Cooperation and Development (OECD), 32, 253
 - Osland, Joyce, 29, 183, 184
 - Paino, Martin, 152, 153, 160
 - Parikh, Indira, 194, 201
 - Parsons, Talcott, 63
 - Pascal, Blaise, 237, 269
 - Pascoe, Robin, 364
 - Patel, Shilpa, 224, 225, 233
 - PepsiCo, 166
 - Perlmutter, Howard, 278
 - Petursdóttir, Kristin, 166
 - Pfizer, 4
 - Pighi, Milena, 262, 263, 270
 - Playmobil, 108
 - Polo, Marco, 231
 - Pope, Harriet, 270
 - PWM, 109
 - QI Group, 151
 - RacingThePlanet, 4, 5
 - Reddit, 13
 - Reich, David, 305
 - Rocha, Sergio, 217, 233
 - Rosetta Stone, 348
 - Rubbermaid, 278
 - Rytsola, Jaako, 66
 - Saito, Hiroshi, 285, 286
 - Salesforce, 262, 279
 - Salonoja, Jussi, 66
 - Samsung Electronics, 127–9, 247
 - Sanchez, Isabella, 365
 - Sanchez-Runde, Carlos, 108
 - Sapporo, 104
 - Sennheiser, 107
 - Shaw, George Bernard, 204, 205
 - Shell, 63, 355–7, 388
 - Shimizu, Masataka, 171, 378
 - Siemens, 107, 310
 - Signé, Landry, 278
 - Sistah Space, 214
 - Sony, 104, 247
 - Ssanyu, Barbara, 194, 201
 - Standard Bank Group, 279
 - Stanisz, Grzegorz, 341, 342, 345, 357, 373, 378
 - Steers, Richard M., 64
 - Stevenson, Robert Louis, 361
 - Stewart, Thomas, 27
 - Sully de Luque, Mary, 178
 - Sumitomo, 104, 105
 - Swidler, Ann, 55, 138
 - Szkudlarek, Betina, 145
 - Taiwan Semiconductor Manufacturing Company (TSMC), 7, 116
 - Talmud, 53
 - Taylor, Sully, 35
 - Te Kaihau, 331, 332
 - Tencent, 100
 - Thomas Cook, 361
 - Thurow, Lester, 3, 4
 - TikTok, 13, 100
 - Tokyo Broadcasting, 104
 - Tokyo Electric Power Company (TEPCO), 171
 - Tómasdóttir, Halla, 165–7, 177, 186, 191, 378
 - Toshiba, 104, 310
 - Transparency International (TI), 255
 - Tremblay, Sarah, 216, 217, 233
 - Trompenaars, Fons, 55, 61–3
 - Twitter, 13
 - United Nations, 253
 - Ury, William, 282
 - Ustinov, Peter, 71
 - Velux, 311
 - Verma, Neha, 316, 317, 338
 - Vodafone, 279
 - Volkswagen, 107, 279
 - Volvo, 238
 - WeChat, 100
 - World Bank, 32, 241
 - World Economic Forum (WEF), 8, 151, 166, 261

Name and Organization Index

397

World Health Organization, 190, 248	Yamada, Tadataka, 248, 249, 267, 270	Yi, Qiao, 100, 123 Yinglin, Wang, 53
World Trade Organization, 241	Yamaha, 104	Zahidi, Saadia, 151
Wüsthof, 108	Yang Ming Marine Transport, 300	Zara, 10, 11
Xiaomi, 157	Yankuang Energy, 100	Zhang, Lei, 123

Subject Index

- #BalanceTonPorc, 247
- #MeToo movement, 247, 248
- #QuellaVoltaChe, 247
- #YoTambien, 247
- acceptable behaviors, 218, 219
- accommodation, 294
- acculturation strategies, 361–4
- achievement-ascription cultures, 67
- achievement cultures, 67
- action, 64
 - teams, 311
- active learning, 31, 381
- Afghanistan, 152
- A-I-A Communication Model, 208–10
- AIDS, 248, 279
- aisatsu*, 285
- alcoholism, 347
- Anglo-Saxon countries, 169
- articulation, 184
- ascription cultures, 67
- attentiveness, 184
- Australia, 129
- authority of expertise, 335
- automobile emissions, 245
- avoidance, 294
- Bahrain, 74
- Bangalore, 40
- bargainers, 289
- BATNA, 282
- behavioral flexibility, 82, 377
- behavioral scripts, 189, 219
- beliefs, values, behaviors, 55
- benevolence-based trust, 275
- biases, 215
- biculturalism, 77, 78
- biculturals, 78
- Black Lives Matter movement, 248
- blockchains, 5
- blue-collar professionals, 213
- boundary management, 316
- boundary-spanners, 187
- Brazil, 217, 290
 - leadership in, 182
- Brexit, 7
- bribery, 252
- build on differences, 331
- Burkina Faso, 345
- business cycles, 5
- business travelers, 246
- Canada, 129, 217
- Cantonese Chinese, 37
- canvas ceiling, 263
- capacity-building, 343
- Caribbean cultural groups, 220
- chaebol*, 128
- change catalyst, 188
- charismatic leadership.
 - See transformational leadership
- child labor, 245
- Chile, 286
- China, 129, 152
- Chinese virus, 190
- climate agreements, 257–9
- cobalt, 243
 - demand, 244
 - mining, 243
- cobalt hydroxide, 244
- cobalt-based batteries, 243
- code-switching, 189
- cognitive complexity, 35, 36, 45
- cognitive evaluation, 213
- cognitive flexibility, 377
- cognitive patterns
 - Asian, 135
 - Western, 135
- cognitive schemas, 136
- cognitive skills, 81
- collaboration, 294
- collectivism, 67
- collectivistic cultures, 67
- collectivistic societies, 129
- commercial relationships, 57
- communication, 54, 206
 - A-I-A Model, 208–10
 - applied communication skills, 230
 - conventions, 217
 - cultural screens of, 210
 - culturally-sensitive feedback, 225
 - definition, 207
 - direct and indirect, 222
- direct and indirect messaging, 219
- eye contact, 221
- intercultural, 206, 207
- interpersonal, 216
- language's dimensions, 220
- low-context cultures, 222
- mindful, 208
- nonverbal, 206
- patterns, 60
- perceptual and critical analysis skills, 230
- space (proxemics), 221
- touch (haptics), 221
- verbal, 206
- communication patterns, 316
- community-builder, 187
- comparative leadership, 177
- compatible work patterns, 276
- competence-based trust, 275
- competition, 294
- competitive bargaining, 288
- competitive negotiation, 287
- compromise, 294
- conflict resolution, 293, 316
 - contingency factors in, 295
 - steps, 296
 - strategies, 293
- Confucius, 53
- Congo, 243–5
- constructive relationships, 274
- contextual skills, 30, 380
- conversation sequencing, 218
- core cultural values, 64
- corporate communications, 342
- corporate governance initiative, 264
- corporate initiatives for managing responsibly, 261
- corporate social responsibility (CSR), 262, 278
- corruption perception index (CPI), 252, 255–7
- cosmopolitanism, 35, 36, 45
- COVID-19, 10, 190
- co-workers (*medewerkers*), 169
- creuseurs*, 244
- criticality, 295
- cross culture understanding, 41

- cross-cultural communication, 31
 cross-cultural immersion and interactions, 36
 cross-cultural management skills, 377
 cryptocurrencies, 5
 cultural differences, 4, 14, 80, 169, 198, 242
 cultural diversity, 346
 cultural environments, 52–5, 78
 beliefs, values, and worldviews, 55
 stereotyping, 79
 cultural heritage, 215
 cultural identities, 215
 cultural influences on work
 motivation, 145
 cultural knowledge, 41
 cultural logic, 216, 217
 cultural mindset, 139
 cultural screens of
 communication, 210
 cognitive evaluation, 213
 cultural logic, 216
 language and linguistic structures, 210
 personal biases, 214
 cultural stereotypes, 80
 cultural upbringing, 214
 culturally-contingent
 leadership traits, 181
 culturally-sensitive feedback, 225
 culture, 52, 55, 158
 achievement, 67
 action, 69
 ascription, 67
 attitudes and behaviors, 56
 characteristics of, 56
 collectivistic cultures, 67
 communication, 219
 core cultural values, 64
 cultural differences and global business, 75
 cultural models, 76
 customer service in Japan, 57
 egalitarian culture, 66
 emic and etic perspectives, 59–60
 environment, 65
 hierarchical cultures, 66
 influences, 53
 interpersonal relationships, 67
 Latin American, 60
 low-context cultures, 222
 models, 71
 national cultures, 60–4
 particularistic cultures, 68
 power distribution, 66
 social institutions, 56
 source of truth, 70
 and subcultures, 58
 tight vs. loose, 74
 time orientation, 69
 understanding others, 80
 universalistic cultures, 68
 culture shock, 357, 358
 culture-general knowledge, 346
 culture-specific knowledge, 346
 customer service in Japan, 57
- Dalits*, 78
 Declaration on Fundamental Principles and Rights at Work, 255
 Denmark, 19, 311
 differentiation, 35
 discontinuous change, 10
 discrimination, 247
 dispersed team members, 325
 dispersed teams, 313, 329
 distributive justice, 144, 147–9
 diversity, 150, 157
 definition, 158
 inclusion and, 150
 diversity-equity-inclusion (DEI), 152
 doctrine of changed circumstances, 299
 downgraders, 225
 dual-career challenges, 352
 dual-career couples, 347
- Ecuador, 224
 Edward Hall Model, 222
 egalitarian cultures, 66
eidos, 173
 electric vehicles (EVs), 13
 emic perspective, 59
 emotional due diligence, 166
 emotional maturity, 34
 empathy, 81
 environment, 64
 environmental degradation, 7
 environmental disasters, 10
 environmental initiative, 262
 environmental stewardship, 246
 environment-social-governance (ESG) initiatives, 262
 ethical awareness, 265
 ethical beliefs, 243
- ethical conflicts, 242–3, 265
 ethical conventions, 259–61
 ethical decision-maker., 188
 ethical managerial behavior, 246–8
 ethical organizational environment, 261
 ethical practices, 267
 ethnicity, 215
 etic perspective, 60
 EU Criminal Law Convention on Corruption, 250, 252
 expatriates, 4, 17
 benefits and challenges, 349
 career consideration, 354
 common uses, 344
 definition, 343
 family consideration, 352
 field office in Senegal, 345
 global mobility, 342
 personal consideration, 350
 reason for, 343
 types of, 344
- fair employment practices, 246
 field training, 39
 fintech, 5, 348
 first-mover advantages, 6
 force field analysis, 259
 foreign assignment, 351
 foreign environments, 197–8
 foreign governments, 354
 foreign language, 37, 38
 foreign language ability, 352
 formal education, 36
 foundational skills, 30, 32, 380
 global business knowledge, 32
 global mindset, 34
 personal attributes, 33
 free overtime, 143
 frequent flyers, 17, 19
- gaijin*, 139
 gate-keeping leadership, 168
 gender and global leadership, 192
 gender assignments, 347
 gender diversity, 347
 gender pay gap, 149
 Germany, 222
 Glasgow Accords, 32
 global agreements and contracts, 297
 global assignments, 347
 global business knowledge, 32
 global competencies, 184
 global entrepreneurs, 17, 19

- global knowledge acquisition, 33
- global leadership, 177, 183, 184
- global learning program, 40
- global management, 43
- global management skills, 29–32, 39, 379
 - active learning, 381
 - contextual, 380
 - foundational, 380
 - relationship-building, 381
- global managers, 38, 39, 43, 45, 198, 246
 - business, changing world, 5–6
 - change, pressure of, 8–11
 - characteristics, 16, 378
 - definition, 4–5
 - future of, 13
 - global leaders, 188
 - global organizations, 11–14
 - globalization and, 6–8
 - home and abroad, 16–20
 - increased job demand, 15
 - management, changing, 5–6
 - managers and, 14–16
 - responsibility, 15
 - skills development, 20
 - at work, 4–5, 26–7, 52–3, 128–9, 166–7, 309, 341–2
- global mindset, 34, 45
 - cognitive complexity, 35
 - cross-cultural immersion and interactions, 36
 - definition, 34, 35
 - developing, 36
 - formal education, 36
 - language study, 37
 - personal reflection and learning, 38
- global negotiations, 280
 - agreements, 301
 - agreements and partnerships, 303
 - bargaining in Japan, 290
 - changed circumstances, 299
 - competitive strategies, 287
 - holistic bargaining strategies, 289
 - manage, 302
 - managing, 283
 - mutual trust and contract interpretation, 298
 - preparations, 301
 - problem-solving strategies, 287
 - right partner, 280
- sequential bargaining strategies, 289
- strategies, 281, 286
- supply chain problems, 300
- global partnerships, 12
 - Africa, 278–80
 - benefits and challenges, 277
 - building, 277–8
 - trust and mutual benefits, 274–7
- global product platforms, 6
- global teams, 309–11
 - action teams, 311
 - advantages and drawbacks, 312
 - challenges, 321
 - characteristics, 314
 - cohesion and trust, 320
 - design principles, 319
 - dispersed teams, 313, 326
 - dispersed teams at IBM Cloud Labs, 328
 - Intelehealth, 316–18
 - leaderships and, 329
 - loss of useful detail, 324
 - management teams, 311
 - managing tasks and team processes, 315
 - mutual knowledge, lack of, 322
 - on-site teams, 313
 - overdependence on technology, 323
 - production or work teams, 311
 - project teams, 311
 - service teams, 311
 - structure and leadership, 318
 - synergy, 318
 - tasks, managing, 315
 - Te Kaihau, 331
 - team processes, 316
 - types, 311
- global training programs, 39
- global venturing, 6
- global warming, 10
- globalization, 6–8, 27
 - ambiguity and environmental uncertainty, 10
 - complexity, 9
 - corporate level, 8
 - geopolitical level, 7
 - impact of, 7
 - interdependence, 9
 - mental map of, 35
 - pressures, 9
- relentless discontinuous change, 10
- globally adaptive organizations, 13
 - agile, 12
 - connected, 12
 - imaginative, 13
 - informed, 11
 - kaizen*, 12
 - multicultural, 13
 - outward-looking, 13
- GLOBE leadership dimensions, 178, 179
- GLOBE Leadership Model, 63, 170, 178, 183
- GLOBE Model, 183, 197
- GLOBE Project, 53
- greenhouse gases, 245
- guānxi*, 275
- Hall Model, 61, 71, 386
- haptics, 221
- harmony cultures, 65
- hierarchical cultures, 66
- hierarchy-egalitarianism, 144, 145
- high-context cultures, 222
- HIV drugs, 248
- Hofstede Model, 61, 71, 73, 172
- Hofstede 6-D Model, 385, 386
- Hofstede's masculine cultures, 69
- holistic bargaining, 289
- home country managers, 17, 18
- honesty and integrity, 246
- human resources, 39
- humility, 34
- immigrants, 18
- implementation mindset, 281
- implicit biases, 214
- import-export economy, 9
- incentive-based trust, 275
- inclusion, 150, 152, 157
 - inclusion and bottom line, 154
 - inclusion competence, 153
 - inclusivity, 34, 189
- incorporate diversity, 41
- India, 193
- indirect messaging, 220
- individualism-collectivism, 71, 144, 145
- individualistic cultures, 67
- Indonesia, 52
- industrial mines, 244
- information integration, 81
- in-house training, 41
- innovation, 316

- innovation portal, 329
- inpatriates, 17, 345
- inquisitiveness, 34
- insider trading, 245
- institutional conflicts, 245
- institutional initiatives for managing responsibly, 250
- integration, 35, 184
- intercultural communication, 206–8
- intercultural competence (IC), 27–9, 44, 351
- intercultural conversations, 211
- internal disequilibrium, 358
- international assignments, 346
- interpersonal communication, 216
- interpersonal relationships, 64, 65, 67
- Iran, 246
- Iraq, 141
- Japan, 40, 58, 129, 290
- jeitinho*, 182
- junior manager, 284–6
- kachou*, 136
- karoshi*, 144
- Kenya, 286
- Kolwezi, 244
- labor challenges, 10
- language, hidden dimensions of, 221
- language differences, 213
- language study, 37
- languages, 38
 - Cantonese Chinese, 37
 - English, 37
 - foreign language, 37, 38
 - Mandarin Chinese, 37
- law of situation, 335
- leadership, 197
 - behaviors, 198
 - Brazil, 181
 - characteristics, 173
 - comparative, 177
 - competencies, 183
 - cultural construct, 169–70
 - cultural foundations of, 172
 - definition, 167–8
 - Eastern and Western traditions, 172
 - expectations, 170, 197
 - gate-keeping, 168
 - gender and, 192
 - global, 177
 - global teams and, 329
- GLOBE leadership dimensions, 178
- GLOBE Model, 183
- management and, 168–9
- outcomes, 195
- participative, 168
- Pyramid Model, 183
- symbolic, 170–2
- system skills, 186
- team, 330
- transactional, 168
- transformational, 168
- women in senior leadership roles, 191
- leadership dimensions, 183
- leadership success factors, 195
- leverpostei*, 56
- lithium-ion batteries, 243
- locus of control, 65
- logistics coordinator, 5
- low-context cultures, 222
- macro environment, 54
- Malaysia, 75
- management, definition, 14
- management teams, 311
- managerial actions, 129
- managerial characteristics, 133
- managerial cognitions, 129
- managerial effectiveness, 9
- managerial expectations, 132
- managerial perceptions, 129
- managerial roles, 130
 - cultural influences, 131
- managerial work environments, 129–30
 - cognitive schemas, 136
 - compensation and distributive Justice, 144
 - cultural influences, 144
 - culture and managerial selection, 137
 - distributive justice, 147–9
 - diversity and inclusion, 150
 - inclusion and bottom line, 154
 - inclusion competence, 153
 - management and motivation, 141
 - managerial behavior, 138
 - managerial mind, 134
 - managerial thinking, 134
 - managing diversity, 152
 - pay discrimination, 149
 - role expectations, 130–4
 - situational contingencies, 138, 140
 - work values, 142
- managing diversity, 152
- mañana*, 52
- Mandarin Chinese, 37
- maquiladora*, 128
- mastery cultures, 65
- mastery-harmony, 144, 145
- meister*, 136
- merit-based compensation, 157
- mind, collective programming, 55
- mindful communication, 208
- mindfulness, 82
- misinterpreting messages, 225–8
- multicultural collaborations, 309
- multicultural competence, 41
- multicultural team building, 316
- multiculturalism, 77, 78, 152
- multiculturals, 155
- multinational corporations, 311
- mutual benefit, 276
- mutual trust, 276
- namasté*, 206
- national culture models, 62, 385
- national cultures, 60–4, 183
- natural language processing, 41
- negotiating strategies, 291
- negotiation. *See also* global negotiations
 - strategies, 283
- negotiation skills, 31
- negotiators, 281, 292
- New Zealand, 331
- Nicaragua, 345
- non-native speakers, 211
- nonverbal communication, 206, 220
- norm of authenticity, 213
- Oddou, Gary, 349
- OECD guidelines, 253, 254
- on-site teams, 313
- open attitudes, 41
- open communication, 275
- organizational culture, 41
- organizational effectiveness, 206
- organizer/optimizer, 188
- other-awareness, 41
- out-of-sight, out-of-mind syndrome, 365
- outsourcing, 6
- Pakistan, 75
- Paris Climate Agreement, 257

- participation, 316
- participative leadership, 168
- particularism, 242, 243
- particularistic cultures, 68, 69
- partnerships, 278, 280
 - common outlook, 281
 - compatible corporate cultures, 280
 - complimentary resources and assets, 281
- long-term relationships, 283
- mutual commitment, 281
- mutual learning, 281
- mutually-reinforcing objectives, 280
- trustworthiness, 281
- patrón*, 136
- pay discrimination, 149
- perceptual skills, 81
- performance evaluation, 316
- performance rewards, 331
- personal attributes, 33
- personal integrity, 34
- personal reflection and learning, 38
- personal responsibility, 260
- Poland, 152
- political crises, 10
- Portugal, 80
- positive team culture, 331
- power distribution, 64, 66, 295
- precedents, 295
- prejudices, 214
- problem-solving bargaining, 287–8
- production or work teams, 311
- progressive punishment, 66, 67
- project teams, 311
- protestant work ethic, 142
- proxemics, 220
 - interpersonal space, 221
- psychological adjustment, 357
 - facilitating, 360
- psychological adjustment stages, 358
- psychological contract, 148
- psychological safety, 320
- Pyramid Leadership Model, 183–5, 191
- quasi-capitalistic economic reforms, 146
- Ramadan, 141
- relationship-based cultures, 68
- relationship-building skills, 31, 381
- religion, 56
- repatriates, 345
- repatriation, 364
- resilience, 34
- reverse culture shock, 364
- Rio Declaration on Environment and Development, 255
- rubber time, 52
- rule-based cultures, 68
- San Zi Jing*, 53
- Scandinavia, 222
- scanning, 184
- Securities and Exchange Commission (SEC), 251
- selective perception, 208
- self-awareness, 34, 41
- self-initiated expatriates (SIEs), 17, 344
- Seoul, 342
- sequential bargaining, 289
- sequential-synchronic cultural value, 144, 145
- service teams, 311
- Sharia law, 72, 245
- shinyo*, 290
- shokai*, 290
- short-term global assignments, 347
- silent language, 220
- Silicon Valley, 348
- Singapore, 152, 309
- situational contingencies, 138–40
 - managerial behavior, 140
- skills development, 42, 44
- Skills Development Model, 20, 30, 39
 - active learning, 31
 - contextual skills, 30
 - foundational skills, 30
 - relationship-building skills, 31
- smartphone manufacturers, 244
- social complexity, 77
- social identity, 320
- social initiative, 263
- social media, 5
- social policy, 245
- social responsibility, 246
- sources of truth, 64
- South Africa, 152
- South Korea, 129, 147, 152
- stakeholder capacity, 196
- stereotype threat, 215
- stereotypes, 214
- strategic alliances, 6, 12
- stress egalitarianism, 170
- supervisor, 136
- definition, 137
- supply chain problems, 300
- supply chains, 6
- Sustainable Development Goals (SDGs), 257
- Sweden, 74
- Switzerland, 264–5
- symbolic leadership, 170
- sympatia*, 206
- synchronic-sequential time, 71
- system skills, 186
- team building, 332
- team camaraderie, 331
- team effectiveness, 334
- team leadership, 330
- team trust, 320
- teams with direction, 331
- technological breakthroughs, 6
- télos* (goal), 173
- third country nationals (TCNs), 345
- third culture kids (TCKs), 352
- three p's of sustainability (profits, people, planet), 10
- threshold traits, 33
- tight culture, 75
- time orientation, 64
- timing, 295
- topics for discussion, 217
- Tower of Babel syndrome, 154
- transactional leadership, 168
- transformational leadership, 168
- Trompenaars and Hampden-Turner Model, 63
- trust. *See also* global partnerships
 - behaviors, 275
 - building, 333
 - compatible work patterns, 276
 - judgment, 275
 - mutual benefits, 276
 - open communications, 275
- trust expectations, 275
 - benevolence-based trust, 275
 - competence-based trust, 275
 - incentive-based trust, 275
- truth, 71
- Türkiye, 141
- U.S. Foreign Corrupt Practices Act (FCPA), 250, 251
- Uganda, 193, 194
- UN Sustainable Development Goals (SDGs), 257
- United Brands Company, 251

Subject Index

403

- United Kingdom, 129
- United Nations Convention Against Corruption, 255
- United Nations Global Compact, 253, 255
- United States (US), 222, 290
- Universal Declaration of Human Rights, 255
- universalism, 242, 243
- universalism-particularism, 71, 144, 145
- universalistic cultures, 68
- untouchables, 78
- upgraders, 225
- verbal communication, 206
- virtual global managers, 17, 19
- virtual teams, 313, 317, 318, 327, 329, 334, 336
- visual communication, 220
- women in senior leadership positions, 192
- women in senior leadership roles, 191
- women leaders in developing countries, 193
- India, 193
- Uganda, 193
- work motivation, 144
- work values, 142
- working globally
 - benefits and challenges, 349
 - gender, 388
- workplace behavior, 65
- World Values Survey (WVS), 320
- yang*, 173
- yin*, 173
- Zimbabwe, 256