



**CARLOS  
GHOSN**

**FROM LOCAL  
TO GLOBAL**

**ESCP  
EUROPE**  
BUSINESS SCHOOL



## An Evening with Carlos Ghosn at ESCP Europe Paris

*Oliver Madden, American  
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MBA in International Management*

Tokyo Samurai, Cost Killler, The Michelin Man! These are a few of the nicknames commonly ascribed to Carlos Ghosn, CEO of the Renault–Nissan–Mitsubishi Alliance, who, along with other representatives, visited ESCP Europe Paris-Republique Campus on November 14<sup>th</sup>, 2017.

The evening began with the ceremonial signing of the new Renault Chair for Intercultural Management by Frank Bournois, Dean of ESCP Europe, and Mouna Sepehri, EVP, Directeur Délégué la Présidence, Membre du Comité Exécutif du Groupe Renault.

A discussion on driving the future of intercultural management followed, hosted by Tribunes ESCP. The topic is a natural choice for Carlos Ghosn, a Brazilian-Lebanese-French businessman leading a Franco-Japanese strategic partnership, and it aligns strongly with his sponsorship of the ESCP Europe MBA in International Management Class of 2018.

Expressing his views on multiculturalism, Carlos Ghosn stressed on the importance of love for different cultures and various personalities, **"You have to be attracted to diversity and get out of your comfort zone to grow and mature."**

Providing a Masterclass in leadership, Carlos Ghosn exposed an often overlooked truth, "Being a CEO means that, obviously, you need to stand in front of a crisis... [If] everything is going okay and well, nobody knows who the CEO is...when the situation starts to be tough, that's when they say, 'Okay, who is going to step up? Who is going to be bringing the solution? Who is going to be defending the company?'" etc. So I must admit that I've been blessed with crisis... I cannot complain." Ghosn later concluded, **"Crisis are tough, but [they are] great learning experiences."**

Referring to his way of governing multiple partnerships between Nissan, Renault and Mitsubishi, Ghosn remarked, "A choice is not to decide what to do, but to decide what not to do. A leader should eliminate all options and make up his mind on one single solution to lead his company out of chaotic times." While discussing his failures, Ghosn shared that the biggest type of failure is the wrong judgement of people. However, he then indicated the opportunities which failures present, "Failures are moments to learn from the given situation and mentally reshape yourself."

An enthralling experience for the students, alumni, and faculty of ESCP Europe, Carlos Ghosn's address to the audience was a remarkable affair, offering insights on leadership and cross-cultural inspiration. In his own words, **"managing cultures... you have to love culture...you have to be interested and curious by people that are very different from you...[and] the only way you can bring them together is if they have a common project"**

What an exciting common project the Renault Chair for Intercultural Management will be.