

# Index

- Aaron, Lisa, 161, 201  
Académie des Métiers d'Arts (AMA), 185  
Across-community collaboration, 9  
Advertising, 233  
African culture, 104, 166  
African Women Leaders Network (AWLN), 79  
Agroforex Company, 180  
Airbnb, 241  
Aker, Asli, 41, 43, 60  
Allende, Santiago, 105, 145  
Amygdala, 156  
Archer, Edward, 33, 40, 63  
Arica, Göker, 167, 184, 199  
Aristotle, 6, 54  
    model, 229  
Arora, Harbeen, 108, 132  
Attitude towards risk, 169  
Audacity, 54  
Audience, 229  
    adjustment, 249  
Authenticity, 6, 20–21, 28, 36–39, 46, 53, 91  
Aymé, Marcel, 252  
Azzali, Silvia, 231, 234, 278  
  
Baby Boomers, 44–45  
Bank of America in New York, 180  
Baş, Hakan, 36, 40, 44, 72  
Bauer, Mario, 30, 31, 32, 39, 81  
Bechert, Jorn, 113, 138  
Belloir, Alban, 28, 55  
Bercah, Paolo Conrad, 169, 212  
Best practice, 10  
Binns, David, 31, 62  
Binns, Hande Karabatak, 13, 32, 229, 288  
  
Biomimetic (*see* Biomimicry)  
Biomimicry, 180  
Blot, Catherine, 100, 124  
Body language, 33, 101, 103–104, 218, 237  
Borsotti, Pietro, 2238, 241, 276  
Burden of meaning, 104  
'Business of Fashion', 234  
  
Canbulat, İsmet, 110, 135  
Carnegie, Dale, 47  
Casañas, Josefina Naharro, 240, 270  
Castelli, Isabelle, 167, 201  
Çaylı, A. Kadir, 48, 76  
Cazelles, Joséphine Lacroix, 238, 271  
Celebrity engagement, 232  
Center for Advanced Research on Language Acquisition (CARLA), 165  
Cetin, Leman, 107, 139  
Channels, alignment across, 249  
Charisma, 28  
Chatillon, Guy, 38, 43, 71  
Châtin, Arnaud, 29, 40, 42, 59, 102, 103  
Christianity, 167  
Chrysanthemums, 239  
Circumstances, 29  
Classical communication methods, 247–248  
Clauvel-Levy, Barbara, 161, 165, 191  
Clere, Edouard, 111, 129  
Collaboration, 10  
    across communities, 11  
Collectivism, 93, 167  
Collins, Glenn Anthony, 31, 69  
Communal culture, 95–96

- Communication, 1, 6, 11, 57, 68  
     cross-cultural, 84, 101, 103–106  
     ‘familiarisation’ of, 231  
     intercultural, 100, 102, 290  
     strategies, 232, 239, 249
- Communities, 8  
     collaborating across, 11
- Company culture in culturally diverse environments, 108
- Complexity, 59
- Concurrency, 10
- Confidence in diversity, 184
- Confucius, 7, 118, 164
- Consistency, 6, 36, 53, 241, 249
- Context, 168, 181–182
- Corporate culture, 93–96
- Courage, 158
- Creation, 160
- Creativity, 183–184  
     requiring curiosity and passion, 160–168
- Cross-cultural  
     awareness, 83, 87, 105, 184, 217, 245–246, 248, 264  
     communication, 84, 101, 103–106  
     sensitivity, 115
- Cultural/culture, 76, 119  
     awareness, 249  
     bonds, 173  
     corporate, 93–96  
     differences, 4  
     diversity, 3, 6, 31–32, 198, 251, 279  
     diversity in work environment, 100  
     heritage, 185  
     influence of, 165–168  
     intelligence, 114  
     national, 92–93  
     and organisational culture, 98–105  
     safe surfing through, 245–246
- ‘CulturAll intelligentsia’ Puzzle, 2–3
- Culturally diverse environments  
     company culture in, 108  
     employee engagement in, 108–109  
     innovation in, 110  
     leadership in, 111–113  
     reward and recognition in, 110–111
- Curiosity, 31, 158, 182, 245, 247
- Custers, Frans, 168, 197
- Customer Relationship Management (CRM), 237
- da Mosto, Jane, 230, 268
- da Vinci, Leonardo, 160, 180, 252
- ‘Daily Prophet’ newspaper, 235
- Damnon, Françoise, 108, 131
- Dauge, Stephane, 113, 146
- Davis, Romi Loch, 161, 214
- de Chollet, Triana Navarro, 5, 13, 14, 34, 110, 154, 157–158, 232, 289
- de Duverger, Bruna Johnson-Descalzi, 235, 246, 257
- de Montebello, Bikiem İbrahimoglu, 174, 175, 183, 192
- de Quercize, Stanislas, 36, 86
- ‘Deep dive’, 164
- Dématons, Aurélie, 170, 180, 190
- Design, 160
- Design Ladder, The*, 154
- Design Thinking, 159
- ‘Detect disruptive opportunities’, 35
- Digital communication technologies, 233
- Digital media, 231
- Digital transformation, 235, 251
- Digitalisation, 39, 175–176
- Diop, Méry, 114, 143
- Diplomacy, 169, 209, 236
- Diversification of channels, 249
- Diversity, 5–6, 31, 59, 119–121, 159, 187, 281  
     beyond boundaries, 173–174  
     confidence in, 184  
     cultural, 31–32  
     of generations, 54  
     power of, 171–175

- Dolce & Gabbana (D&G), 237  
 Dominguez, Isabel Chamorro, 30, 34, 74  
 Duica, Cristina Emanuela, 114, 127
- Eastern culture, 109–111, 166  
 Edison, Thomas, 160  
 Editions, 229  
 Effect, 229  
 Einstein, Albert, 13, 158, 187, 233  
 Ekmekçi, Umut, 167, 173, 219  
 Elif, 35, 37, 46, 64  
 Emailing, 232, 236  
 Emmerling, John, 160  
 Emotional Intelligence (EI), 35, 38, 41–43, 60, 71, 237, 251  
 Empathy, 21, 28, 38, 41, 71, 106, 120, 240, 251, 275  
 Employee engagement in culturally diverse environments, 108–109  
 Enchantment, 54  
 Enhancement, 54  
 Environment, 170  
 Etcheberry, Meltem, 1–2, 8, 13–14, 153, 250, 284–285  
 Event Management, 229, 237  
 ‘Expat’, 113  
 Expatriation policy, 109
- Facebook, 175, 232, 233, 234  
 Facebook Messenger, 233  
 FaceTime, 232  
 ‘Familiarisation’ of communication, 231  
 Femininity, 93  
 Festival of Happiness (*see* National Chrysanthemum Day)  
 Fintz, Nesim, 27, 47, 82  
 Fiori, Marc, 108, 140  
 Flexibility, 281  
 Focussing on people, 11  
 Fragmented culture, 95  
 Framing effect, 225
- France, 169  
 Franco, Inigo, 108, 114, 134, 148
- Gaber, Martin, 10, 206  
 Gallet, Tabitha, 106, 148  
 Gambini, Jérôme, 50, 79  
 Gaye, Aasiya, 182, 189  
 Generation X, 44–45  
 Generation Y (*see* Millennials)  
 Generation Z (*see* Post-Millennials)  
 Generosity, 52–53, 85, 159, 198, 281  
 Geveci, Melek, 103, 104, 111, 142  
 Gide, André, 52  
 Global English, 101  
 Globalisation, 32, 72, 99, 100, 209, 228  
 Goetzelmann, Hélène, 109, 133  
 Gohla, Sven, 176, 218  
 Gokce, Deniz Taner, 106, 109, 128  
 Google, 113, 235, 241  
 Grieveldinger, Sophie, 242, 280  
 Guardans, Jaume, 105, 136  
*Guardian, The*, 177  
 Guatemala, 169  
 Guinard, Stéphanie, 41, 43, 87  
 Gungor, Hasan Tahsin, 33, 37, 73
- Hach, Géreon, 179, 198  
 Harmony, 246  
 Hauroo, Sailesh, 169, 215  
 Healthy curiosity, 163, 165  
 Hegazi, Amir, 26, 30, 46, 56  
 Heydenreich, Frank, 241, 264  
 High-context cultures, 102, 104  
 Hikmet, Nazim, 116  
 Hofstede’s 6 dimension, 92, 113  
 Holistic approach, 11  
 Hora, Jalaj, 168, 179, 202  
 Humanity, 177  
 Humility, 28, 252  
 Huntsman, Jon M., 25
- Igwe, Chris, 245, 288  
 Igwe, Olivia, 111, 144  
 Incremental innovation, 11, 13, 153

- Individualism (IDV), 91–92, 113, 208  
 Indulgence vs. restraints (IVR), 93  
 Industry 4.0, 100, 251  
 Innovation, 10, 12–13, 59, 68, 159, 167  
   in culturally diverse environments, 110  
   excellence, 157  
 Innovative and creative thinking, 34  
 Innovative design and creation, 153–175, 159–160  
   creativity requiring curiosity and passion, 160–168  
   honing skills, 183–185  
   innovative young generation and challenge of connected world, 175–178  
   Meltem's reflections on inspiring design and creation, 185–188  
   picture emerging for, 158  
   shaping attitude, 168–171  
   sustainability considerations, 178–181  
 Inspiring communication and relationships, 223–227, 230–235, 237–242, 244–245  
   honing skills, 248–249  
   importance, 235–237  
   Meltem's reflections on, 249–251  
   message or messenger, 242–244  
   picture emerging for, 227–229  
   safe surfing through cultures, 245–246  
 Instagram, 175, 230, 232–234  
 Institute for Health and Human Potential (IHHP), 41  
 Integrity, 63  
 Intercultural communication, 100  
 Intercultural email etiquette, 106  
 International Council of Societies of Industrial Design (ICSID), 160  
 Internet, 35, 39  
 Interpersonal communication, 174, 248  
*Invictus* (movie), 35  
 Ishizaka, Florence Miette, 236, 263  
 Islam, 167  
 Jallot, Magali, 30, 38, 78  
 Jasiak, Marcin, 39, 40, 80  
 Jeanjean, Clément, 38, 61  
 Judaism, 167  
 Kabaş, Sedef, 251  
 Kalkan, Ozhan, 236, 275  
 Karel, Hermès, 172, 200  
 Knowledge, 174–175  
 La Rochefoucault, 120  
 Laffont, Maria, 244, 272  
 Language, 33, 101, 174  
 Lantz, Jérôme, 99, 137  
 Latin culture, 166  
 Leaders, 28–30  
 Leadership, 27–28  
   in culturally diverse environments, 111–113  
   transposing, 23–24  
 Leadership Training Programmes, 109  
 Leboucher, Guillaume, 35, 39, 70  
 Lenain, Géraldine, 37, 67  
 Lenne, Florence Kerevel, 36, 40, 65  
 Lepron, Philippe, 30, 33, 42, 85  
 Linear model of communication, 229  
 Listening, 184, 238  
 Long-term orientation (LTO), 93  
 Low-context cultures, 102  
 Maleq, Dildar Kausar, 240, 260  
 Marriott, Evrim Kadioglu, 240, 262  
 Marx, Philippe, 161, 213  
 Masculinity (MAS), 93  
 Maslow's hierarchy of needs, 26–27, 51, 226  
 Media Buying, 229  
 Mehrabian model, 242  
 Meldener, Sonia Roux, 238, 279

- Meltem, 284  
 reflections on inspiring  
   communication and  
   relationship, 249–251  
 reflections on inspiring design and  
   creation, 185–187  
 reflections on nurturing culture  
   and people, 118–121  
 reflections on Visionary and  
   Authentic Leadership,  
   52–54
- Mercenary culture, 95
- Message, 242–244
- Messenger, 242–244
- ‘Métissage’ of expertises, 59
- Meunier-Chuvin, Huguette, 231, 266
- Middle East culture, 166
- Millennials, 40, 44–45, 129, 176
- Mindsets, 157
- Mistakes, 249
- Monaim, Manal Abdel, 36, 40, 79
- Monochronic Approach, 107
- Montaigne, 251
- Montazami, Orash, 210
- Montout, Harry, 121
- Moret, Guillaume, 240, 265
- Mortimer, Nigel, 170, 172, 175, 209
- Moulin, Cédric, 112, 125
- Multi-cultural knowledge, 186
- Munoğlu, Şükrü, 170, 217
- Museum of Contemporary Art  
 (MOCA), 250
- Mutlu, Oya, 163, 167, 171, 178, 211
- MyIdol, 235
- National Chrysanthemum Day, 239
- National culture, 92–93
- Nature inspiration, 184
- Networked culture, 94
- Noël, Valérie, 102, 150
- Nurturing culture and people, 91–92,  
   96–98  
   culture and organisational culture,  
   98–105
- honing skills, 117–118
- Meltem’s reflections, 118–121
- requirements for effective teamwork  
   in culturally diverse  
   environments, 105–113
- summing it all up, 113–116
- understanding corporate culture,  
   93–96
- understanding national culture,  
   92–93
- Obara, Utako, 110, 149
- Occasion, 229
- Oğuz, Oğuzhan, 47, 49, 83
- Olfaction, 190
- On-boarding experience, 111
- One-way communication, 229
- Openness to change, 184
- Organisational competency, 226
- Organisational culture, 98–105  
   model, 165
- Paşalı-Soudodi, Başak, 235, 254
- Passion, 247
- Peaucelle, Catherine, 167, 178, 193
- Peaucelle, Jean-Christophe, 236, 239
- Perfect storm of complexity, 9, 17
- Personal bonds, 236
- Personal relevance, 248–249
- Personal space, 104–105
- Personality, 28
- Phileas, Sandrine, 230, 233, 277
- Platon, 189
- Points of Sale, 229
- Poirel, François, 31, 39, 46, 66
- Polychronic cultures, 107
- Post-Millennials, 44–45, 129, 176
- Postacığlu, Daphné, 161, 174–176, 196
- Potskhveriya, Natela, 232, 239, 273
- Power Distance Index (PDI), 92
- Professional communication, 247
- Proximity, 104
- Pubellier, Béatrice, 244, 255
- Public Relations (PR), 14, 229, 290

- Querette, Béatrice, 236, 256  
 Radical innovation, 96  
 Recognition in culturally diverse environments, 110–111  
 Reggia, Giuseppe, 29, 48, 68  
 René, Patrick, 32, 38, 39, 84  
 Reputation, 38  
     management, 231  
 Reward in culturally diverse environments, 110  
 Robachevskaya, Marina, 106, 141  
 Ronzani, Chiara, 165, 194  
  
 Safe surfing through cultures, 245–246  
 Sağel, Ekrem, 115, 130  
 Sanchez, Lisandro, 160, 177, 204  
 Schmitt, Éric-Emmanuel, 251  
 Schwarze, Claudia, 233, 240, 259  
 Seasons, 239  
 Signoret, Anne, 99, 122  
 Self-awareness, 46, 60, 64  
 Short-term orientation, 93  
 Silent Generation or Builders, 44  
 Silhavy, Christophe, 161, 195  
 Sinek, Simon, 49, 52, 234  
 Skype, 7, 40, 175, 206, 232–233, 236  
 SnapChat, 232  
 Sociability, 93  
 Social and human behaviour communication, 68  
 Social media, 40, 43, 113, 175, 230–231, 233–234, 241  
 Societies, 93  
 Socrates, 119  
 Solidarity, 93  
 Speaker, 229  
 Speech, 229  
 ‘Spot-the-7-differences’ game, 2  
 Springboks, 35  
 Spuller, Adina, 233, 245, 253  
 Stampfl, Anita, 30, 58  
 Status quo, 11, 13, 109–110, 114, 170  
 Storytelling, 157, 188, 234, 241, 249  
  
 Styling, 144  
 Sudhir Rai, 110, 111, 147  
 Suner, Murat, 35, 37, 46, 64  
 Surprise, 54  
 Sustainability, 178–179, 184  
 Suzuki, Tamayo, 235, 281  
  
 Team Building Programmes, 109  
 Team spirit, 108–109, 184  
 Technology, 181  
 Telegram, 232  
 Thorner, Carolina, 123  
*Thrive Global*, 227  
 Time, 32, 53, 76  
 Time management in Turkey, 107  
 Timekettle, 243  
 Touching, 105  
 Transformational innovation, 153  
 Travelling, 30–31  
 Trust, 167, 170  
 Turkish culture, 246  
  
 Uncertainty Avoidance Index (UAI), 93  
 Uniqueness, 186  
 Urbanisation, 57  
 Uslupehlivan, Meric, 168, 207  
 Utku, Ekrem, 246, 261  
  
 Value creation, 160  
 Vergnaud, Nathalie, 160, 208  
 Vision, 34–35, 48  
 Visionary and Authentic Leadership, 17–20, 24–25  
     authenticity, 36–39  
     changing world, 39–41  
     cultural diversity, 31–32  
     daring to be different, 22–23  
     driving force, 25–27  
     emotional intelligence, 41–43  
     future and future leaders, 43–47  
     honing skills, 50–52  
     importance of time, 33  
     Meltem’s reflections, 52–54  
     possibilities, 32

- revealing weaknesses, 22
- situation sensing, 20–21
- tough empathy, 21–22
- travelling, 30–31
- vision, 34–35
- Volatile, Uncertain, Complex, and Ambiguous (VUCA), 8–9
- Volkert, Sigrid, 170, 216
- Voltaire, 249
- von Stamm, Bettina, 5, 8, 17, 91, 98, 112, 153, 159, 223, 283, 286, 291–292
- Voss, Katrin Taylor, 29, 32, 35, 36, 77
- Watson, Andy, 33, 36, 57
- WeChat, 7, 40, 175, 234
- Western culture, 54, 103, 166
- WhatsApp, 7, 40, 175, 230, 232, 234
- Wisdom of diversity, 2
- Yalcinkaya, Clara Yonca, 104, 126
- Yapanar, Eda, 186
- Yapanar, Emre, 244, 267
- Yildiz, Nihat, 231, 274
- YouTube, 232, 234
- Yu-Aymard, Catherine, 229, 243, 258
- Zepeto, 235
- Zhu, Yong, 38, 42, 88
- Zlotek, Marek, 179, 205
- Zoom, 7, 40, 232