

A pair of hands is shown holding a small, colorful globe of the Earth. The globe is centered on the Atlantic Ocean, with North and South America visible on the left and Europe and Africa on the right. The text "Enhancing Global Leadership" is overlaid in the center of the globe in a large, bold, black font.

Enhancing Global Leadership

Schon Beechler, PhD
Duke Corporate Education and
Ross School of Business, University of
Michigan

Global Strategies and Global Leaders

“The more companies pursue global strategies, the more global leaders they need; and the more global leaders companies have, the more they pursue global strategies.

That the world has an ever-greater need for global leaders is consistent with the increased globalization of competition over the past two decades.”

(Morrison, 2001,p.119)

The Growing Global Leadership Gap

- A global survey by Mercer Delta of 223 senior executives from large corporations across 17 industrial sectors in 44 countries predicts that within the next 5 years, 50% of senior managers in the Fortune 500 will retire, leaving a huge leadership gap to fill.

Global Leadership

- 1960's and 1970's
 - Referred to a company's market position
- End of 1980's – mid-1990's
 - Applied to executives and individual jobs
- Late 1990's – today
 - Multiple conceptualizations
 - Individual competencies
 - Roles/responsibilities
 - Organizational-level characteristics

Global Leaders Face the Following Demands

- Greater need for broad knowledge that spans functions and nations
- Wider and more frequent boundary spanning both within and across organizational and national boundaries
- More stakeholders to understand and consider when making decisions
- Heightened need for cultural understanding within a setting characterized by a wider ranging diversity
- A more challenging and expanded list of competing tensions both on and off the job
- Heightened ambiguity surrounding decisions and related outcomes/effects
- More challenging ethical dilemmas relating to globalization

Global Leadership vs. “Domestic” Leadership

- Global leadership differs in degree
 - in terms of issues related to connectedness, boundary spanning, complexity, ethical challenges, dealing with tensions and paradoxes, pattern recognition, leading large-scale change, efforts and managing diversity to build learning environments, effective teams, and community
- Global leadership differs in kind
 - because dealing with international issues and/or living and working 24/7 in a global/cross-cultural context exposes the individual to experiences so powerful that new mental models are constructed out of internal punctuated equilibrium processes

Global Leadership Traits and Competencies

(a partial list from research)

- Demonstrates global business savvy
- Balances both global and local tensions
- Comfortable with ambiguity
- Risk taking
- High level of commitment
- Cosmopolitan outlook
- Courageous
- Curious
- Hardy
- Resilient
- Resourceful
- Optimistic
- Energetic
- Honest
- Stable Personal Life
- Business Skills
- Technical skills
- Entrepreneurial spirit
- Integrity
- Ethical decision making
- Emotional connection with people
- Embraces duality
- Pattern recognition & cognitive complexity
- Envisions the future
- Environmental sense making
- Ability to instill values
- Inspiring
- Empowering
- Maturity
- Thinking agility
- Ability to improvise
- Lead change
- Flexibility
- Create and maintain a vision
- Communicate across cultures
- Establish close personal relationships across cultures
- Motivate colleagues across cultures
- Manage cross-cultural conflict
- Negotiate internationally
- Work in multicultural teams
- Build geographically dispersed communities
- Build and maintain organizational networks
- Interpersonal skills

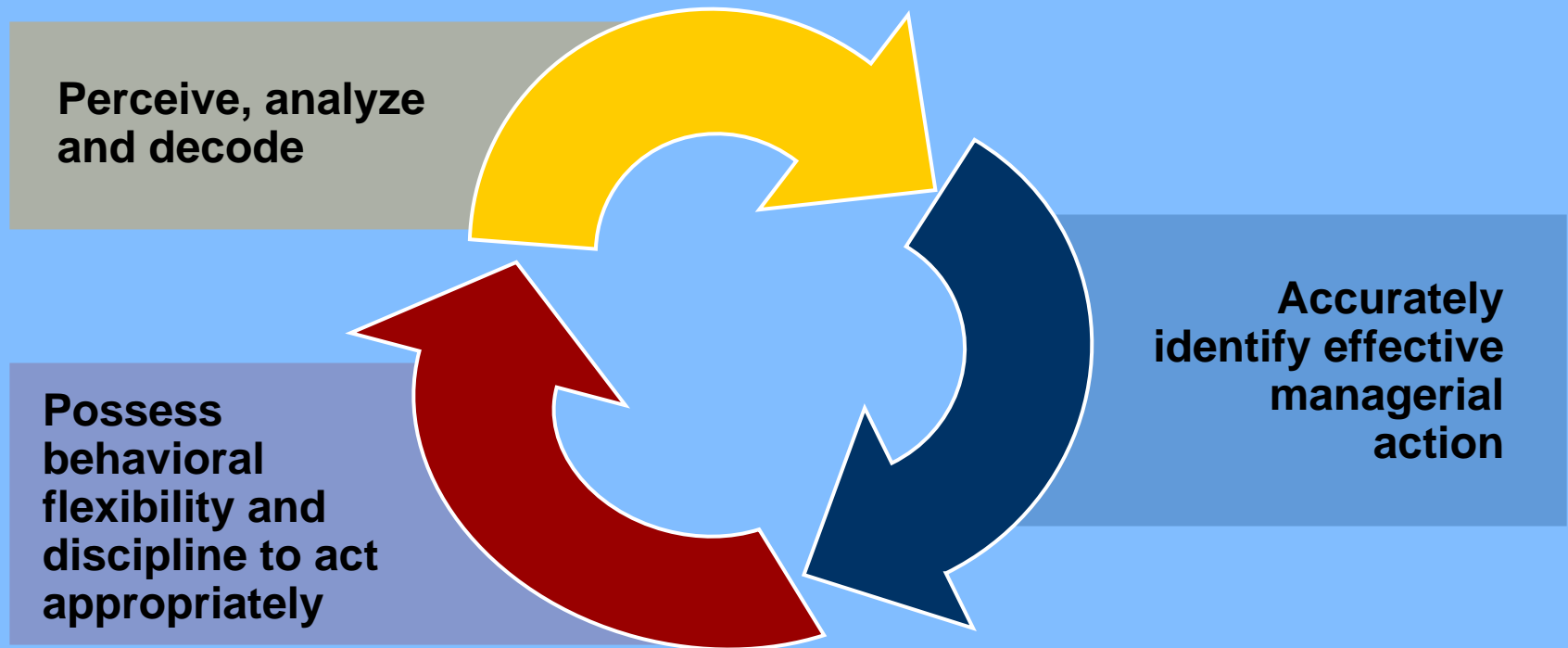
Global Leadership

- ***Global leadership is the process of influencing individuals, groups, and organizations (inside and outside the boundaries of the global organization) representing diverse cultural, political, and institutional systems to contribute towards the achievement of the organization's mission and goals.***

What Effective Global Leaders Know

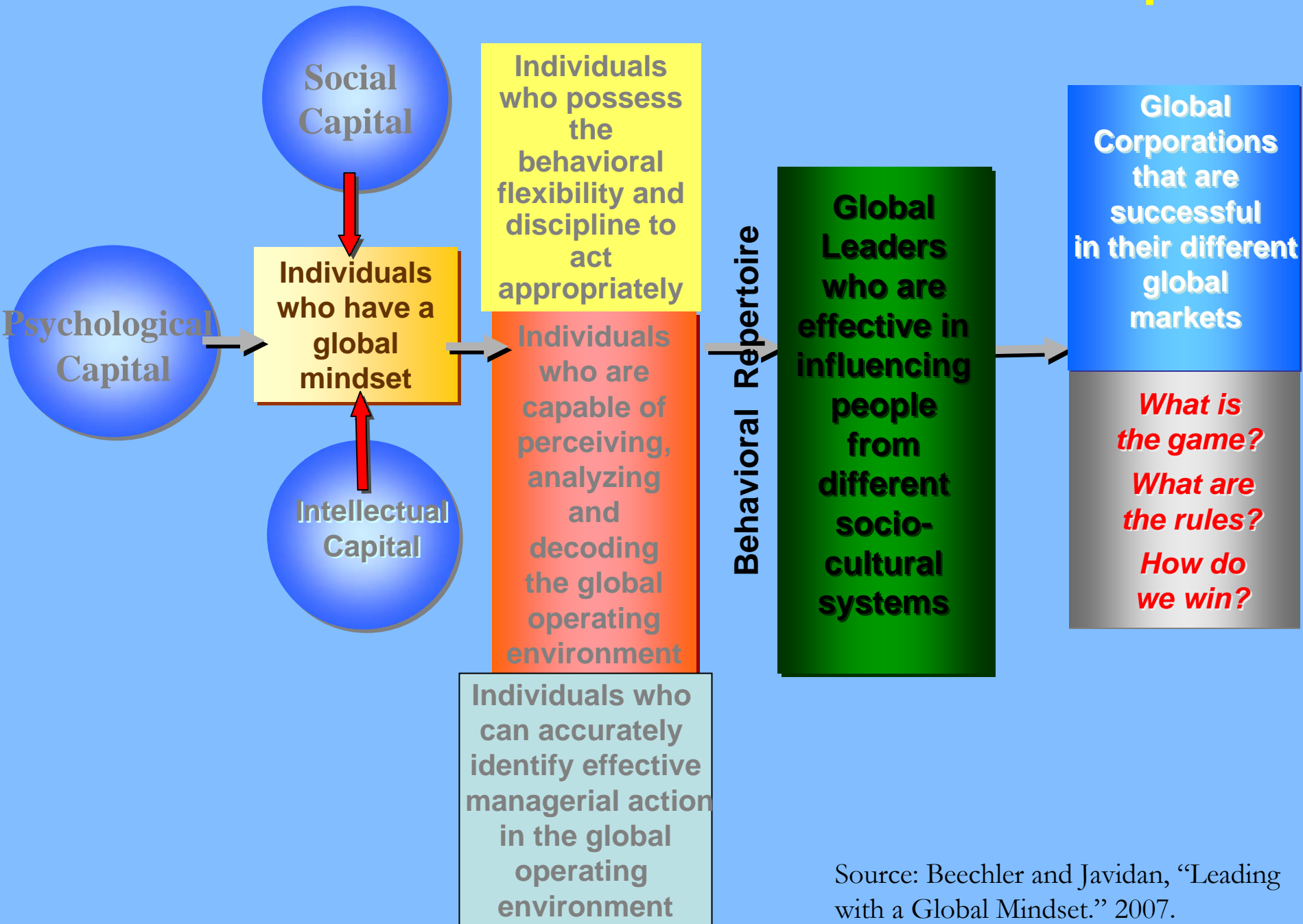
- Intellectual capital
- Social capital
- Psychological capital

What Effective Global Leaders Do



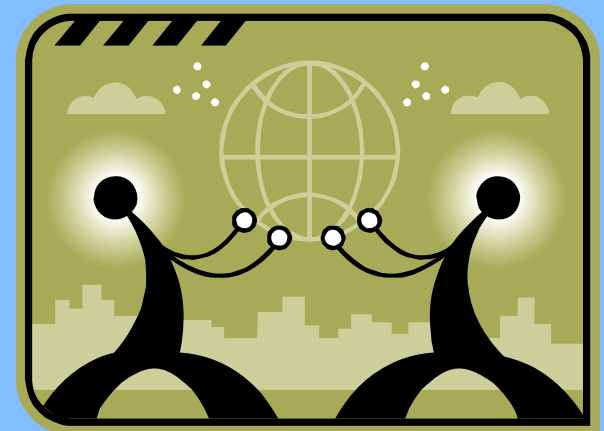
Adapted from Allan Bird and Joyce Osland. 2004. "Global Competencies: An Introduction, In Lane, Maznevski, Mendenhall and McNett (eds)., Blackwell's Handbook of Global Organizing, p.66.

Global Mindset and Effective Global Leadership



Source: Beechler and Javidan, "Leading with a Global Mindset." 2007.

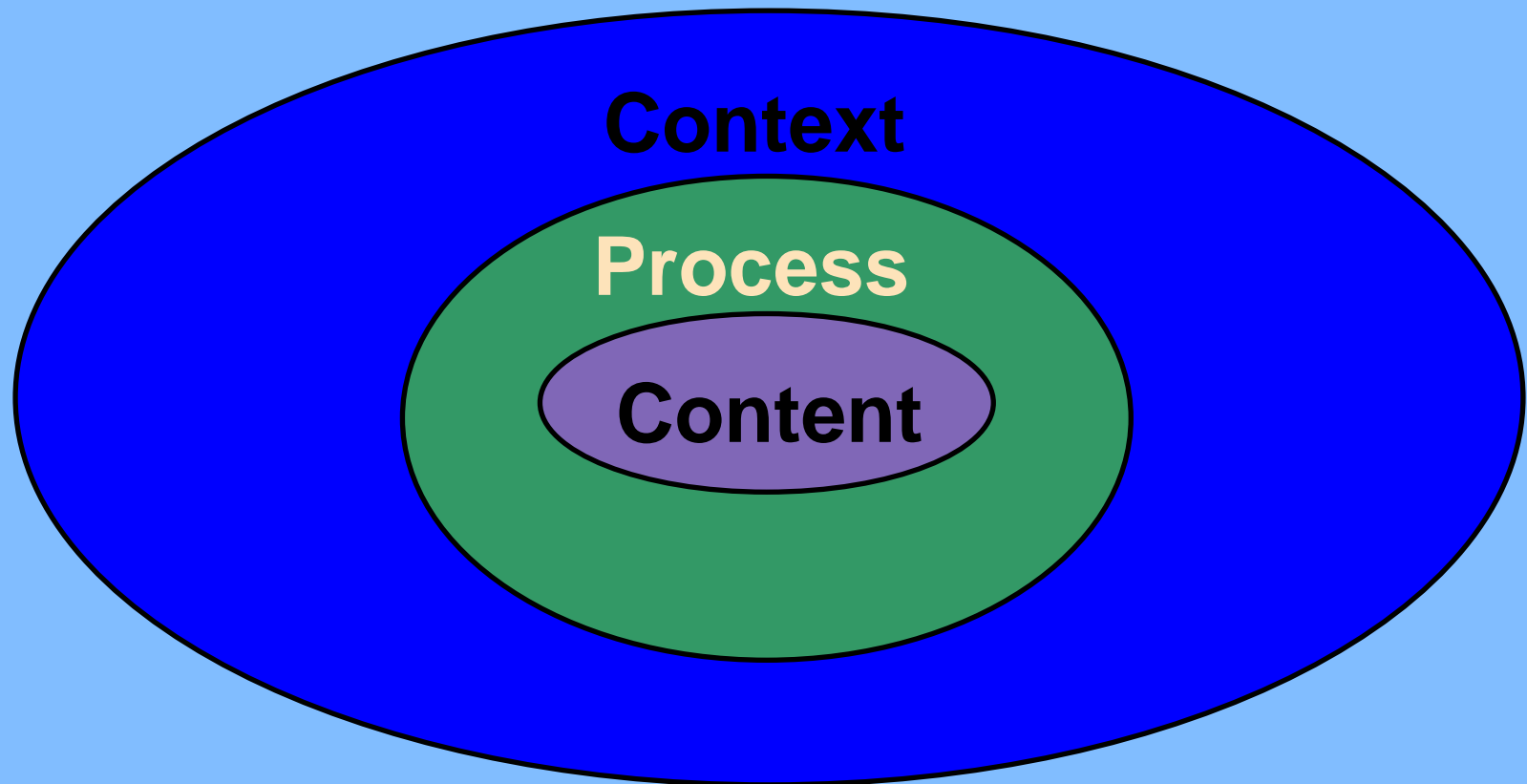
Enhancing Global Leadership



Developing Global Leadership: Lessons of Experience

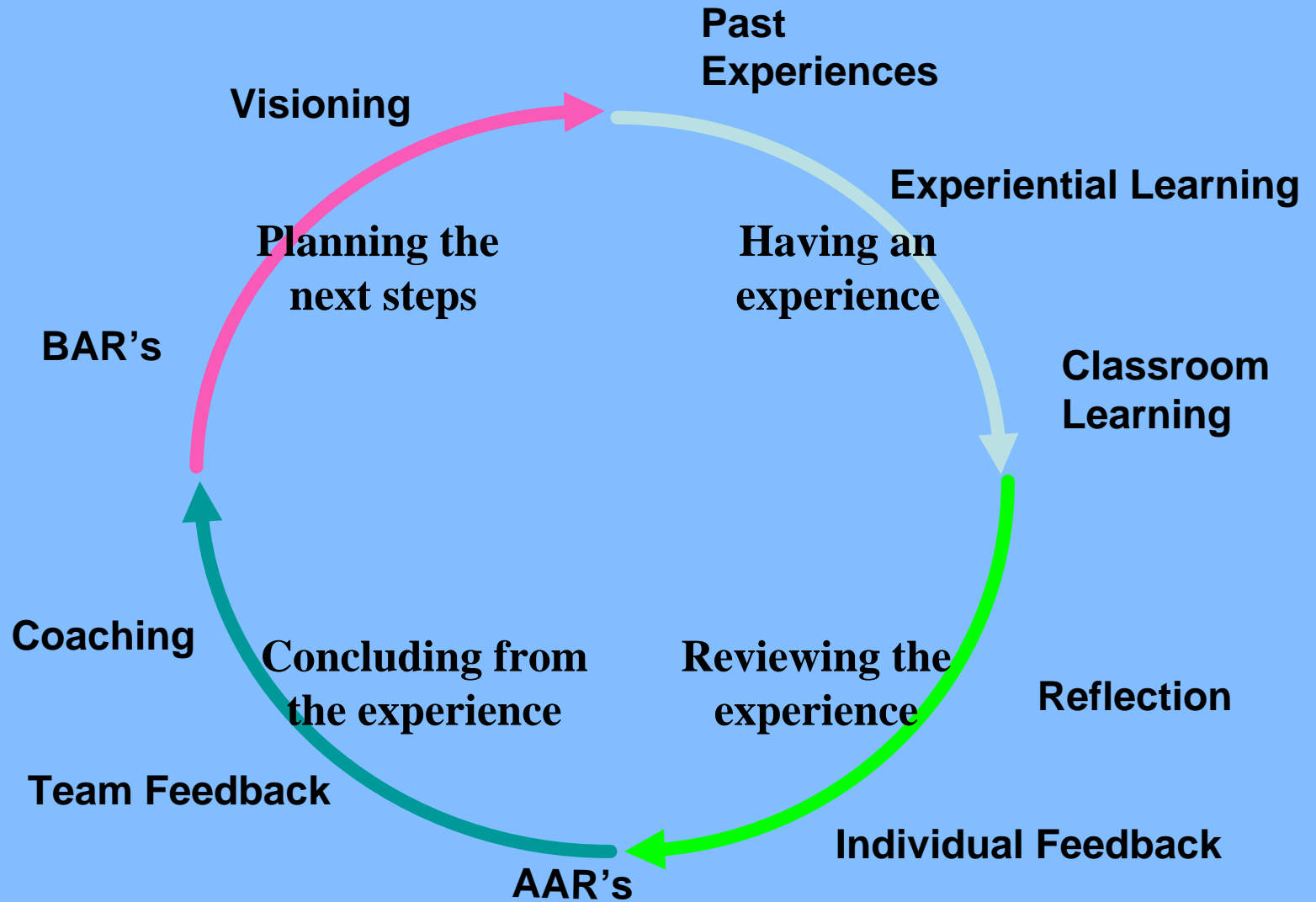
- “Crucible” experiences
 - Content
 - Context

Developing Global Leadership: Designing Educational Experiences



Source: Adapted from Vogt. "Learning out of Context," 1995.

LEARNING CYCLE



Adapted from Alan Mumford. Effective Learning, 1995

Global Leadership Training: Designing Educational Experiences

- Tools
 - Global topic content
 - Videos, case studies, simulations and role-plays
 - Action learning
 - Feedback and coaching
- Context
 - Diverse participant base
 - Field trips to other cultures, and volunteer or work experience in other cultures
 - Safe learning environment
- Focus on changing mental maps (primarily culture)
 - Understanding differences **and** similarities between “us” and “them”
 - Comparing schemas of oneself and others from other cultures

Our **Quest**: Principles of a Learning Community

- **Q** Questioning
- **U** Understanding
- **E** Experimenting
- **S** Sharing
- **T** Trusting

Quest -- An adventurous journey

Informative vs. Transformative Learning



Global Leadership and Learning

