

- on essay: intro, middle, conclusion
- Introduce course concept: Culture → Ch #3

## Leading Across Cultures at Michelin

### Case A

1. What mistakes did Chalon make as he took over this large North American division?
2. What are some of the differences in the French and American value systems and cultures that might be at the root of the difficulties Chalon faces as he tries to implement his new strategy?

### Case B

3. Now that Chalon is aware of how his American staff perceive his management style, what might he do in order to improve the way he motivates his team?
4. Should Chalon try to adapt his style to be more American in the way he provides feedback and leads his team? Or should he try to remain authentic and consistent in his operating style in hopes that the American team will adjust to his style? What are the risks of using either – or both – approaches?
5. List three specific steps you would urge Chalon to take in order to turn this situation around.