





The people development people.

Developing World-class Business Leaders in Emerging Markets – Strategic Challenges and Opportunities

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CPP, Inc.



Agenda

- Macro-economic Context  The Opportunity
- The Leadership Gap  The Challenge
- HR Strategies and Practices for Emerging Markets
- Developing Leaders for Global and Local Effectiveness



CPP, Inc. – Globally Integrated Provider

Research-based personality assessments and people development services



CPP, Inc. Headquarters, Mountain View, CA



View from CPP, Melbourne, Australia



View from CPP, Singapore

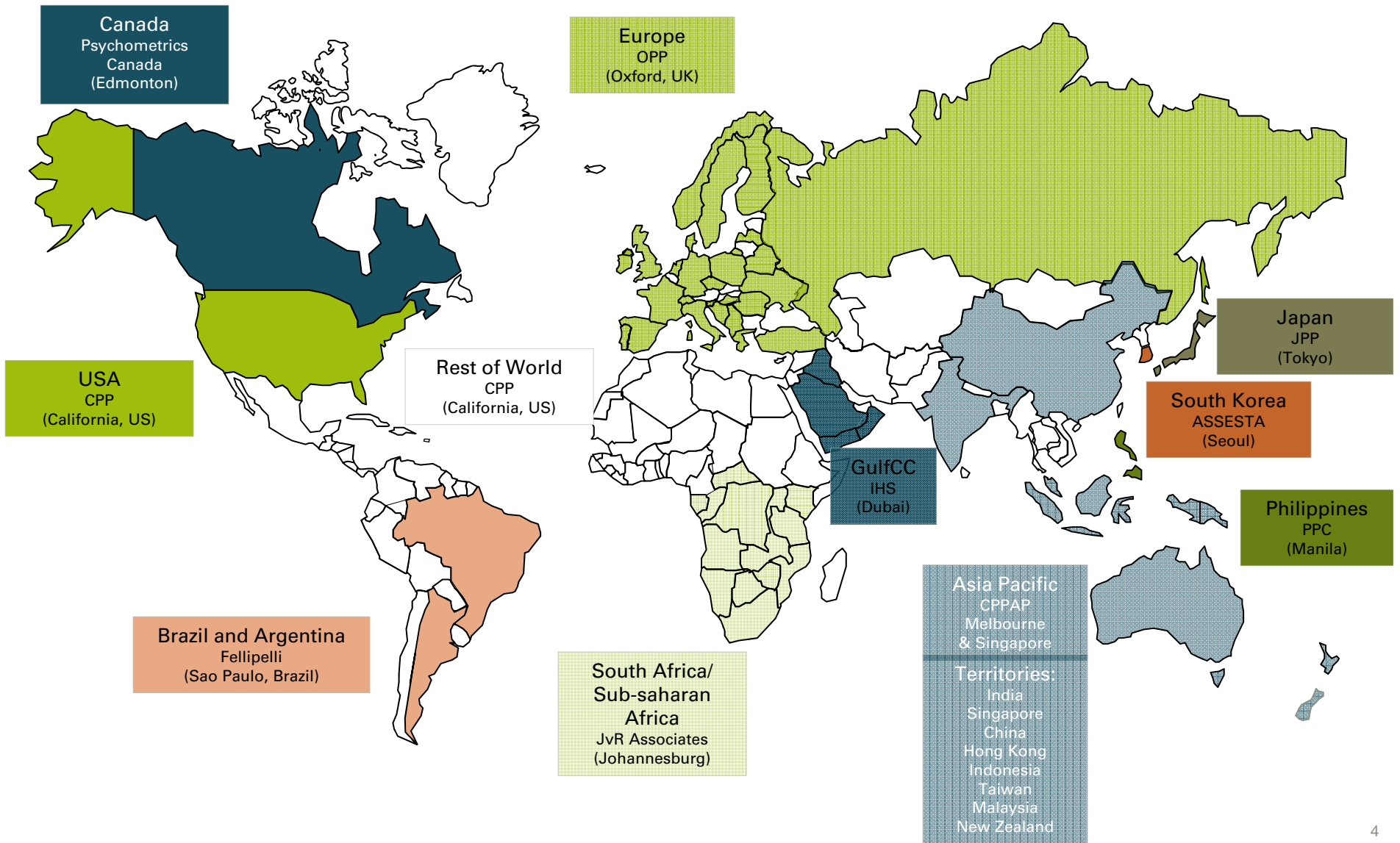


CPP, Auckland, New Zealand



Globally Integrated Provider

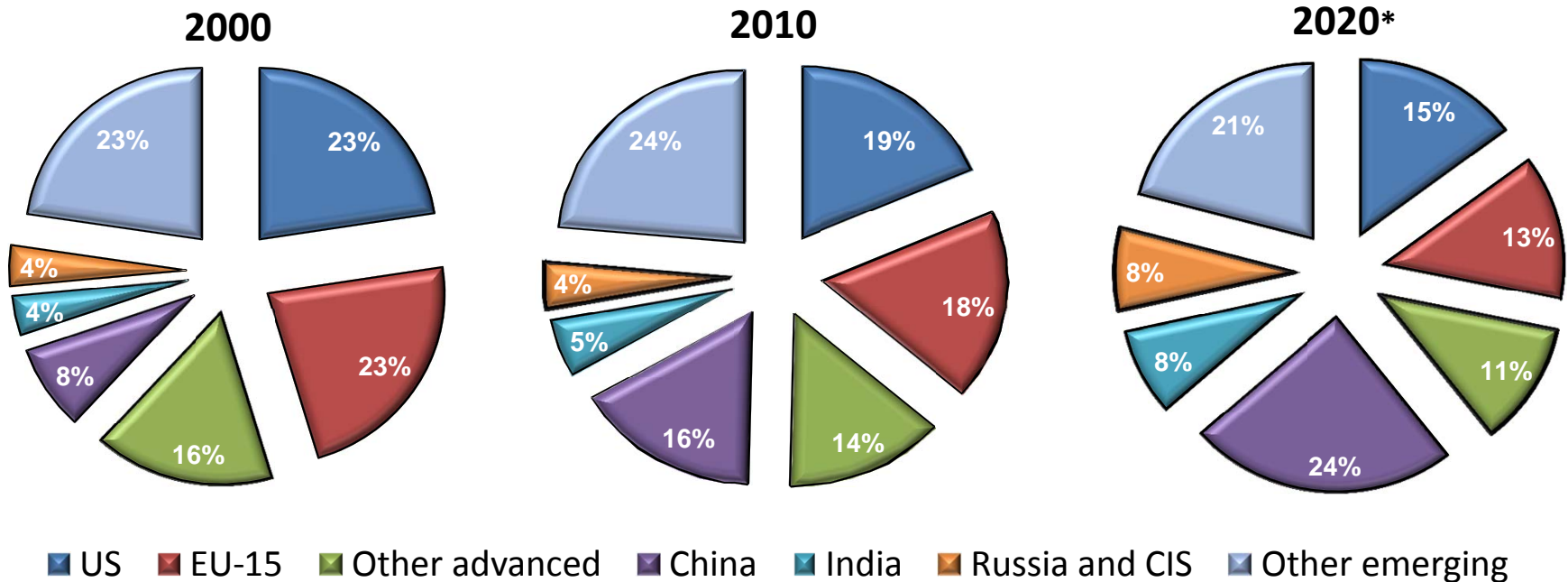
Research-based personality assessments, people development services





Macro-economic Context → The Opportunity

Shares of World GDP (@Purchasing Power Parity)





The Leadership Gap The Challenge



Demand

- High, but unpredictable
- Competition is broadening
- Retention of mobile talent pool



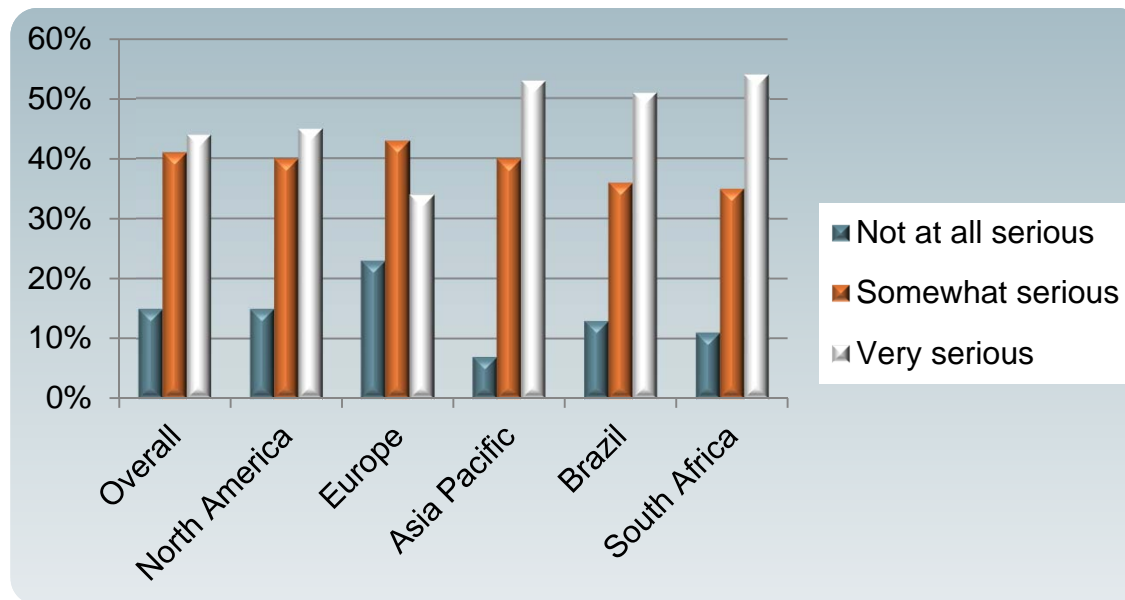
Supply

- Quantity versus quality
- Defining, developing competencies
- Local or global or glocal



The Leadership Gap → The Challenge

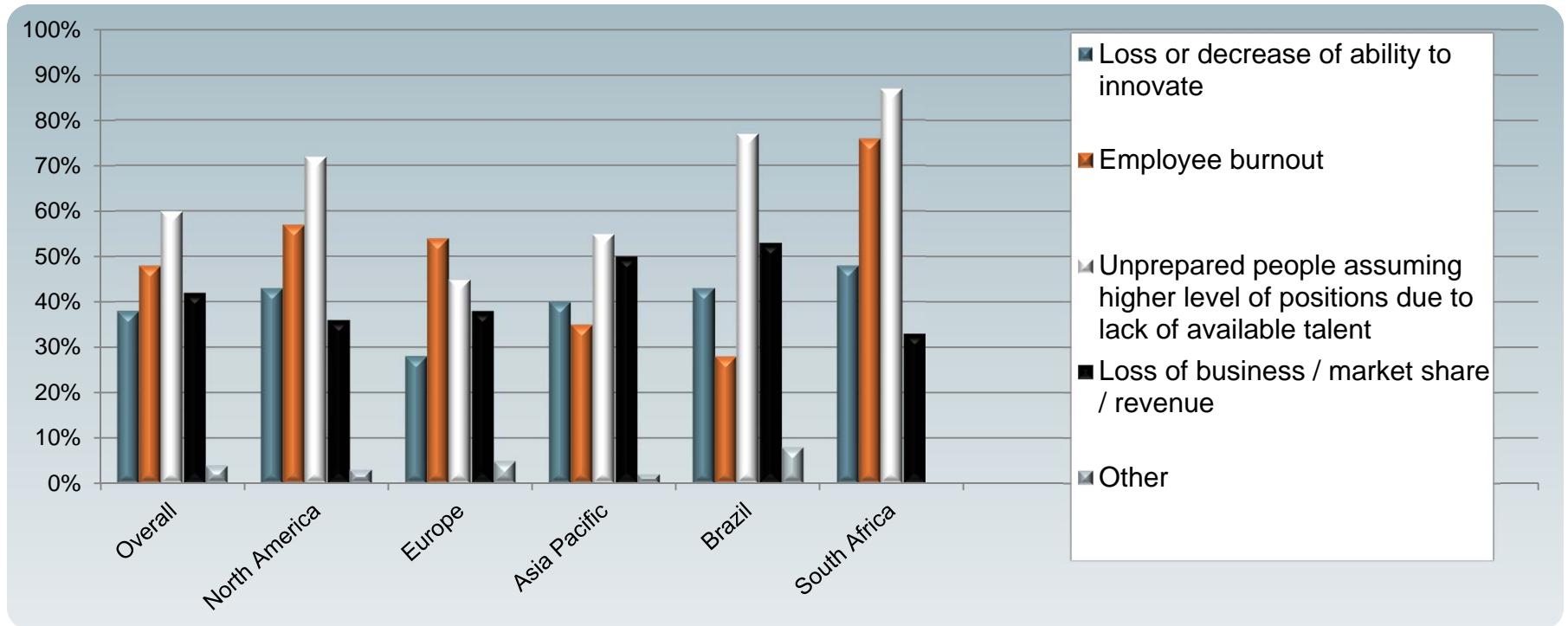
- Level of seriousness the rapidly changing competitive environment has on leadership development plans





The Leadership Gap → The Challenge

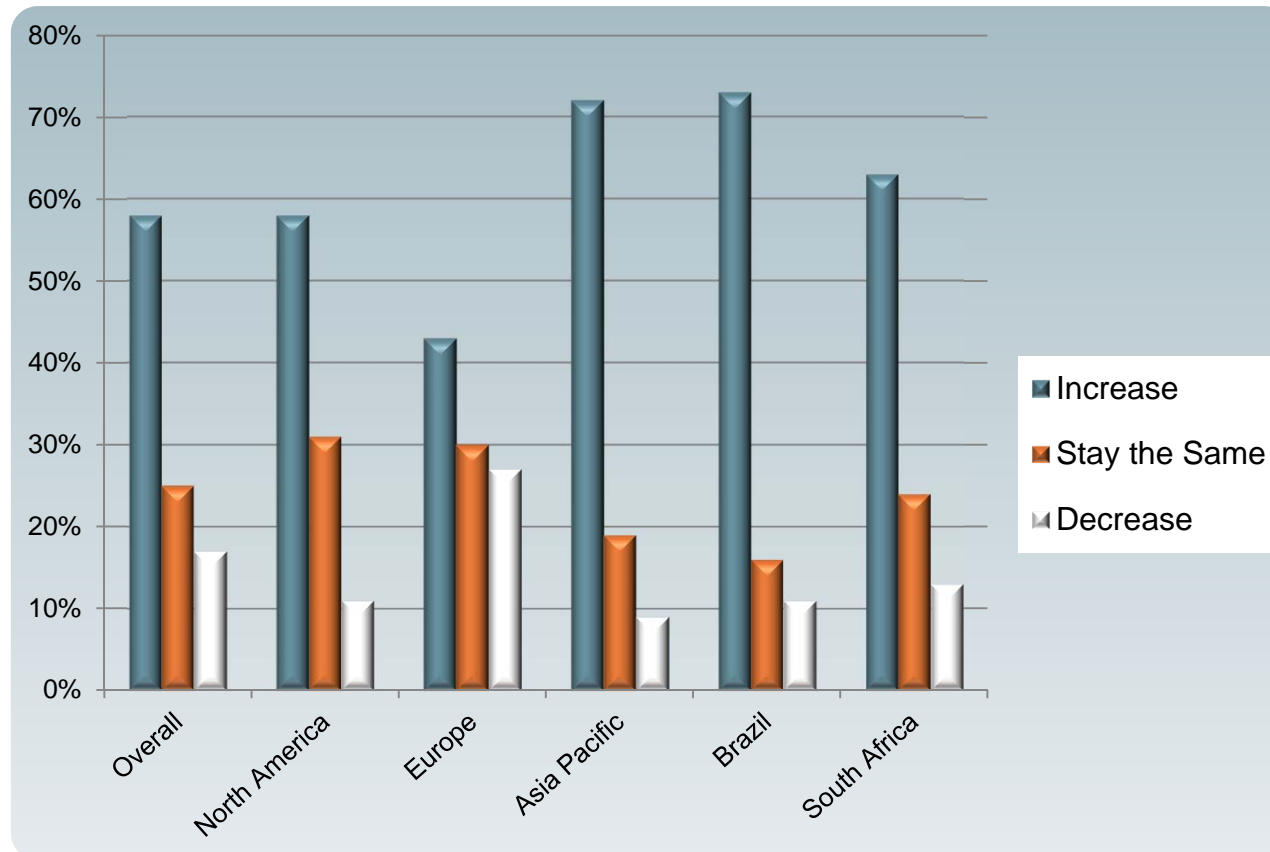
- Greatest challenge to leadership development is unprepared people assuming higher level of positions due to lack of available talent





The Leadership Gap The Challenge

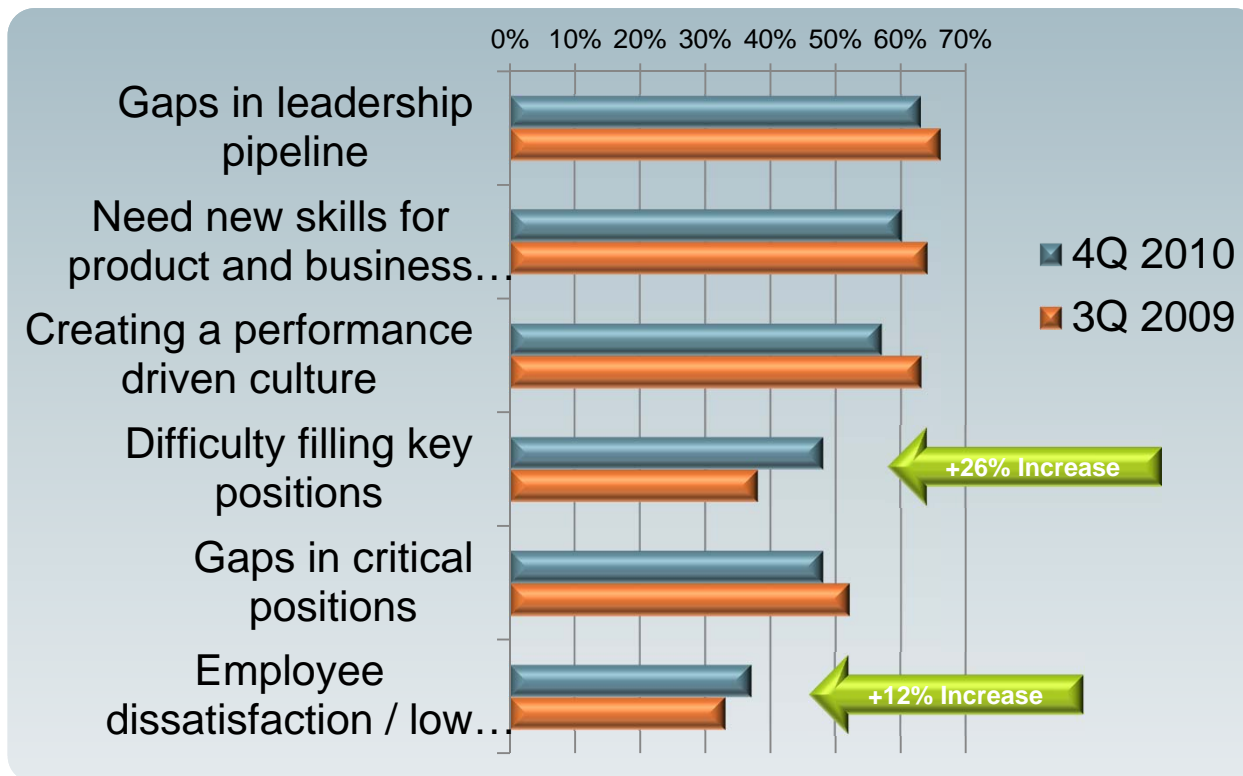
- Expectations on employee growth over the next ten years





The Leadership Gap The Challenge

- 50% of organizations surveyed have difficulty filling key positions

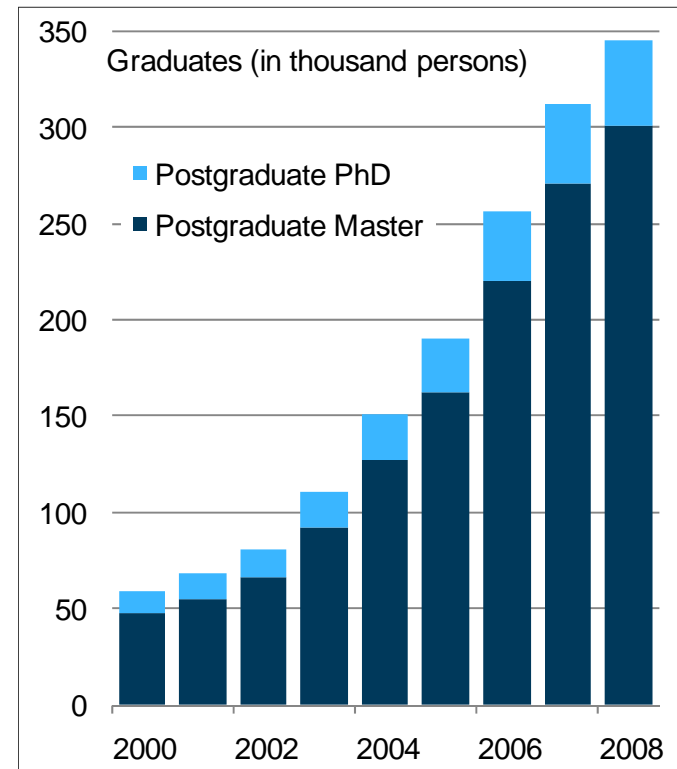
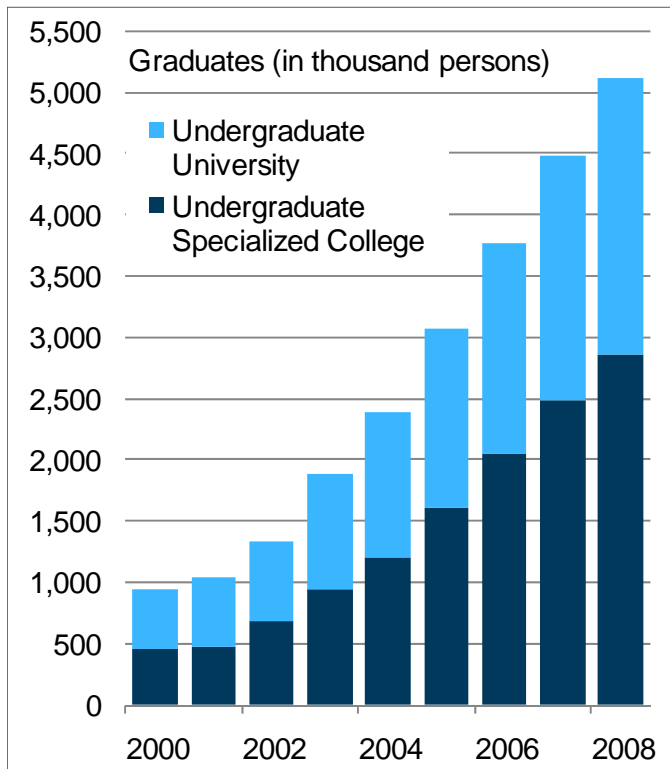




The Leadership Gap The Challenge

Quantity : Quality

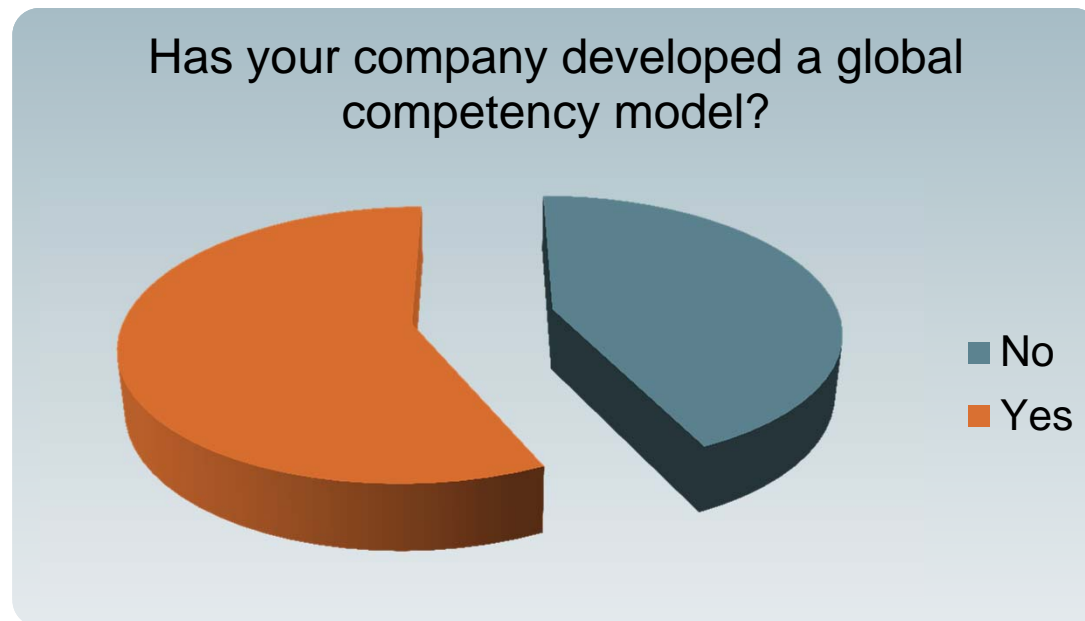
- Graduates of undergraduate and advanced degree programs in China





The Leadership Gap The Challenge

Defining and Developing Competencies : Local or Global or Glocal





The Leadership Gap The Challenge

- What are the top 3 practices that you have found to be the most effective in developing global leaders?

<i>Rank</i>	<i>Practice</i>	<i>Frequency mentioned in top 3 of most effective practices</i>
1	Participation in cross functional international teams	22%
2	International assignments > 2 years	20%
3	Internal management development programs	17%
4	Short-term international assignments < 6 months	17%
5	Mentoring and/or coaching	14%
6	Action-learning assignments	10%
7	Company training programs	9%
8	360-degree feedback	8%
9	International leadership development centers	7%
10	Executive feedback forums	5%
11	External education/training programs	4%
12	Cross-cultural training	4%



The Leadership Gap → The Challenge

Internal Barriers to Developing Leaders

- “A tendency to believe that whatever works in the United States should work across the globe”
- “Perceptions in European headquarters that top executives need to be hard driving like stereotypes of Western executives”
- “In many cases, [expatriates contribute] not at all, as we often replace one expatriate with another”



HR Strategies/Practices for Emerging Markets



- What works best in emerging markets?
- Is it different from developed markets?



HR Strategies/Practices for Emerging Markets

- Developing a Credible and Competitive Employee Value Proposition

Status of company (includes sector and national identity)

Human Resource policies, HR capability

Opportunities for personal and professional growth

Respect – Diversity and Inclusion, Work:Life

Ethical and social responsibility



HR Strategies/Practices for Emerging Markets

What is the definition of HR? – 360 Feedback

The Cynics

- **H**uman **R**emains
- **H**ead of **R**edundancy
- **H**orrible **R**elations
- **H**ighly **R**igid

The Optimists

- **H**uge **R**ewards
- **H**armonious **R**elations
- **H**elp **R**equired
- **H**elps **R**esults

HR Strategies/Practices for Emerging Markets



At what level does the local HR function contribute?



HR Strategies/Practices for Emerging Markets



- What works best in emerging markets?
- Is it different from developed markets?

- Is it all about money?
- No it's not – Maslow and Herzberg revisited





Developing Leaders for Global and Local Effectiveness

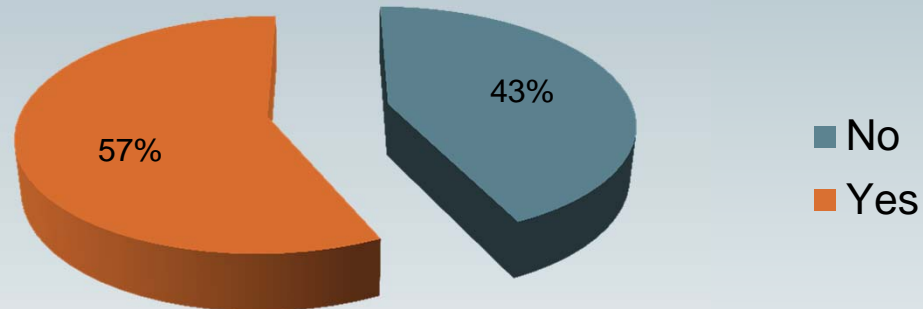
The Conundrum

**Do we develop for global consistency
or local differences?**



Developing Leaders for Global and Local Effectiveness

Has your company developed a global competency model?



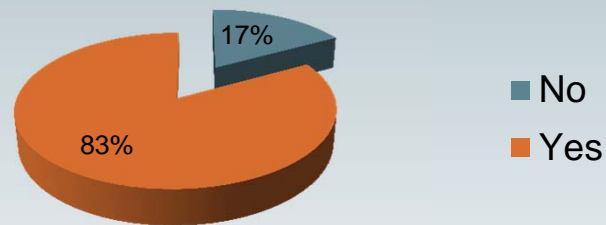
Three most important company-wide competencies

- Strategic thinking, visioning
- Integrity, trust, values
- Excellence, delivering results

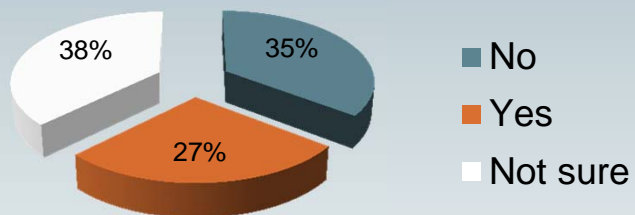


Developing Leaders for Global and Local Effectiveness

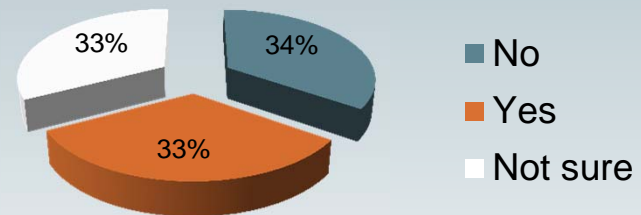
Do you find that leadership skills and competencies are transferable between locations?



If leaders are effective locally, will they be effective internationally?



If leaders are effective in one region, will they be effective in another?





Developing Leaders for Global and Local Effectiveness

How to resolve the conundrum?

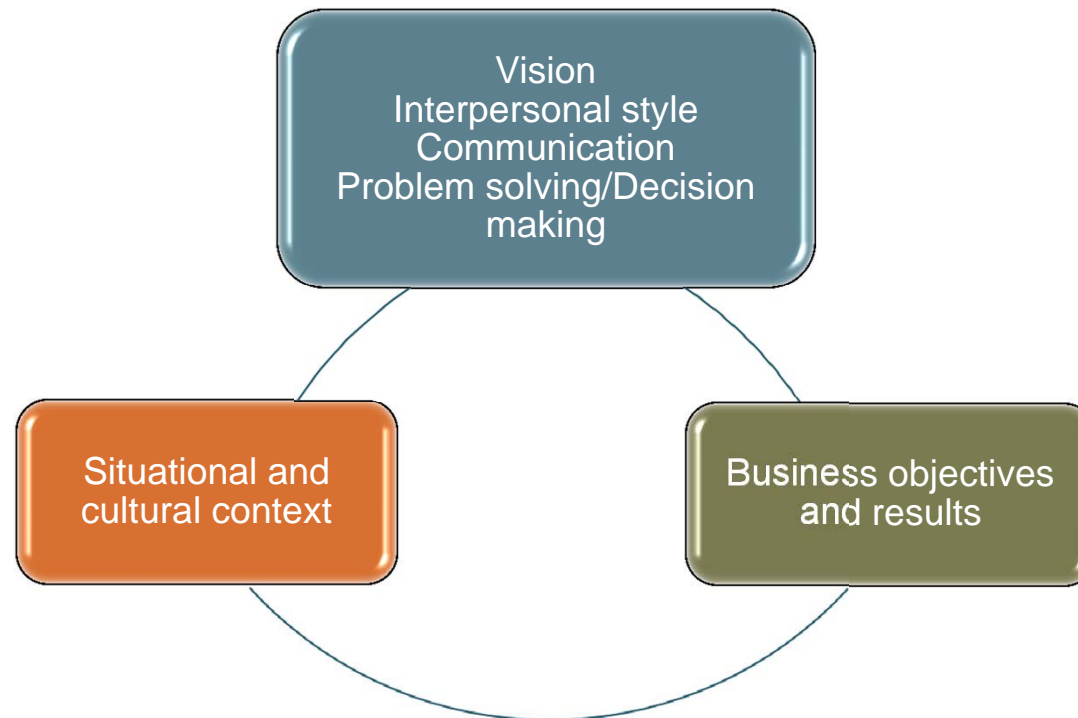


- Should we just bury our heads in the sand?
- Can we identify some universal building blocks/competencies?
- Can we help people develop and adapt behaviors to be effective across a range of contexts and cultures?



Developing Leaders for Global and Local Effectiveness

Universal Building Blocks / Competencies





Developing Leaders for Global and Local Effectiveness

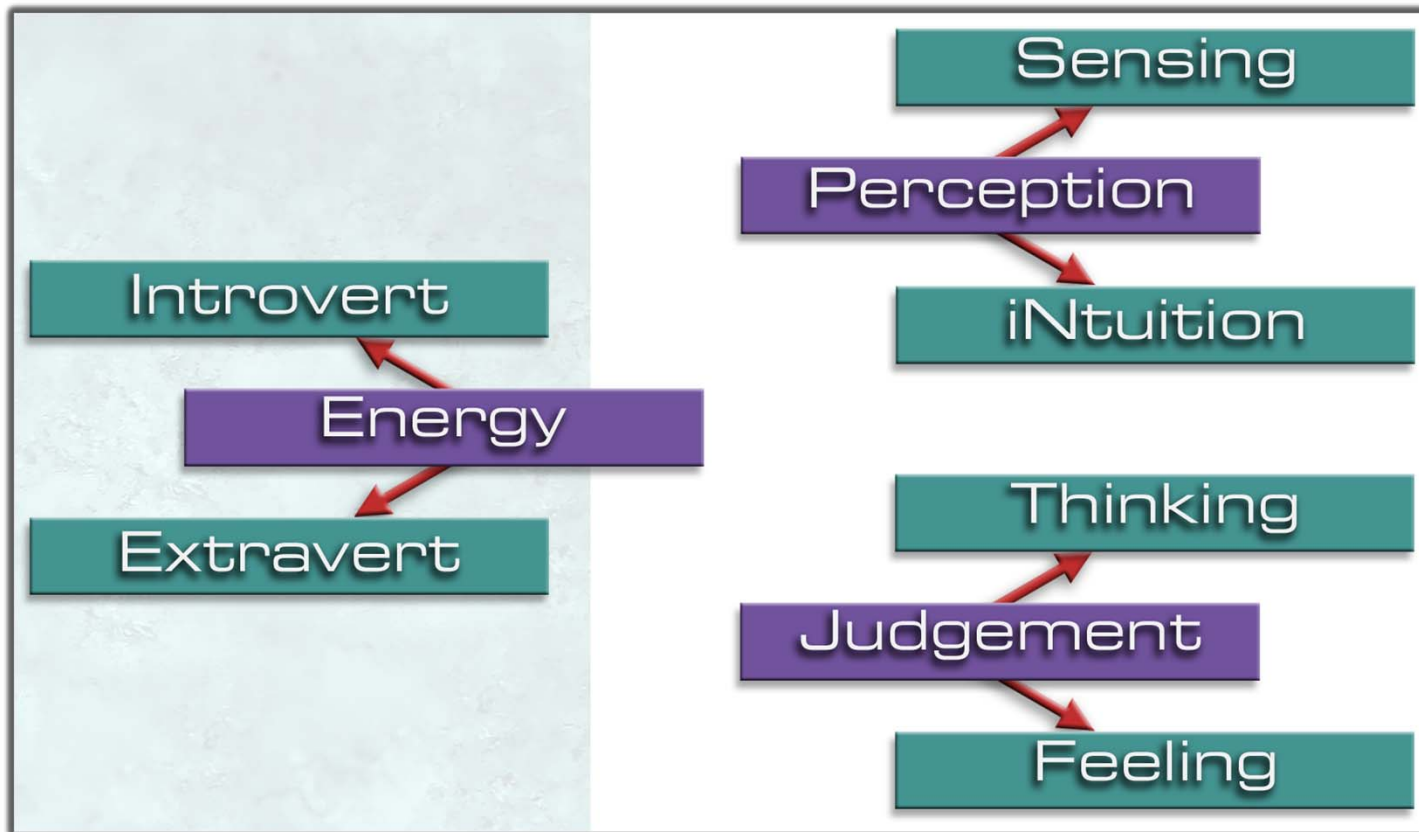
Developing Universal Competencies

1. Improved understanding of self
2. Improved understanding of others – similarities and differences
3. Communicating and working more effectively with others
 - Building on personality differences
 - Recognizing and adapting to different cultural contexts
4. Improving organizational performance
 - Problem solving / Decision making
 - Resolving conflict
 - Managing change
 - Selling / Influencing
 - Innovation



Developing Leaders for Global and Local Effectiveness

Jungian Theory





Developing Leaders for Global and Local Effectiveness

Myers-Briggs Type Indicator[®] (MBTI[®]) Preferences

- **EXTRAVERSION : INTROVERSION** **E:I DICHOTOMY**
Where do you prefer to focus your attention?
Where do you get your energy?
- **SENSING : INTUITION** **S:N DICHOTOMY**
How do you prefer to take in information?
- **THINKING : FEELING** **T:F DICHOTOMY**
How do you make decisions?
- **JUDGING : PERCEIVING** **J:P DICHOTOMY**
How do you deal with the outer world?



Developing Leaders for Global and Local Effectiveness

16 Broad Personality Types

A graphic of a house with a purple roof and a white gable. The roof is decorated with horizontal lines and a small floral pattern in the center. The main body of the house is a 4x4 grid of 16 purple squares, each containing a personality type in white, bold, uppercase letters. The types are arranged in four rows and four columns.

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ



Developing Leaders for Global and Local Effectiveness

MBTI® Lenses

Function Lens

ST	SF	NF	NT
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Communication
Persuading
Selling

Quadrant Lens

IS	IN
ES	EN

Change, Conflict
Team Culture

Team Type Lens

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

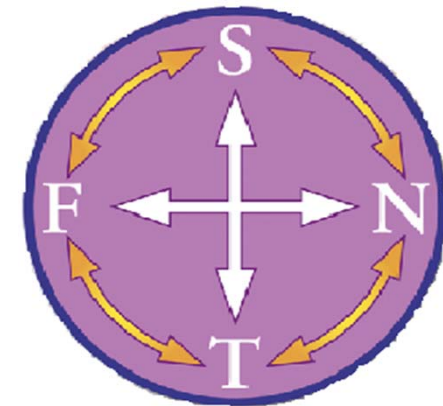
Team Dynamics –
Strengths and Challenges

Leadership Lens

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

Leadership and
Followership

Dynamics Lens



Problem Solving
Decision Making
Stress



Developing Leaders for Global and Local Effectiveness

The Quadrants 'Lens': Top Leadership Team Example (2011)

IS TJ *	IS FJ	IN FJ	IN TJ ***
IS TP	IS FP	IN FP	IN TP
ES TP	ES FP *	EN FP	EN TP **
ES TJ ***	ES FJ	EN FJ	EN TJ *****

'Lens' distribution	
IN:	3
EN:	8
ES:	4
IS:	1

Change, Conflict, Team and Organization Culture



Developing Leaders for Global and Local Effectiveness

The Leadership 'Lens': Top Leadership Team Example (2011)

ISTJ *	ISFJ	INFJ	INTJ ***
ISTP	ISFP	INFP	INTP
ESTP	ESFP *	ENFP	ENTP **
ESTJ ***	ESFJ	ENFJ	ENTJ *****

'Lens' Distribution
TJ: 13
TP: 2
FP: 1
FJ: 0

Leadership and Followership Style



Developing Leaders for Global and Local Effectiveness

Participants in Leadership Development Programs

Data source: The Center for Creative Leadership (CCL) N=26,447

ISTJ 18.2%	ISFJ 3.1%	INFJ 1.7%	INTJ 10.5%	E 53%
ISTP 3.5%	ISFP 1.1%	INFP 2.5%	INTP 6.9%	I 47%
ESTP 3.4%	ESFP 1.2%	ENFP 4.5%	ENTP 8.0%	S 50%
ESTJ 16.0%	ESFJ 3.2%	ENFJ 3.0%	ENTJ 13.1%	N 50%
				T 80%
				F 20%
				J 69%
				P 31%
				TJ 58%
				TP 22%
				FJ 11%
				FP 9%



Developing Leaders for Global and Local Effectiveness

Participants in Leadership Development Programs Data source: Ashridge Management College N = 8,039

ISTJ 14.3%	ISFJ 1.5%	INFJ 0.9%	INTJ 8.0%
ISTP 3.9%	ISFP 0.6%	INFP 1.5%	INTP 6.6%
ESTP 5.8%	ESFP 1.1%	ENFP 3.7%	ENTP 11.6%
ESTJ 20.8%	ESFJ 2.4%	ENFJ 2.5%	ENTJ 14.9%

E	63%
I	37%
S	50%
N	50%
T	86%
F	14%
J	65%
P	35%
TJ	58%
TP	28%
FJ	7%
FP	7%



Developing Leaders for Global and Local Effectiveness

Participants in Leadership Development Programs

Data source: Indian Managers, Technical; Reported Type, N = 597

ISTJ 22.8%	ISFJ 2.7%	INFJ 1.3%	INTJ 9.0%
ISTP 1.2%	ISFP 0.2%	INFP 0.7%	INTP 1.8%
ESTP 2.5%	ESFP 0.8%	ENFP 1.5%	ENTP 1.5%
ESTJ 34.0%	ESFJ 2.2%	ENFJ 2.5%	ENTJ 15.2%

E	50%
I	50%
S	67%
N	33%
T	81%
F	19%
J	81%
P	19%
TJ	71%
TP	11%
FJ	10%
FP	8%



Developing Leaders for Global and Local Effectiveness

Participants in Leadership Development Programs

Data source: Global Electronics company. 1,244 Managers in 12 countries (including USA, Canada, Latin America, Europe, China, Japan)

ISTJ 23.3%	ISFJ 2.1%	INFJ 1%	INTJ 5.1%
ISTP 6.4%	ISFP 1.8%	INFP 1.5%	INTP 4.1%
ESTP 6.8%	ESFP 1.4%	ENFP 2.4%	ENTP 4.9%
ESTJ 27.6%	ESFJ 2.3%	ENFJ 1%	ENTJ 8.4%

E	55%
I	45%
S	72%
N	28%
T	86%
F	14%
J	71%
P	29%
TJ	65%
TP	22%
FJ	6%
FP	7%



Developing Leaders for Global and Local Effectiveness

TJ Leaders Likely Strengths in Leadership

- Use logical analysis and decision making
- Decisive; express positions assertively
- Remain calm during stressful events
- Fair and reasonable
- Make decisions and create implementation plans quickly
- Put plans into action

How these are expressed can vary by cultural context



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TJ Leaders Possible Weaknesses in Leadership

- Emphasize efficiency, overlook inclusion
- Take charge and dominate others
- May not see impacts of decisions on others
- May reject required individual exceptions
- Can make decisions and plans too quickly
- May stick to plans instead of adjusting to new information

How these are expressed can vary by cultural context



Developing Leaders for Global and Local Effectiveness

- However, cultural norms influence behavioral expression



- From A to Z and Everywhere in Between
 - MBTI® assessments were taken in 178 countries or territories – from Afghanistan to Zimbabwe – during the three months December 2010 to February 2011
 - Available in more than 24 languages





Developing Leaders for Global and Local Effectiveness

- Opportunities and challenges
 - Evaluate numerically and qualitatively
- Develop HR capability
 - Fewer cynics, more optimists
- Define what is universal; acknowledge the differences
 - Embrace the conundrum
- Use a common language and process for:
 - Better understanding of self
 - Improved understanding of others – similarities and differences
 - Communicating and working more effectively with others
 - Recognizing and adapting to different cultural contexts
 - Increasing organizational performance



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Thank You

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