OUTLINE

Foreword	8
Introduction: Kick-off	12
About this book	15
How to use this book	17
Chapter 1: Cultural Intelligence: Open Arms and	
a Warm Heart	22
Cultural intelligence for global success	26
Meet Agisilaos Tsouvalas, Grundfos: Developing	
a genuine interest in my client's culture improved	
collaboration	30
Understand the brain's ground rules	33
Chapter 2: Exploring Cultural Influences: The	
Cultural Investigator	42
Train your ability to change your perspective	45
Meet Eszter Zsólyomi, Grundfos: Being a Cultural	
Investigator helps me to develop closer relationships	
with my Chinese colleagues	56
Chapter 3: A Cultural Shortcut: The 4R Model	60
The 4R Model - introduction	63
The 4R Model guide questions	73
The 4R Model analysis for Denmark - example	77
Meet David Cuquerella Albert, COWI: Seeing behind	
the tales of Denmark	81
Putting the 4R Model into practice	82
Meet Hans-Philipp Walther, MAN Energy Solutions: The	
4R Model helps me adapt to different systems	85

Chapter 4: Creating a Low-Risk Context for	
Psychological Safety	90
Create your risk profile assessment	
Who depends on you?	. 95
How the brain responds to high-risk situations	102
Minimizing risk for optimal information flow	103
Meet Tina Rold Andersen, Grundfos: How I use the	
cultural tools in my global workday	109
Chapter 5: Reading the Air: Low- and High-	
Context Communication	114
Low- and high-context cultures	117
Reading between the lines	120
A thousand ways to say 'no' and one of them is 'yes'	125
Ask open-ended questions instead of yes/no	
questions	127
The Triple E Model	129
Meet Christina Leerskov, Danfoss: Creating better	
project meetings with colleagues from India, Brazil and	
the USA	132
The Spiral: Talking around the point	. 133
A French manager adjusts his presentation style	136
Chapter 6: Cross-Cultural Communication and	
Collaboration in the Virtual Space	140
What defines virtual collaboration?	144
The asynchronous (or 'anytime') mindset	146
Building trust and a sense of team	. 149
Being on the same page	152
Working out loud	153
Including all voices in virtual meeting	159
Collaboration bandwidth	162

Meet René Jensen Nystrup, Vestas: Reflections on a	
virtual collaboration workshop - then and now	168
Chapter 7: Using Case Studies in Your Global	
Workday	172
What is a case study and how do you write one?	177
How to analyze case studies	178
Example case studies	183
Conclusion: Wrap-up	198
Why how you handle culture at work is so important	201
List of important words and concepts used in the book	209
References	216
Appendix	224
Double Iceberg made by a group of Indian participants	
in a training working with Danes	226
Catalogue of Questions. Example from two different	
trainings	227
The 4R Model guide questions	229
The Danish 4R Model	230
C3 Consulting's blog posts on cultural understanding,	
global mindset and more	233