

# Index

- Acoustic signals, 110–111
- Adaptation, 44–47
- Adaptation processes, 33
- “Affective commitment”, 53
- Affective communication, 53
- Agile organization, 15
- Analytical approach for
  - problem-solving, 25
- Analytical generalization, 3–4
- APM Terminals, 33
- “Appropriateness”, 28
- Assessment test, 98
  
- Behavioral scripts, 40
- Blockchain technology, 24, 35–36
- Bottom of pyramid markets
  - (BOP markets), 18–20
- Bottom-up processes, 4
- Brazil, Russia, India, and China
  - countries (BRIC countries), 19–20
  
- Capitalism, 19
- Case study
  - methods, 22
  - research, 2–3
- Causes, contexts, contingencies,
  - consequences, co-variances, and conditions (“six Cs” of social processes), 3
- Central thought process, 110–111
- Centralization, 34, 49
- CEO, 51–52
- Change agents, 52
- Change management strategies, 51
- Changing conditions
  - BOP markets, 20
  - developed markets, 19
  - in global business environment, 15
  - holistic institutional structure, 17
  - identifying market drivers, 15–20
  - transitional/emerging markets, 19–20
- Civil society, 16
- Classic script, 40
- Code model of organizational
  - communication processes, 111
- Cognitive dissonance, 57–58
- Cognitive dissonance, 64–65
- Communication skills, 39
- Competitiveness, 69
- Complementary conceptual additions, 102
- Complex multinational organization, 1
- Confucian modes of conduct, 77–78
- Constant care, 45
- “Constant care”, 49
- Constraints, 35
- Context, 21–22
- Context-embedded organizational
  - research, 22
- Context-free research, 21, 24–25
- Context-specific organizational
  - research, 22
- Contextual analysis, 27
- Contextual stimuli, 21–22
- Contextual variables, 21
- Contingency model of company
  - strategy, 18
- Conventional approaches of learning, 39–40
- Coordinated market economies (CMEs), 19
- Core values, employee perspectives on
  - cognitive dissonance, 57–58
  - employee data collection, 53

- employee readiness for
  - organizational change, 52–53
- etic* and *emic* crosscultural studies, 58–61
- evolving organizational changes, 49–50
- humanistic management, 50
- method for data collection, 54–57
- readiness for organizational change, 51–52
- strategy for organizational change, 50–51
- Corporate core values
  - in Maersk organization, 68–69
  - in Shanghai Office, 77–78
  - in Tokyo Office, 87–88
- Corporate culture, 1, 45, 49
- Corporate decision-makers, 15
- Corporate events, 15
- Corporate values, 30, 104, 110
- COSCO, 79–80
- Cross-cultural compassion, 40
- Cross-cultural empathy, 9–10, 40
- Cultural heterogeneity, 39–40
- Cultural-cognitive dimension of
  - institutions, 29
- Cultural-cognitive elements, 27, 30
- Culture, 55, 57
- Damco, 33
- Danish Technology University (DTU), 83
- Data collection
  - employee, 53
  - method for, 54–57
- Defensive mindset, 41
- Deinstitutionalization, 27
- Developed market, 18–19
- Digitalization of operational processes, 40
- Discrepancies, 102
- “Discrete context”, 21–22
- Diversity, 39–40
  - management, 37–38
  - managers, 38
- Economic crises, 104
- Emic* approach, 12, 54–55, 108–109
- Emic* crosscultural studies, 58–61
- Empathy, 8, 13, 39–40, 54
- Employee perspectives at headquarters
  - employees developing narratives, 69–70
  - employees internalize corporate core values, 68–69
  - employees navigating organizational complexities, 70–71
  - employees perceive organization, 66–67
  - positioning interviewees, 63–66
- Employees, 24
  - corporate narratives, 105
  - corporate perception and assessment of, 103–104
  - data collection, 53
  - developing own individual narratives, 104–105
  - diversity of, 38
  - employing phenomenological research design, 6–8
  - navigating in global company, 107
  - and organizational adaptation, 1–2
  - participation, 53
  - perceptions of organization, 26
  - readiness for organizational change, 52–53
  - role of empathy, 8–13
  - roles in organizations play, 112
  - single case study, 2–5
- Employment, 11
- “End-to-end” transportation, 66
- Environmental conditions, 15
- Ethnocentric empathy, 9–10
- Etic* approach, 12, 54, 108
- Etic* crosscultural studies, 58–61
- Expansive monetary policy, 19
- Explanatory reductionism, 21
- External context, 23
- External organizational stakeholders, 107

- Female employees, 37–38
- Fiscal stimulus, 19
- Formal institutions, 16, 19
- Formal job descriptions, 16–17
- “Frame making”, 58
- “Frame-maker”, 58
- Functional organizational framework, 25–26
- Functionality of organization, 105
  
- Gaining experience, 58
- Generalizations, 3
- Generation Z, 104
- Generic models, 109
- Geocentric employee, 39
- Give-and-take process, 31
- Global market contexts, 18–19
- Global organizations, 107
- Globalization, 38
- Globalized employee, 39
- Governmental organizations, 16
- Governments, 16
- Grounded single case study, 4
- Grounded theory, 3
  
- Human agents, 16
- Human resource management (HRM), 73, 77, 79
  - Japanese HR policies, 86
- Humanistic management, 50
- “Humbleness”, 49, 95–97, 101
  
- Images of Organization*, 25–26
- Inclusivity, 38
- Inductive methodology, 3
- Informal institutions, 16, 19
- “Informative communication of change”, 53
- Institutional frameworks, 16
- Institutional logic, 55
- Institutional theory, 17, 27, 29
  - cultural-cognitive pillar, 29
  - normative element, 28
  - phenomenology in, 29–31
  - regulative element, 27–28
- Institutionalization, 27
  
- Institutions, 16, 26–27
  - cultural-cognitive dimension of, 29
  - types, 16–17
- “Instrumentality”, 28
- Internal context, 23
- Internal organizational stakeholders, 107
- International business theory, 18–19, 21
- Intraorganizational communication, 112
  
- Japanese HR policies, 86
  
- Knowledge of social realities, 3
- KPIs, 39
- Kuala Lumpur Office, employee perspectives in
  - employees developing narratives, 97–98
  - employees internalizing corporate core values, 95–97
  - employees navigating organizational complexities, 99–100
  - employees perceiving organization, 94–95
  - positioning interviewees, 93–94
  
- Language, 57
- Leadership, 11
  - behavioral action, 22
- “Lean” concept, 86
- “Liability of foreignness”, 1–2, 35
- Liberal market economies (LMEs), 19
- Linguistic decoder, 110–111
- Linguistic encoder, 110–111
- Local market conditions, 33
- Localized knowledge, 4
- Locking dynamic processes, 30–31
- Loyalty, 76
  
- Maersk A/S company, 2
  - corporate values, 41–42
  - hierarchical and depersonalized structure of Maersk organization, 67

- historical account of, 42–43
- Maersk International Shipping
  - Education program (MISE program), 39
- Maersk Line, 33
- Maersk values, 104
- “*Maersk-All the Way*” (Maersk film), 46, 49
- Market demands, 35
- Mediterranean Shipping Company (MSC), 36
- Mid-level manager, 75
  - lack of qualified, 79
- Mindsets, 40–41
- Morgan’s metaphors, critique of, 25–27
- “Muddling through” concept, 34
- Multilateral entities, 16
- Multinational enterprise (MNE), 23, 103
- Multinational enterprise, 15
- Multinational organizations, 20
- “Multiple contexts”, 21–22
- Narrative pictogram data collection
  - method, 4, 59, 108–109
- Narratives, 112
  - employees developing narratives in Maersk organization, 69–70
  - employees developing narratives in Shanghai Office, 78–80
  - employees developing narratives in Tokyo Office, 88–91
  - researching construction of, 108–109
- “No-theory-first” type of case study, 2–3
- Non-Danish employees, 103
- Nongovernmental organizations (NGOs), 16
- Normative element, 28, 30
- Norms, 28, 30
- Operational values, 104
- Optimism, 11
- Organization
  - applying Generic on specific, 109–112
  - changing environmental context around, 107
  - code model of organizational communication processes, 111
  - employees perceive organization, 66–67
  - functionality of, 105
  - from generic to specific, 109
  - thinking, 25, 31–32
- Organizational actors, 15
- Organizational adaptation
  - employees and, 1–2
  - employing phenomenological research design, 6–8
  - role of empathy, 8–13
  - single case study, 2–5
- Organizational change, 24–25, 102, 110
  - employee readiness for, 52–53
  - evolving, 49–50
  - readiness for, 51–52
  - strategy for, 50–51
- Organizational complexities, 35–36
  - employees navigating, 70–71
  - in Shanghai Office, 80–82
  - in Tokyo Office, 91–92
- Organizational conceptualization, 12–13
- Organizational context, 21
- Organizational culture, 1, 104
- Organizational developments, 13
- Organizational responses
  - diversity management, 37–38
  - historical account of Maersk A/S, 42–43
  - Maersk A/S’s corporate values, 41–42
  - role of empathy, 39–40
  - from Rømø to Esplanaden, 44
  - scripts and mindsets, 40–41
  - sea, religion, and adaptation, 44–47
  - team-based performance, 38–39
- Organizational sensitivity, 21

- “Otherness”, 35
- “Our employees”, 49
- “Our name”, 49, 97
- “Outsidership”, 1–2, 35
- Personal belief systems, 69
- Personality traits, 11
- Persuasive communication, 51–52
- Phenomenological research design,
  - employing, 6–8
- Phenomenology, 24, 27, 108
  - in institutional theory, 29–31
- Pictogram, 73
- PLI test. *See* Predictive Index Learning Indicator (PILI)
- Pluralism, 39–40
- Poly-contextuality, 23
- Polycontextual sensitive methods, 23
- Predictive Index cognitive assessment (PI cognitive assessment), 39, 79
- Predictive Index Learning Indicator (PILI), 39, 79
- Private companies, 16
- Processual approach, 55
- Productive mindset, 41
- Public organizations, 16
- Qualitative research, 2
- Ramifications, 13
- Readiness for organizational change, 51–52
- (re-)decentralization process, 49
- “Recontextualization”, 23
- Regulative element, 27–30
- Reinforcement of interpersonal intelligence, 11
- Roles, 28
- Rolling out process, 1–2
- Rule-based systems, 17–18
- Schema, 27
- Scripts, 7, 40–41, 54
- Self-confidence, 11
- Semi-structured interviews, 108
- Sense-making, 7, 34, 54
- Shanghai Office, employee perspectives in
  - employees developing narratives, 78–80
  - employees internalizing corporate core values, 77–78
  - employees navigating organizational complexities, 80–82
  - employees perceiving organization, 77
  - positioning interviewees, 73–76
- Single case method, 24
- Single case study method, 2, 5, 24–25
  - complexity of, 5–6
- Singular approach, 23–24
- Social agency, 55–56
- Social systems, 16
- Starlight strategy, 36
- Statistical generalization, 3
- Task environments, 21
- Team-based performance, 38–39
- Technological innovation, 24
- Theory X, 50
- Theory Y, 50
- Tokyo Office, employee perspectives in
  - employees developing narratives, 88–91
  - employees internalizing corporate core values, 87–88
  - employees navigating organizational complexities, 91–92
  - employees perceiving organization, 86–87
  - positioning interviewees, 83–85
  - work by branch president, 84
  - work by country manager, 85
- Top management, 41, 86–87, 102, 109–110
  - team, 6
- Top-down approach, 4
- TradeLens, 36
- Training sessions, 68

- Transferee, 110–111
- Transferor, 110–111
- Transitional/emerging market, 18–20
- “Uprightness”, 49, 77–78, 97, 101
- Valuable, rare, in-imitable and  
organize framework (VRIO  
framework), 41–42
- Value, 28, 30, 68  
    engineering, 107
- Work–life balance, 75  
    of female impatriate,  
        64  
    of married impatriate,  
        65
- Workshops, 68