This session presents:

- the international research trends within the global leadership context and its importance to the overall field of organizational leadership.

- Theoretical Framework - moving towards enhancing global leadership competencies and share examples of research topics and titles; the connections to Organizational Leadership; and the authors and experts in the field.

- A review of the importance of networking and global collaboration, including the leading organizations and publications; and

- The effects of social media on effective globally responsible leadership.
EVOLUTION OF LEADERSHIP

• From Power to Persuasion (Rogers, 2015)

• From cross-cultural management to global leadership (Bird & Mendenhall, 2016).
Definition of Global Leadership

A conceptual framework of *globality* in leadership focusing on three critical dimensions: contextual, relational, and spatial-temporal elements of *global* leadership.

- **Complexity** – the contextual dimension
- **Flow** – the relational dimension, and
- **Presence** – the spatial-temporal dimension.

(Mendenhall, Osland, Bird, et. al, 2013).
Conceptual Framework: Dimensions...cont.

- **Complexity** – *the contextual dimension* with four characteristics of complexity:
  - multiplicity,
  - interdependence,
  - ambiguity, and
  - flux

- **Flow** – *the relational dimension*, and

- **Presence** – *the spatial-temporal dimension.*

(Mendenhall, Osland, Bird, et. al, 2013).
GLOBAL LEADERSHIP SKILLS AND CHARACTERISTICS

Critical Skills for Effective Global Leadership (Vilet, 2013).

- Inquisitiveness,
- Dealing with multiple perspectives and ambiguity,
- Frame-shifting,
- Adapt and add value, and
- Multiple business models

Key characteristics of a global business leader Skills for Overseas experiences (Clawson, 2014).

- Deep self-awareness,
- Sensitivity to cultural diversity,
- Humility,
- Lifelong curiosity,
- Cautious honesty,
- Global strategic thinking,
- Patiently impatient,
- Well-spoken, and
- Good negotiator
Capabilities

- The importance of teamwork, conflict management, and organizational diversity essential in the current and future success of global organizations (Smith, 2015).

- First line leadership appears to require four core capabilities (MHI Global Inc, 2015).
  - Involve,
  - Encourage,
  - Guide, and
  - Develop

- Leading across cultures requires flexibility and curiosity (Rowland, 2016).

- Assessing global leadership competencies (Herd, Alagaraja, & Cumberland, 2016).
Brake’s Global Leadership Triad

The realities of globalization:
• increasing emphasis on emerging markets,
• corporate leaders with enormous challenges in developing the leaders required to run global organizations.
• too many multinational companies (i.e. Japanese, Indian, German, and some American ones) — lead from their headquarters and groom future global leaders from the headquarters nation by sending them on overseas appointments.

➢ In order to adapt to local cultures and market needs, companies must shift to decentralized, collaborative decision-making. That requires developing many leaders capable of working anywhere.

New approaches for developing global leaders are required:

• The diversity of top leadership should reflect the diversity of the organization’s customers.
• Global leaders must be effective in aligning employees around the company’s mission and values, empowering people to lead, and collaborating horizontally rather than managing vertically.
• Instead of concentrating on the top 50 leaders, global companies/organizations need to develop hundreds, even thousands, of leaders comfortable operating in a variety of cultures.

NEW CONCEPTS:

- Psycho-social elements of leadership and organizational effectiveness, such as conditioning, power, duty, dependence, and ethics (Luthans, Norman, Avolio, & Avey, 2008; Robinson & Harvey, 2008).


- The Semantic Economy (Satell, 2011)

- Develop psychological capital (Story, 2011).

- Entrepreneurial capability (EC) to capture a firm’s capacity to sense, select, and shape opportunities, and synchronize their strategic moves and resources in pursuit of these opportunities (Abdelgawad, Zahra, Svejenova, & Sapienza, 2013).

- Threshold model of collective behavior- Disruption (Satell, 2013)

- Global leadership communication (Lawrence, 2015).

- Decisions in crisis (McVicar, 2015).

- The paradigm of positive psychology (Allen & McCarthy, 2016).

- Holacracy, a new system of organizational governance (Hansen, 2016).

- Developing cross-cultural managerial skills through social media (Wankel, 2016)

- "The world is fast" by Thomas L. Friedman  Youtube video
Developing global leaders with: cultural sensitivities and collaborative skills

Which requires greater focus on EI, self-awareness, resiliency and empowerment

To understand these approaches, let’s examine what leading global companies are doing.
Create diversity among senior leadership.

- To make sound decisions, companies need a diverse set of leaders who have deep understanding of their local customers, especially those in emerging markets.
- Opportunities at the highest levels, including C-suite and CEO, must be open to people of all national origins.

A pioneer and some Examples

• Atlanta-based Coca-Cola is a pioneer in geographic diversity. As early as the 1960s, the company was run by South African Paul Austin. Since that time, Coca-Cola has had Cuban, Australian, and Irish CEOs, leading to today’s CEO, Turkish-American Muhtar Kent.
• Over the past decade two Swiss companies, Nestle and Novartis, have made dramatic shifts from Swiss-dominated boards and executive leadership to a diverse set of nationalities. Both now have non-Swiss majorities on their boards and several business units based outside Switzerland. Nestle’s executive board represents ten different nationalities, while 80% of Novartis executives come from outside Switzerland.

Focus on values, not hierarchy.

• Samuel Palmisano, IBM’s chairman and former CEO, recognized that IBM’s traditional hierarchical structure would not be effective in the 21st century because it was dominated by product and market silos.

• In 2003 he reorganized the company into an “integrated global enterprise” based on leading by values and collaboration, and uses special bonuses to empower leaders to extend IBM’s culture globally.

Broaden the reach of leadership development.

• With flatter organizations and decentralization of power, corporations must develop savvy global leaders capable of operating locally and globally simultaneously.
• To be effective in global roles, leaders require experience working and living in multiple countries. Extensive travel overseas is no substitute for living there, gaining fluency in local languages, and deeply immersing in the culture.

Some Initiatives in Place

• IBM’s former chief learning officer recently estimated that IBM will need 50,000 leaders in the future.

• Unilever has more than half of its business in Asia, and that percentage will continue to increase. The company has undertaken a major initiative to develop 500 global leaders in intensive leadership development programs to prepare them for expanded roles.

• German chemical maker Henkel, whose executives come from a diverse set of countries, insists they live in at least two different countries before being considered for promotion.

New methods for developing global leaders.

- A shift from focusing on management skills to helping leaders be effective in different cultures by increasing their EI, self awareness and resilience.
A bold shift.......

• Dean Nitin Nohria at Harvard Business School recently sent 900 MBA students overseas to work with companies in countries where they have neither lived nor worked.
• The concept: It is not enough just to work overseas

• Objectives:
  • To process and learn from their experiences,
  • Individuals should utilize introspective practices like journaling, meditation or prayer, and develop support networks of peers like True North Groups.
  • To consult confidentially with people they trust about important decisions and have honest conversations about their dilemmas, mistakes, and challenges.
  • These experiences enable leaders to develop the self-mastery and appreciation and acceptance of people from diverse backgrounds required to become effective global leaders.
Ready-Now Leaders
The Global Leadership Forecast 2014/2015

A joint project of Development Dimensions International (DDI) and the Conference Board.

Ready-Now Leaders:

25 Findings to Meet Tomorrow’s Business Challenges

Global Leadership Forecast 2014 | 2015

THE CONFERENCE BOARD  DDIO
This *Global Leadership Forecast 2014|2015* is the seventh report since Development Dimensions International (DDI) began this research in 1999. The current report—a joint effort of DDI and The Conference Board—includes survey responses from 13,124 leaders; 1,528 global human resource executives; and 2,031 participating organizations. To ensure that no individual organization dominated the overall results, a random sample was taken from any organization whose leaders comprised more than 1 percent of the global sample. Leader demographics are shown on the following slide.

The record-breaking size of the participant pool gave the researchers sufficient sample sizes so that they could look at their findings from many points of view. They were able to dissect findings based on diverse perspectives spanning leaders and HR professionals, four leader levels, gender, 48 countries across all regions, 32 major industry categories, and multinationals versus local corporations. Special topical reports and separate country reports are available at [www.ddiworld.com/glf2014](http://www.ddiworld.com/glf2014).
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High-Resolution Leadership:
A Synthesis of 15,000 Assessments into How Leaders Shape the Business Landscape


International Research Trends in ORGANIZATIONAL LEADERSHIP

The Global Leadership Context

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