Developing a Global Mind-set in Future Leaders

Presented by
Martin Boult, Divisional Director of International Professional Services
Michelle Johnston, Director of International Business Development
Key Objectives

- Critical Global Leadership Skills: Cultural Intelligence, Trust and Application of Skills.
- How Leaders Develop These Skills and Capabilities.
- What Does Effective Leadership Development for Global Leaders Look Like?
CPP is a Globally Integrated Provider
Research-based psychometric assessments, people development services
Before We Begin – Let’s Reflect

How much do you know about your company’s leadership and training needs?

- Do you know the statistics around the various cultural backgrounds and gender ratios of your employees?
- What markets outside of the ones you are already operating in have the most growth potential?
- What do you know about those markets and what skill sets would your leaders need to capitalize on market share in those territories?
- Who of your current leaders successfully lead people from different countries?

“A great leader believes in you and then gets you to believe in yourself.”
*Author unknown.*

“The task of leadership is not to put greatness into people, but to elicit it, for the greatness is already there.”
*John Buchan*
Critical Global Leadership Skills: Cultural Intelligence, Trust and Application of Skills
“The way we do things around here” Hofstede, G. (1991)
Culture

“Tip of the iceberg”
- Etiquette
- Language
- Dress code
- Food
- Architecture

“Below the surface”
- Traditions/Customs
- Beliefs
- Business customs/practices
- How to behave in meetings
Culture – “Software of the mind”

- Culture involves learned or conditioned ways of interpreting and responding to the environment (Hofstede, 1991).

- It affects many behaviours including how we:
  - Communicate
  - Derive meaning
  - Make decisions
How easy is it to misinterpret cultural cues when interacting with people from another culture?

VERY EASY!
Test Your Knowledge – Question 1

If it is 12 p.m. Central Time on September 18, 2012 in the US what time is it in:
1) Dubai, UAE
2) Tokyo, Japan
3) New York, USA
4) London, UK
5) Sydney, Australia
6) Shanghai, PRC

- Dubai, UAE: 9:00 pm
- Tokyo, Japan: 2:00 am
- New York, USA: 1:00 pm
- London, UK: 6:00 pm
- Sydney, Australia: 3:00 am
- Shanghai, PRC: 1:00 am
Test Your Knowledge – Question 2

What date do the following holidays occur in 2013?
1) Ramadan
2) Diwali
3) Chinese New Year
4) Christmas

- Ramadan: July 9
- Diwali: November 3
- Chinese New Year: February 10
- Christmas: December 25
Test Your Knowledge – Question 3

Which countries are considered collectivistic versus individualistic?

<table>
<thead>
<tr>
<th>Collectivist*</th>
<th>Individualistic*</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>United States</td>
</tr>
<tr>
<td>Korea</td>
<td>Sweden</td>
</tr>
<tr>
<td>Indonesia</td>
<td>Australia</td>
</tr>
<tr>
<td>Egypt</td>
<td>Norway</td>
</tr>
<tr>
<td>Argentina</td>
<td>Germany</td>
</tr>
<tr>
<td>Brazil</td>
<td>Canada</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>United Kingdom</td>
</tr>
<tr>
<td>India</td>
<td>France</td>
</tr>
<tr>
<td>Japan</td>
<td>Ireland</td>
</tr>
<tr>
<td>Guatemala</td>
<td>New Zealand</td>
</tr>
<tr>
<td></td>
<td>The Netherlands</td>
</tr>
<tr>
<td></td>
<td>Israel</td>
</tr>
<tr>
<td>Lebanon</td>
<td></td>
</tr>
<tr>
<td>Mexico</td>
<td></td>
</tr>
<tr>
<td>Portugal</td>
<td></td>
</tr>
<tr>
<td>Russia</td>
<td></td>
</tr>
<tr>
<td>Singapore</td>
<td></td>
</tr>
<tr>
<td>Taiwan</td>
<td></td>
</tr>
<tr>
<td>Malaysia</td>
<td></td>
</tr>
<tr>
<td>Ecuador</td>
<td></td>
</tr>
</tbody>
</table>
Mapping it Out

Source: www.eupedia.com
Test Your Knowledge – Question 4

What are some common business behaviors for each approach?

**Collectivism**

- **Questions**: Subordinates consider asking questions to be intimidating because it might be seen as challenging authority.
- **Authority**: Title and rank are considered very important. Managers/leaders consider themselves mentors and give guidance to employees – in return they expect obedience and loyalty.
- **Privacy**: Not sharing information in collectivist cultures is considered disrespectful – matters should be shared with the group.
- **Yes**: Is often used to acknowledge they understood/heard what someone said.

**Individualism**

- **Questions**: Subordinates are expected to ask questions and even challenge authority.
- **Authority**: Managers/leaders see themselves as part of the team and are in position because of expertise or experience.
- **Privacy**: Personal privacy is important in western cultures and if something is considered confidential it should remain that way in most circumstances. There are many laws in place to protect privacy.
- **Yes**: Is often interpreted as there is agreement or commitment to do something.

Source: Chalré Associates
Leadership Challenges for Organisations

**Current global and generational shortage of leaders**

**Changing attitudes of employee expectations of leaders.**

“Developing talent for leadership tops the list of most significant challenges and can be seen as a thread running through the overall trend of talent management”. The Conference Board (2011)

**Organisations have higher expectations of their leaders and leaders have declining loyalty for organisations who don’t invest in their development.** Deloitte (2012)
Challenges Leaders Face

- Increasingly more complex work.
- Knowledge and expertise distributed more widely in organizations.
- Fewer resources to manage more people.
- Diverse and dispersed workforce.
- Rapidly accelerating pace of change.
- Escalating performance expectations.
- Influencing to build coalitions.

“Leaders cannot choose their styles at will...[their effectiveness] depends on the cultural conditioning of a leader’s subordinates.” (Hofstede, 1980)

Why is it Important to Focus on Global Leadership and Creating a Global Mindset?

- High Failure of Global Leaders on Global Initiatives
  - 20+ years of research linking who’s in charge and organizational performance.
  - Leadership behavior is directly linked to employee trust and engagement.
  - Failure Rate for leaders is about 75% - failure linked to poor leadership behaviors.
  - Up to 45% of a firms financial variance is linked to the leaders performance.
  - Global leadership programs are failing to prepare our leaders effectively.

- Only 30% of employees report being engaged in their work.
- Quick Fixes, Not linked to Strategy, Lack of Accountability, Poor Matrix, Lack of Application.
- 70% of organizations don’t have a global leadership development program.


(Chughtai & Buckley, 2008; McAllister, 1995; Salamon & Robinson, 2008; Costa, Roe & Taillieu, 2001; Blessing White, 2011).

(Ducker, 1999; Gilley, 2005; Howkins, 2001; Bossidy & Charan, 2002).

(Joyce et al., 2003; Day & Lord, 1988; Thomas, 1988; McGahan & Porter, 1997).

(Developing successful global leaders, 2011; Ready & Conger, 2003; Bennett, Aston & Colquhoun, 2000; Gudykunst, Guzley & Hammer, 1996; Bernthal & Wellins, 2010).
Because….

“Major international toy retailer fails to charm China”

International sports attire company misses the mark in United Arab Emirates

“Major USA retailer leaves Korea”

Leaders need a global mindset to understand the customs and practices to succeed in markets outside of their local culture (Goodman, 2001).
What Kind of Competencies are Important?

Global Competency Model

- 43% Have a Global Model
- 57% Do Not have a Global Model

Three most important company-wide competencies:
- Strategic Thinking & Visioning
- TRUST, Integrity and Values
- Excellence & Delivering Results

Source: Conference Board 2009
There’s More…

Mentoring and Coaching

• Building Coalitions
• Trust

Influencing

• Cultural/Diversity Awareness
• Direct Experience
• Adaptation

Cultural Intelligence

• Innovation

Leading Change

Interpersonal Skills

• EQ, MBTI®, CPI®, FIRO-B® assessments, etc.

How Leaders Develop These Skills and Capabilities
Leadership Development Processes

CULTURAL NORMS
Organizational/Country

- Competencies & Learning Goals
- Direct in Country Experience
- Matrices
- Application
- Mentoring & Coaching
- Interpersonal Skill Development

Accountability

Individual & organizational commitment to leadership development
Core Components of Global Leadership Programs

**Defined Competencies & Learning Goals**
- Aligned with Strategy

**Interpersonal Skill Development**
- 360 Feedback
- Personality Assessments

**Direct in Country Experience**
- Customs
- Morals and Beliefs
- Business Practices

**Mentoring & Coaching**
- Know How to Coach and Mentor

**Application of Learning**
- Apply Skills in roles Where Success and Failure Matter.
- Led by or Involves Senior Leaders
To Ensure Success

Accountability

- Develop Goals/Plans Aligned with Strategy
- Involve Key Stakeholders
- Measure Change Ensure Application and Adaptation of Skills

Matrices

- Determine How Programs Will Impact Various Parts of the Business
- Establish the Proper Measurements for Each of the Relevant Parts of the Business
Real World Examples of Leadership Development
How Leaders Develop in the Real World

- Client One:
  - One of world’s largest beverage company.
  - Hundreds of thousands of employees in 200 countries.
  - Multiple leadership programs mid manager level and up.
  - Company Goals:
    1. Attract and retain the best and brightest talent
    2. Create a culturally diverse and inclusive culture
    3. Inspire employees
Client One – Mid Management Training

- Eighteen month long program delivered in 19 countries in 9 different languages.
- Pre-work required use the MBTI® assessment and 360’s to help drive interpersonal skills awareness and decision making skills.

Week 1
Understanding the Business and Driving Results
- How to Translate Strategy into Results
- Building Trust and Effective Coalitions
- Increasing Cross Cultural Teams
- Finance and Analysis in Effective Decision Making

Week 2
Building High Performing Teams
- Enhance Commercial Acumen
- Attract, Develop, Manage & Retain Diverse Talent
- Positive, Trusting, Environment to Drive Engagement and Performance
- Clear Objectives Aligned with Strategy
- Managing and Coaching for Results

Week 3
Leading Change and Adaptive Leadership
- Revenue Growth Management
- Manage Personal Reactions to Change
- Help Team Embrace Change Faster
- Tools and Processes to Lead Change
- Use Influencing Skills to Increase Leadership Effectiveness

Application

© 2012, CPP, Inc. All rights reserved
How Leaders Develop in the Real World

- Client Two:
  - One of largest restaurant chains in the world with 1.7 Million employees, over 33,500 restaurants worldwide, in 119 countries.
  - Multiple leadership programs mid manager level and up.
  - Programs Objectives are:
    1. Develop Greater Insights and Self Awareness
    2. Recognize and apply principals of successful coaching to real life business situations
    3. Make better business decisions through identifying assumptions that influence decisions
    4. Learn how to effectively implement plans
    5. Build stronger networks
    6. Gain broader business perspective
# Client Two – Mid Level Manager Program

<table>
<thead>
<tr>
<th>Day 1</th>
<th>Day 2</th>
<th>Day 3</th>
<th>Day 4</th>
<th>Day 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interpersonal Awareness</td>
<td>Strategy &amp; Leadership</td>
<td>Logistics &amp; Simulations</td>
<td>Review of Business</td>
<td>Overview and Developmental Plan Creation</td>
</tr>
<tr>
<td>Personality Preferences &amp; Application in the Work Place</td>
<td>Case Studies: Strategic Thinking and Experiential Learning</td>
<td>Leader &amp; manager Presentations on Business Tools</td>
<td>Results 4-6 Years Application</td>
<td>Overview of Corporate Resources</td>
</tr>
<tr>
<td>Emotional Intelligence</td>
<td>MBTI® - Thinking vs Doing Promoting Higher Thinking</td>
<td>Simulations Walk Through</td>
<td>Review of Business Decisions and Decision Making Process</td>
<td>Leadership Development Plan</td>
</tr>
<tr>
<td>5 Communication Tools</td>
<td>4 Stages of Strategic Thinking</td>
<td>Year 3 Decisions</td>
<td>Team Effectiveness Results</td>
<td>SWOT Analysis</td>
</tr>
<tr>
<td>Coaching</td>
<td>Embracing the Corporate Vision</td>
<td>Regional Manager Meeting: Review Business Results</td>
<td>Reflections of Results and Change Initiatives</td>
<td></td>
</tr>
<tr>
<td>MBTI® &amp; Effective Leadership</td>
<td>Influencing Others &amp; Team Effectiveness</td>
<td>Year 4 and Improving Team Dynamics</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Key Recommendations

- Leaders and organizations need to further enhance their cultural intelligence in an ever increasing global workplace.

- Developing leadership skills which foster trust and inspire employees from different cultural backgrounds is mission critical for future leaders.

- Successful global organizations offer multi-faceted development for their future leaders that incorporates business aligned competencies, senior leader-led coaching/mentoring, experiential learning of foreign cultures, valid and objective assessments, and factor in the cultural context of participants.
“Let us not be blind to our differences—but let us also direct attention to our common interests and the means by which those differences can be resolved.”

Order CPP products in multiple languages on SkillsOne.com!

The MBTI® Step I™ Interpretive Report for Organizations, MBTI® Step II™ Interpretive Report, and FIRO-B® Profile can be purchased in 24 different languages including, Brazilian Portuguese, Swedish, and German.

Visit [www.cpp.com/globalreports](http://www.cpp.com/globalreports) to view a helpful demo about how to setup this functionality in SkillsOne and provide us with some information to help you get started.
Global Directions
Research-based psychometric assessments, people development services

**Territories:**
- **Canada**
  - Psychometrics Canada
  - Edmonton
- **Europe**
  - OPP (Oxford, UK)
- **Asia Pacific**
  - CPPAP
  - Melbourne & Singapore
  - Territories:
    - India
    - Singapore
    - China
    - Hong Kong
    - Indonesia
    - Taiwan
    - Thailand
    - Malaysia
    - New Zealand
- **South Africa/ Sub-Saharan Africa**
  - JvR Associates (Johannesburg)
- **Brazil**
  - Fellipelli
  - Sao Paulo, Brazil
- **Mexico**
  - HDS
- **South Korea**
  - ASSESTA
  - Seoul
- **Philippines**
  - PPC
  - Manila
- **USA**
  - CPP
  - (California, US)
- **Rest of World**
  - CPP
  - (California, US)
  - GulfCC
  - IHS (Dubai)
- **Japan**
  - JPP (Tokyo)
- **Canada**
  - PsychoMetrics Canada
  - (Edmonton)
- **Philippines**
  - PPC (Manila)

**Map Legend:**
- Green: Canada
- Blue: Europe
- Yellow: USA
- Orange: Brazil
- Brown: South Korea
- Blue: Rest of World
- Grey: Asia Pacific
- Black: South Africa/ Sub-Saharan Africa
- Green: Mexico
- Blue: GulfCC
- Green: IHS
- Orange: Territories
- Dark Green: Research-based psychometric assessments, people development services
Questions?

Avez-vous une question?
¿Tiene una pregunta?
Van kérdése?
Haben Sie eine Frage?
Do you have a question?


References


References


Merci Beaucoup
¡Muchas gracias!
Köszönöm szépen
谢谢
शुक्रिया
شكراً
Thank You Very Much!

www.cpp.com
+1 650.623.9234
globalsales@cpp.com