

# The Global Leadership Of Carlos Ghosn At Nissan

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### The Global Leadership Of Carlos

The Global Leadership of Carlos Ghosn at Nissan In 1999, the Nissan was suffering under a decade of decline and unprofitability, in fact the company was on the verge of bankruptcy, with continuous loses for the past eight years resulting in debts of approx. \$22 billion.

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The Global Leadership of Carlos Ghosn at Nissan\* Overview In 1991 Nissan was one of the most successful car companies in the world. The Japanese company produced four of the top ten cars in the world and was well known for its advanced engineering and technology, plant productivity and quality management. Over the

### The Global Leadership of Carlos Ghosn at Nissan\*

At the request of Nissan, Carlos Ghosn is appointed COO. Ghosn, a Frenchman with Brazilian-Lebanese heritage, who has spent much of his career in Michelin in Latin America and the US, has earned the nickname "Le Cost-Killer" during his tenure at Renault.

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### **The global leadership of Carlos Ghosn at Nissan - Millikin ...**

At the request of the Nissan president Hanawa, Carlos Ghosn was appointed COO of Nissan. His mission was to turn around the financial situation and re-establish confidence of the suppliers and financiers.

### **The Global Leadership of Carlos Ghosn at Nissan**

The Global Leadership of Carlos Ghosn at Nissan Thunderbird International Business Review • January-February 2005 125 operational efficiency and group harmony. This paradigm often resulted in delays to the decision making process in an effort to achieve consensus. As an unintended consequence of the emphasis on conscien-

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An organizational shift led to the hiring chief operating officer (COO), Carlos Ghosn who faced the challenge of a tradition embedded in organizational culture which did not embrace radical change ( Millikin & Fu, 2005 ). ...

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The Global Leadership of Carlos Ghosn at Nissan Case Solution In 1999, after the publication of the losses in eight of the previous nine years, Nissan is committed to a partnership with Renault. At the request of Nissan, Carlos Ghosn was appointed chief operating officer.

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However, with the sufficient global leadership capacity, Ghosn had a belief that —cultural conflict could provide opportunity for rapid innovation|| if paced and channeled correctly. In order to deal with the cultural differences, Ghosn accepted the different Japanese culture instead of trying to impose his culture on Nissan staffs.

### **An Evaluation on the Case of Carlos Ghosn**

The transcultural leader: Carlos Ghosn, CEO of Renault, Nissan. “I think one of the basics of transcultural leadership is empathy,” says Carlos Ghosn, the man who is credited with turning around major Japanese car maker Nissan. “I would say even though the term today is not very popular, love the country and love the culture in which you are in.

### **The transcultural leader: Carlos Ghosn, CEO of Renault ...**

Case Summary – The Global Leadership of Carlos Ghosn at Nissan The case study provides details of the turnaround of Nissan. After posting losses in the last eight years. Nissan was looking for help, help came in the form of a partnership with Renault and Carlos Ghosn who was appointed CEO.

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