

Index

- ability (to change), 308
- accommodation, 37–38
- accountability (corporate), 369
- acculturated stress, 189
- acquisitions (MNE), 280–281
- action teams, 145
- adaptable leadership, 290
- adaptation, 138, 188–190, 255
- Adler, J.N., 76, 113, 155, 163
- Adler, P. S., 183
- Alexander, C., 237
- alignment model, 256–258
- alliances (MNE), 282, 284–285
- Amazon.com, 263, 266, 281
- Amba-Rao, S., 333
- ambiguity (globalization), 13–14
- ambition (TACK framework), 293
- AMD, 274
- amplification (of variety), 175–176
- anticipatory change, 302
- architecting, 21
- Argyris, C., 36, 38
- Ashby, R., 175
- Ashby's Law of Requisite Variety, 175
- Asian values debate, 353–357
- assimilation, 36
- assumptions
 - and culture, 55–56
 - and dissonance, 59
 - and strategic execution, 235–236
- Athanassiou, N.A., 145
- Austin, G., 28

- Bangkok Declaration, 354
- Bank of Nova Scotia, 255
- Barnes & Noble Booksellers, 262
- Bartlett, C., 8
- Benet-Martinez, V., 76
- Bennis, W., 16

- Berry, J., 189
- best product competition (BP), 261
- biculturalism, 76
- Bird, A., 17, 32, 36, 76, 113
- Blanchard, B., 385
- Blockbuster, 263
- Bolino, M., 177
- Bombardier, 276
- Bonache, J., 174, 180
- Bond, M., 61
- born global character, 286–287
- Bowen, D., 31, 368
- Boyacigiller, N., 33
- brainstorming, 130–131
- Brannen, M.Y., 34, 74, 76
- Brexit, 9
- bribery, 341–344
- BRIC countries, 346
- bridging conversation skill, 117–127
- British Petroleum, 386–387
- Brown, H.S., 373
- Brown, T., 304
- Bruner, J., 28
- Burt, R.S., 165
- business services unit, 280
- business unit (BU), 275, 276–277

- Caligiuri, P., 17, 39, 174, 180, 181, 183, 193, 254
- Campbell, D., 240
- Canadian International Development Agency (CIDA), 187
- Canizares, K., 385
- Cargill, 274
- Carroll, A.B., 368
- Carson, R., 368
- cartography, 73–77
- Cascio, W., 183
- categorization (mindful), 27–29
- category range, 28

- cause-effect relations (globalization), 14
 Centers of Excellence, 292
 change. *See* global organizational change
 change agents, 306–307
 Cheng, C., 76
 child labor, 338–339
 Chiquita Brands, 341
 Choe, K., 335
 Chudoba, K.M., 160
 Chui, C., 145
 Cisco, 281, 288–289
 CIVETS countries, 346–347
 Coca-Cola, 273–274, 383
 cognitive complexity, 20, 33
 cognitive dissonance, 37, 58–59
 cognitive schema, 36
 Cohen, E., 339
 cohesion, 151
 cohesion (TACK framework), 293
 collaboration
 importance of shared knowledge in, 294
 less formal, 292
 team-based lateral collaboration, 290–292
 collaborative management style, 15
 command and control mode, 15
 commitment in relativism, 353
 common reality, 123
 communication technologies
 cultural barriers to, 48–49
 and globalization, 8
 Communities of Practice, 292
 complementors, 261–262
 complex interdependence, 242
 complexity
 elimination or amplification methods, 175–176
 and global, 17
 in global company management, 12
 and globalization, 11–12
 managing, 15
 and mindfulness, 174–175
 and multiplier effect, 14
 in organizational culture, 251–253
 virtual team, 161
 conflict. *See* disagreements
 conflict resolution. *See* disagreements
 connective global leadership role, 17
 consequential ethical theories, 350
 consequential relativism, 332
 context (in global leadership), 27
 context sensitive (mindfulness)
 and culture, 39–43
 in global strategy formulation, 235–236
 institutions and regulations, 43–44
 leadership and, 27, 32
 process orientation, 44–45
 in virtual teamwork, 158–159
 conversations
 engaging, decentering, and recentering skills in,
 117–127
 Map-Bridge-Integrate, 112
 mapping value to, 113–114
 that create value, 109–111
 coordination mechanisms (interdependence),
 243
 corporate sustainability
 benefits of, 381–382
 creating value using, 382–387
 defined, 366–367
 and ethics, 331–332
 evolution of, 367–370
 examples of, 375–381
 frameworks of, 370–375
 corruption, 341–344
 Corruption Perception Index, 344
 cosmopolitanism, 20, 33
 cost leadership, 258–259
 cost reduction, 272
 country cultures, 54–55
 crisis change, 303
 Cross, R., 163
 cross-cultural interactions
 and dissonance, 57–59
 engaging, decentering, and recentering skills in,
 117–127
 and Map-Bridge-Integrate conversations,
 112
 in teams, 154–157
 troubleshooting, 131–135
 using technology, 148
 cultural agility, 39–40
 cultural ethical theories, 351–353
 cultural imperialism, 354
 cultural minimization, 255
 cultural relativism, 332, 353

- culture
- assumptions and perceptions in, 55–57
 - changes in importance of, 52–54
 - cross-cultural interactions, 57–59
 - defined, 34
 - development of mindfulness to, 49–50
 - knowledge of vital to international management, 77–78
 - local norms, 272
 - managerial context sensitivity to, 39–43
 - mapping, 60–62, 112–117
 - need for, 51–52
 - organizational, 249–250
 - and organizational alignment, 251–253
 - and process orientation, 44–45
 - and team performance, 154–157
 - values of, 51
- culture shock, 188, 190–192
- customer bonding, 261
- customer dimension model, 259
- customer needs, 272
- Dastmalchian, A., 61
- David, Donald K., 368
- De George, R., 333
- de Jong, M., 373
- decentering communication skill, 119–123
- Declaration of Principles Concerning
 Multinational Enterprises and Social
 Policy, 370
- defining the problem, 304
- delta model, 260–262
- density, 165
- deontological ethical theories, 350–351
- deregulation, 8
- design thinking process, 303–315
- Dess, G., 259
- destroying dynamic (cross-cultural interaction),
 131–133
- Deutsche Bank, 342
- Dhanaraj, C., 293
- DIE (describe, interpret, and evaluate), 56, 120
- Diermeier, D., 385
- different perspectives, 32
- differentiation, 258–259
- digital transformation organization, 288–290
- disagreements, 129–130, 353
- DiStefano, J., 111, 120, 155
- diversity and team performance, 154–157
- Dixon-Fowler, H.R., 382
- Donaldson, T., 348, 357–359
- Donham, Wallace, 367
- Dorfman, P., 61
- double-loop learning, 36
- Dow Jones Sustainability Index (DJSI), 373–375
- Drohan, M., 341
- Drucker, P., 258
- dualism, 351
- Dunfee, T., 357–359
- Duterte, Rodrigo, 356
- duty of care policy, 185–186
- Earley, P., 55
- ecological fallacy, 74
- e-commerce platforms
- born global character, 286–287
 - and globalization, 10
 - grocery, 28–29
- economic globalization, 8
- economic nationalism, 9
- Economist Intelligence Unit, 369
- education. *See also* knowledge
- assumptions about globalization, 8
 - in alliances, 285
- effectiveness
- continuous learning for, 138–140
 - in engaging, decentering and recentering communication, 117–127
 - as point of action, 109
 - talent management selection, 181–182
 - value conversations and, 109–111
- Ekelund, B.Z., 115
- Elfenbein, H.A., 382
- Eli Lilly, 282
- elimination (of variety), 175
- Elkington, J., 375
- Elstrand, A.E., 382
- email, 148
- empathy, 119, 304
- employees. *See* talent management
- empowering participation, 128–129
- engaged leadership, 290
- engaging communication skill, 118–119
- environment. *See* corporate sustainability

- equalizing dynamic, 133–135, 156
 Erez, M., 55
 ethics. *See also* integrity
 Asian values debate, 353–357
 combating bribery and corruption, 341–344
 and corporate sustainability, 331–332
 defined, 333
 in emerging markets, 346–347
 employee security issues and, 344–346
 global mindset framework of, 368
 managerial responses to problems, 347–348
 theories of, 348–351, 357–359
 in supply chain management, 337–340
 versus legal behavior, 334–337
 European Convention on Human Rights, 370
 evolutionary change, 36
 expatriates, 176–179

 facilitative management style, 15
 failed states index, 347
 Fantozzi, J., 340
 fast execution, 289
 faultlines (team), 156–157
 Fearon, D., 109
 feedback (accommodation learning), 38
 Fey, C., 341
 fishing net, 165
 Fitzsimmons, S.R., 76
 flexpatriates, 177
 flux, 14
 focus, 258–259
 Foreign Corrupt Practices Act, 341
 Freeman, E.R., 388
 Friedman, M., 368
 fundamentalism, 350–351
 Furth, H., 36

 Galbraith, J., 42, 259
 General Motors, 303
 generic competitive strategies model,
 258–259
 generic international organizational forms
 global, 273–274
 international, 274
 matrix, 277–279
 multi-domestic, 274
 transnational, 275
 geography-based business units, 275–279

 Gersick, C., 36
 Gerstner, L., 250, 298–301
 Ghoshal, S., 8
 Ghosn, Carlos, 255–256
 Gibson, B., 52
 Global Center for Digital Business Transformation,
 288–290
 global company (definition), 11–12
 global competencies, 18–21
 global integration. *See* globalization
 global leadership
 definitions and roles in, 17
 management and leadership in, 16–17
 skills needed for, 18–21
 global mindset
 core elements of, 31–33
 and corporate sustainability/ethics, 368
 defined, 20
 development of, 38
 domains of, 33–35
 theory and practice of, 35–38
 Global Multi-Products, 238–240
 global organizational change
 IBM model for, 298–301
 implementation lessons, 301–302
 process orientation phases, 303–315
 scenarios for, 302–303
 global organizational history, 8
 Global Reporting Initiative (GRI), 373
 global strategy applications
 for digital transformation, 288–290
 generic international organizational forms,
 273–275
 large MNEs, 275–285
 lateral collaboration, 290–294
 organization dilemmas, 272–273
 small SMEs, 285–288
 global strategy foundations
 business strategy models
 customer dimension, 259
 delta, 260–262
 generic competitive, 258–259
 product/service delivery, 262–263
 context of, 235–236
 cultural environments
 agility needed in, 254
 cultural adaptation, 255
 cultural integration, 255–256

- cultural minimization, 255
- organizational alignment with, 251–253
- customer centric, 264
- national cultural influence on, 264–265
- organizational alignment
 - and judgment, 256
 - model, 256–258
 - for performance, 236
 - as socio-technical systems, 236–240
- organizational culture, 249–250
- organizational structure of, 245–246
- role of management systems in
 - for alignment, 246, 251
 - performance appraisal and rewards, 247–248
 - responsibility centers, 249
- task processes
 - as building blocks, 240–241
 - conflict resolution in, 243–244
 - interdependence in, 241–244
 - talent selection for, 244–245
- global strategy versus international strategy, 16
- global teams. *See also* networks
 - basics of, 146–154
 - complex large, 167–170
 - diversity in, 154–157
 - high performance with, 143–144
 - performance basics, 153–157
 - types of, 145
 - virtual, 157–161
- globalization
 - born global character in small enterprises, 286–287
 - global company in, 11–12
 - historical change in, 7–11
 - interdependence in, 13
 - managing complexities in, 12, 15
 - multiplier effect in, 14
 - variety and ambiguity in, 13–14
 - versus local responsiveness, 272–273
- globally standardized organization, 273–274
- GLOBE project, 61
- GlobeSmart Dimensions
 - direct versus indirect communication, 69–71
 - egalitarian versus status, 66–68
 - independent versus interdependent, 64–66
 - mapping, 113–114, 115–117
 - task versus relationship, 62–64
- Goodnow, J., 28
- GoodWeave label, 338–339
- Google, 281
- Google Translate, 137
- Greenhouse, S., 384
- Haggerty, C.L., 386
- Hall, E.T., 34, 49, 60
- Hanges, P., 61
- Haribo, 339
- Harzing, A.-W., 179, 192
- Hax, A., 259, 260–262
- heartbeat (team), 160–161
- Helsinki Final Act, 370
- Henderson, V., 334
- high context culture, 70
- Hofstede, G., 34, 35, 61
- Hope, C., 345
- House, R., 61
- human rights
 - bribery and corruption, 341–344
 - and labor, 337–340
 - and UN Global Compact, 371
- humble leadership, 290
- hyperawareness, 289
- hypernorms, 357–359
- IBM, 292, 298–301
- ideas. *See* brainstorming
- ideate potential solutions, 304
- IDEO, 130–131, 304
- Igegami, J., 256
- IKEA, 339
- IMD business school, 288–289
- immigration and globalization, 9
- incremental global leadership role, 17
- informed decision-making, 289
- inpatriates, 179
- integrating conversation skill, 127–131
- integrative global leadership role, 17
- Integrative Social Contracts Theory (ISCT), 357–359
- integrity (managerial). *See also* ethics
 - and corporate sustainability, 366–370
 - importance of, 332–334
 - management decision-making guidelines, 359–362

- intellectual capital, 32
- interdependence
 conflict resolution in, 243–244
 in global strategy tasks, 241–242
 in globalization, 13
 and multiplier effect, 14
- international assignments, 176–179
- destination selection, 183–185
- International Labor Organization (ILO), 338
- international organization, 274
- international strategy versus global strategy, 16
- Internet social networking, 164
- Internet of Things (IoT), 288
- inter-organizational interfaces, 285
- Jamous, Tony, 286
- Javidan, M., 31, 61
- Johnson, J.L., 382
- joint ventures, 282–285
- Jonson, K., 155
- Kant, Immanuel, 350
- Kelley, T., 130–131
- key account manager (KAM), 290–291
- Kirkman, B.L., 52
- Kivilahti, A., 29
- Klotz, A., 177
- Kluckhohn, R., 61, 76
- knowledge. *See also* education
 importance of sharing in collaboration, 294
 of self and others in global leadership,
 33–35
- Kolb, D., 38
- Korzybski, A., 43
- Krauss, C., 386
- Kwon, S.-W., 163
- LaFarge, 274
- Lane, H.W., 12, 236, 240
- Langer, E., 26, 27, 30–31
- lateral collaboration
 alignment and leadership in, 293–294
 less formal, 292
 team-based, 290–292
- Lau, D.C., 156
- Lawler, E., 315
- Lawrence, P., 240
- leadership
 defined, 16
 for digital transformation, 289–290
 large MNEs, 284–285
 in lateral collaboration, 293–294
 SMEs, 288
- Leavitt, T., 8
- Lee, F., 76
- Lee Kuan Yew, 354
- legal behavior versus ethics, 334–337
- Lego, 387
- Levi Strauss and Company, 337–338
- Levy, D.L., 373
- Levy, O., 33
- light touch integration, 281
- Lin, N., 163
- local responsiveness versus globalization,
 272–273
- Lorsch, J., 240
- Loucks, J., 289
- Lumpkin, G., 259
- Lyft, 303
- Maalouf, A., 52
- Macaulay, J., 289
- Makabenta, Y., 357
- Maloney, M.M., 156
- management (defined), 16
- management style and change readiness,
 305–306
- management teams, 145
- managers. *See also* talent management
 as change agents, 307
 in complex large global teams, 167–170
 and complexity, 15
 ethical problems and, 347–348
 expatriate, 176–179
 in a global company, 11
- Map-Bridge-Integrate conversations
 adaptation in, 138
 bridging in, 117–127
 defined, 112
 integrating in, 127–131
 leadership and alignment in, 284
 mapping in, 112–117
 troubleshooting, 131–135
- mapping change, 311

410 Index

- mapping cultures
 and cartography, 73–77
 GlobeSmart Dimensions, 62–73
 importance of decentering to, 120
 and Map-Bridge-Integrate conversations, 112
 to understand differences, 112–117
 ways of, 60–62
- Margolis, J.D., 382
- Martin, C., 186
- matrix organization, 277–279
- Matsushita, 275
- Mattel, 385
- Maznevski, M.L., 12, 52, 111, 120, 145, 155, 160, 256, 293
- McAllister, D.J., 293
- McDonald's, 52–54
- McLaren, 289
- McNett, J., 12
- Mendenhall, M., 12, 17, 187
- Menken, H.L., 176
- Meyer, M., 299
- Microsoft, 375–377
- Milanovic, B., 9
- Miller, E., 181
- mindful categorization, 27–29
- mindful communication, 20
- mindful global leadership style
 definition of, 26–31
 to manage complexity, 15
- mindfulness
 and continuous learning, 139–140
 development of cultural, 49–50
 interpretations of leadership, 30–31
 as key to managing complexity, 174–175
- mindlessness, 30
- Mintzberg, H., 16
- MMI, 283
- Mohamad, Mahathir, 355
- Moldoveanu, M., 30
- Moore, E., 346
- morality. *See* ethics
- Moritz, B., 10
- motivation
 and engaging communication, 118–119
 to change, 308
- MTN, 283
- multicultural teaming, 20
- multi-domestic organization, 274
- multinational corporations (MNC), 10
- multinational enterprises (MNEs)
 large
 acquisitions, 280–281
 aligning and leading, 284–285
 alliances, 282
 business services unit, 280
 joint ventures, 282–283
 matrix, 277–279
 multi-divisional structures, 275–277
 small
 born global, 286–287
 SMEs, 287–288
- multiplier effect (globalization), 14
- Murnighan, J.K., 156
- Myers-Briggs Type Indicator (MBTI), 115–117
- Nader, R., 368
- Nair, Devan, 355
- Nanus, B., 16
- Napoleon Bonaparte, 26–27
- national culture, 39–40, 264–265
- Nestlé, 184, 275, 278, 340, 377–379
- networks. *See also* global teams
 as maps for social connections, 161–167
 for social capital, 161
 structure of, 164–167
- Neubauer, R., 290
- Nexmo, 286
- Next 11 countries, 346–347
- Nike, 384–385
- Nonaka, I., 235
- non-financial reporting system (NFR), 373
- Noronha, A., 289
- Ochs, S.M., 40
- OECD Anti-Bribery Convention, 342
- OECD Guidelines for Multinational Enterprises, 370
- operational global leadership role, 17
- organizational culture, 40–41, 249–253
- organizational forms
 global, 273–274
 international, 274
 multi-domestic, 274
 transnational, 275

- organizational strategy, 42–43
 Orlitzky, M., 382
 Osland, J.S., 17, 32, 36, 76, 113, 191
 Ota, M., 256
 Otis Elevator, 341
- Palmisano, S., 9, 299
 Pangalangan, Raul C., 356
 Parker, A., 163
 Parmar, B., 388
 Parsons, T., 60
- participation
 in change effort, 312
 empowering, 128–129
- partners (MNE), 284–285
 Pascale, R., 44–45
 Pate, J., 177
 Peapod, 29
 Peerenboom, R., 357
- people
 management complexities, 15
 in team selection, 148
- perception (cultural), 55–57
 performance appraisal, 247–248
 Perry, Jr., W., 351–353
 point of action, 109
 pooled interdependence, 241
 populism versus globalization, 9
 Porter, M., 258
 poverty, 9
 Prahalad, C. K., 11–12
 process oriented (mindfulness), 27, 32, 44–45
 Procter & Gamble, 275
 production teams, 145
 project teams, 145
 prototype, 304
 psychological capital, 32
 psychological safety, 151
 purchasing power parity index (PPP), 53
 Pyramid Model of Global Leadership, 18–21
- Quinn, J., 313
- Ramseur, J.L., 386
 reactive change, 303
 realignment (organizational), 315
 recentering communication skill, 123–126
 reciprocal interdependence, 242
- reciprocity, 153
 RegMark label, 338
 regulations (local responsiveness), 273
 Reiche, S.B., 17
 relativism, 352
 Renault–Nissan alliance, 285
 responsibility centers, 249
 responsible nationalism, 9
 return shock, 191–192
 revolutionary change, 36
 rewards, 247–248, 313–314
 rich communication, 159
 Richman, R., 40, 249
 Rohwer, J., 11
 Romi, A.M., 382
 Rowe, G., 332
 Royal Dutch Shell, 274
 rule-based ethical theories, 350–351
 rules-based relativism, 332
 Rynes, S., 382
- Sachs, J., 10
 safety nets, 165–166
 Sagiv, L., 61
 Salk, S., 74
 Sanford, L., 386
 Sarbanes–Oxley Act (2002), 248, 264
 Sargent, C., 189
 Savitz, A., 369, 386
 Schmidt, F., 382
 Schön, D., 36, 38
 Schwartz, S.H., 61
 Scullion, H., 177
 Sears, 266–267
 Sekiguchi, T., 245
 selection (talent management), 181
 Sen, Amartya, 355–356
 Senge, P., 14
 sequential interdependence, 241–242
 service teams, 145
 Shekshnia, S., 341
 Shell, 275
 Shills, E., 60
 Siemens, 342
 simple interdependence, 241
 single-loop learning, 36
 situational readiness, 182

412 Index

- Skanska, 275
 Slater, D.J., 382
 small to medium-sized enterprises (SMEs),
 287–288
 small wins, 313–314
 social capital, 32, 161, 163–164
 socio-technical systems, 236–240
 Solmessen, P., 342
 Spector, B., 367, 384
 Stahl, G.K., 155, 174
 stakeholder interface, 272
 stakeholders
 and ethical decision-making, 360
 and the sustainable value framework, 382–387
 Stanford Design School, 304
 Stasser, G., 113
 Statoil, 341
 stereotyping (mapping), 112–113
 Sterling, S., 385
 Strebel, P., 308
 stretch goals, 15
 Strodbeck, F., 61, 76
 subprime mortgage crash (2008), 13
 Summers, L., 9
 supply chain ethical management, 337–340
 sustainability (corporate)
 benefits of, 381–382
 creating value using, 382–387
 defined, 366–367
 and ethics, 331–332
 evolution of, 367–370
 examples of, 375–381
 frameworks of, 370–375
 Sustainable Development Goals (SDG), 371
 sustainable value framework, 382–387
 Suu Kyi, Aung San, 356
 synergy, 21, 48, 127
 System Skills (global leaders), 21
 system-lock-in (SLI) competition, 261
- TACK framework, 293
 Takeuchi, H., 235
 talent management
 assignment destinations, 183–185
 and change readiness, 306–309
 cultural adaptation, 188–190
 cultural shock coping mechanisms, 190–192
 duty of care policy, 185–186
 global, 173–179
 ongoing development of, 193
 performance appraisal and rewards, 247–248
 return home reintegration, 192–193
 security of, 344–346
 selection of, 181
 for task processes, 244–245
 training for international assignment, 186–188
 of women, 182–183
- Tarique, I., 17
 Tarlking, A., 290
 task processes, 150, 240–241
 Tata, 280–281
 Tata Group, 379–380
 Taylor, M., 259
 Taylor, S., 33
 team
 defined, 145
 virtual, 157–161
 team builders, 151–153
 team performance basics
 levers, 147–149
 overview, 145–146, 153–154
 results, 146–147
 social processes, 151–153
 task processes, 150
 team-based lateral collaboration, 290–292
 technology companies
 complementors in, 261–262
 cross-cultural interactions via, 148
 digital transformation organization, 288–290
 and globalization, 10
 and localization, 273
 and socio-technical organizations, 236–240
 tight integration, 281
 virtual teams and, 157–161
 teleological ethical theories, 350
 terms of engagement (TOE), 337
 test pilot projects, 305
 Thomas, D.C., 76
 Thompson, J., 241
 tight integration, 281
 Ting-Toomey, S., 243–244
 TJX Companies, 264–265
 total customer solutions (TCS), 261
 trade liberalization, 8

- transnational capabilities, 8
 transnational corporation, 8
 transnational organization, 275
 Transparency International, 343–344
 transportation (globalization), 8
 Trudeau, Justin, 356
 Trump, Donald, 9
 trust (TACK framework), 293
 trust building, 20
 trustworthiness, 152
 Tung, R.L., 34
 Turnley, W., 177
 typology, 18
- Uber, 41, 303
 UNICEF, 335
 Unilever, 275, 279
 United Nations Code of Conduct for Transnational Corporations, 370
 United Nations Global Compact, 336–344, 370–373
 Universal Declaration of Human Rights, 353, 370
- Vaill, P., 109
 Valente, M., 380
 Van Orden, P., 14, 176
 variety
 and cultural mindfulness, 50
 of cultures within countries, 74
 in globalization, 13
 in international assignments, 176–179
- Vinci, 274
 virtual interactions, 148, 157–161
 virtual teams, 157–161
 visionary leadership, 290
 Voigt, A., 155
 Volkswagen, 41
 VUCA, 12
- Wade, M., 288–289, 290
 Wagner, E., 292
 Wal-Mart, 28, 303, 342, 383–384
 Weber, W.W., 287
 Webvan, 28–29
 Weick, K.E., 14, 30, 176
 Welch, Jack, 11, 176
 Wells Fargo sales scandal, 40, 342
 Whyte, W., 300
 Wicks, A.C., 388
 width, 28
 Wilde, D., 259, 260–262
 women (management of), 182–183
 World Century, 10
 World Wide Fund for Nature (WWF), 168–169
 Worley, C., 315
- Xerox, 341
- Zakaria, F., 354
 Zaleznik, A., 16
 Zappos, 250, 266
 Zellmer-Bruhn, M., 156