

Developing a Global Mind-set in Future Leaders

Presented by

Martin Boulton, Divisional Director of International Professional Services

Michelle Johnston, Director of International Business Development

Key Objectives

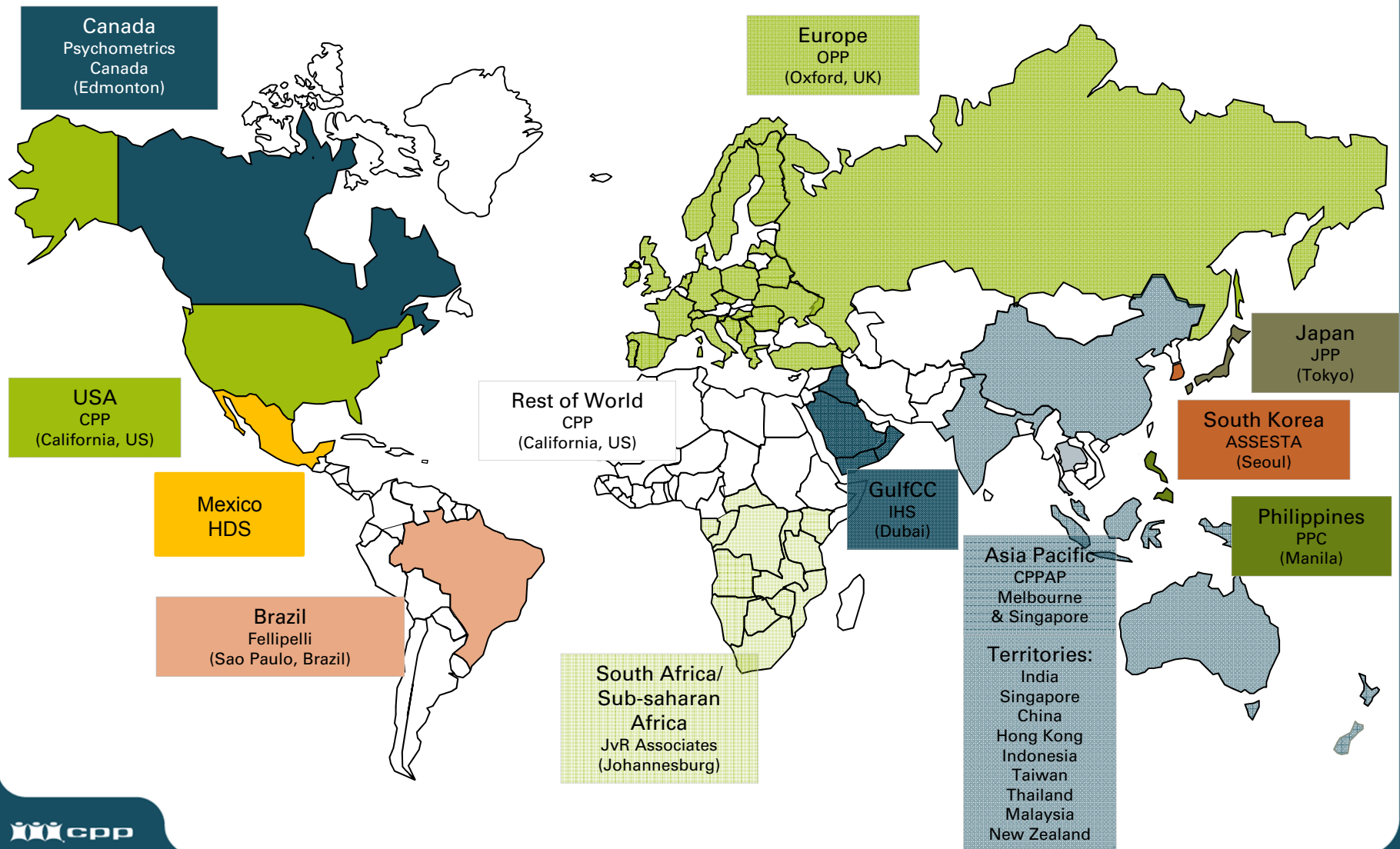
Critical Global Leadership Skills: Cultural Intelligence, Trust and Application of Skills.

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)



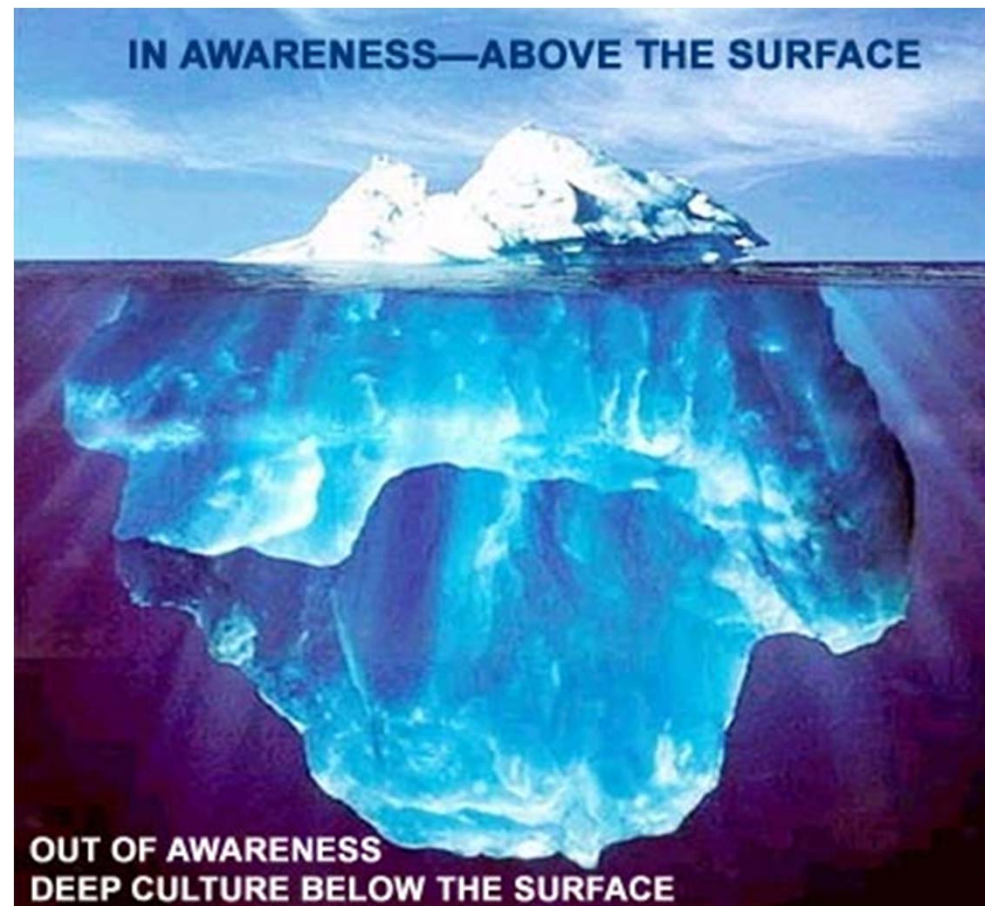
Culture

“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



Cultural Intelligence

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



Test Your Knowledge – Question 2

What date do the following holidays occur in 2013?

- 1) Ramadan
- 2) Diwali
- 3) Chinese New Year
- 4) Christmas



Test Your Knowledge – Question 3

Which countries are considered collectivistic verses individualistic?

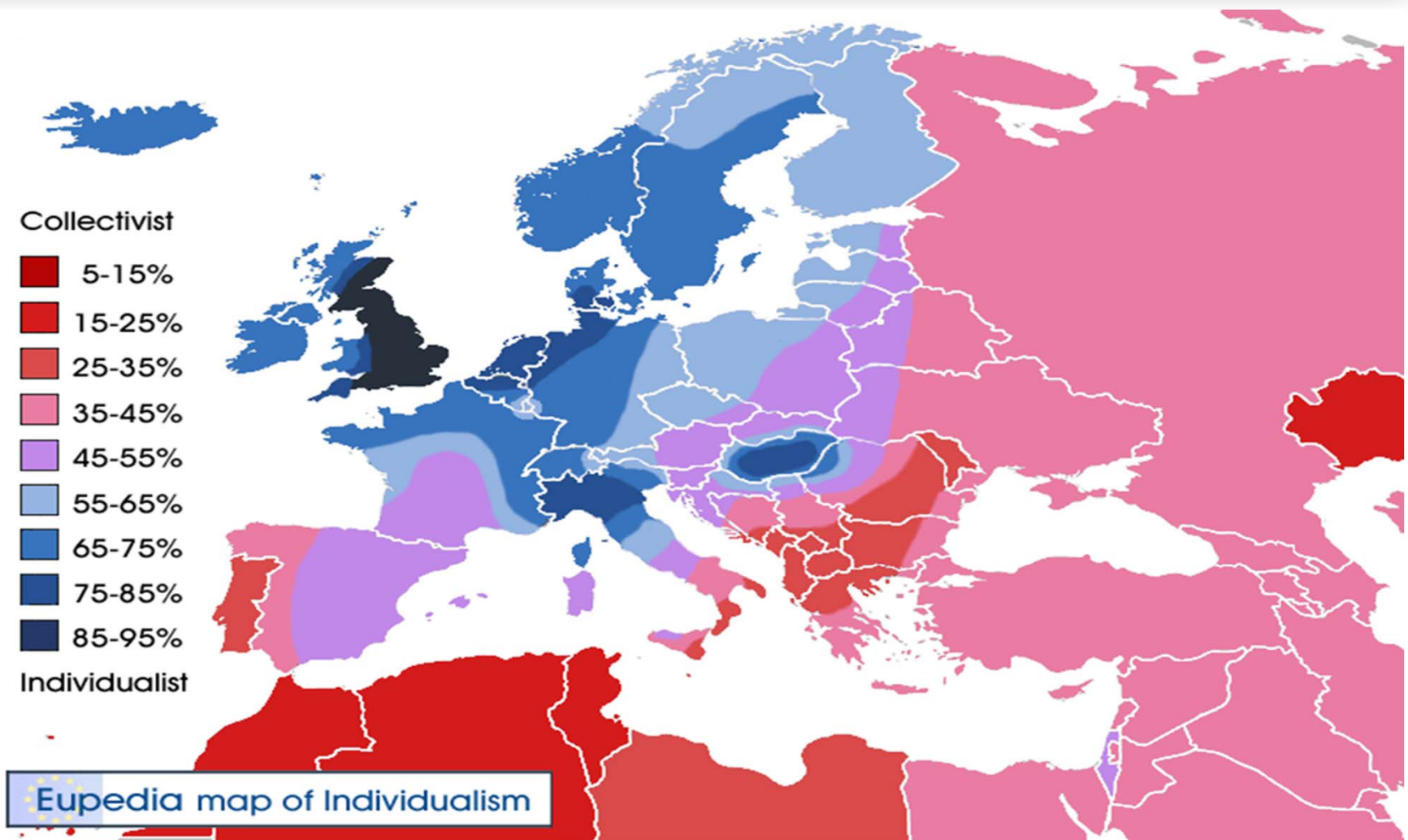
Collectivist*

- China
- Korea
- Indonesia
- Egypt
- Argentina
- Brazil
- Hong Kong
- India
- Japan
- Guatemala
- Lebanon
- Mexico
- Portugal
- Russia
- Singapore
- Taiwan
- Malaysia
- Ecuador

Individualistic*

- United States
- Australia
- Germany
- Canada
- United Kingdom
- France
- Ireland
- New Zealand
- The Netherlands
- Israel
- Sweden
- Norway

Mapping it Out



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.

Leadership Challenges for Organisations

Current global and generational shortage of leaders

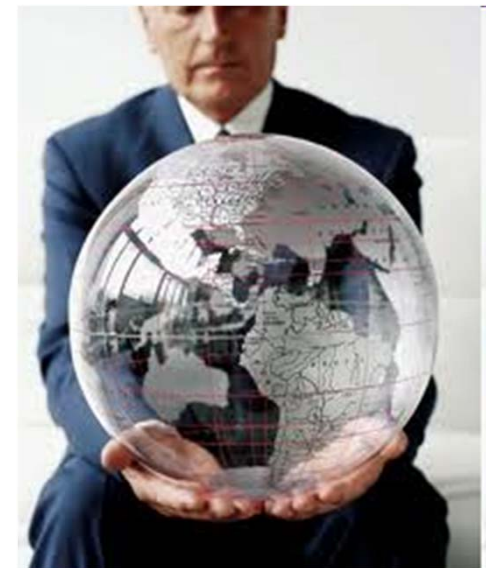
Richmond S.L., (2008), *Introduction to Type® and Leadership* (2010)

Changing attitudes of employee expectations of leaders.

The increasing challenges of leadership in global and virtual environments. Deal, J., et al (2000), Centre for Creative Leadership

“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)



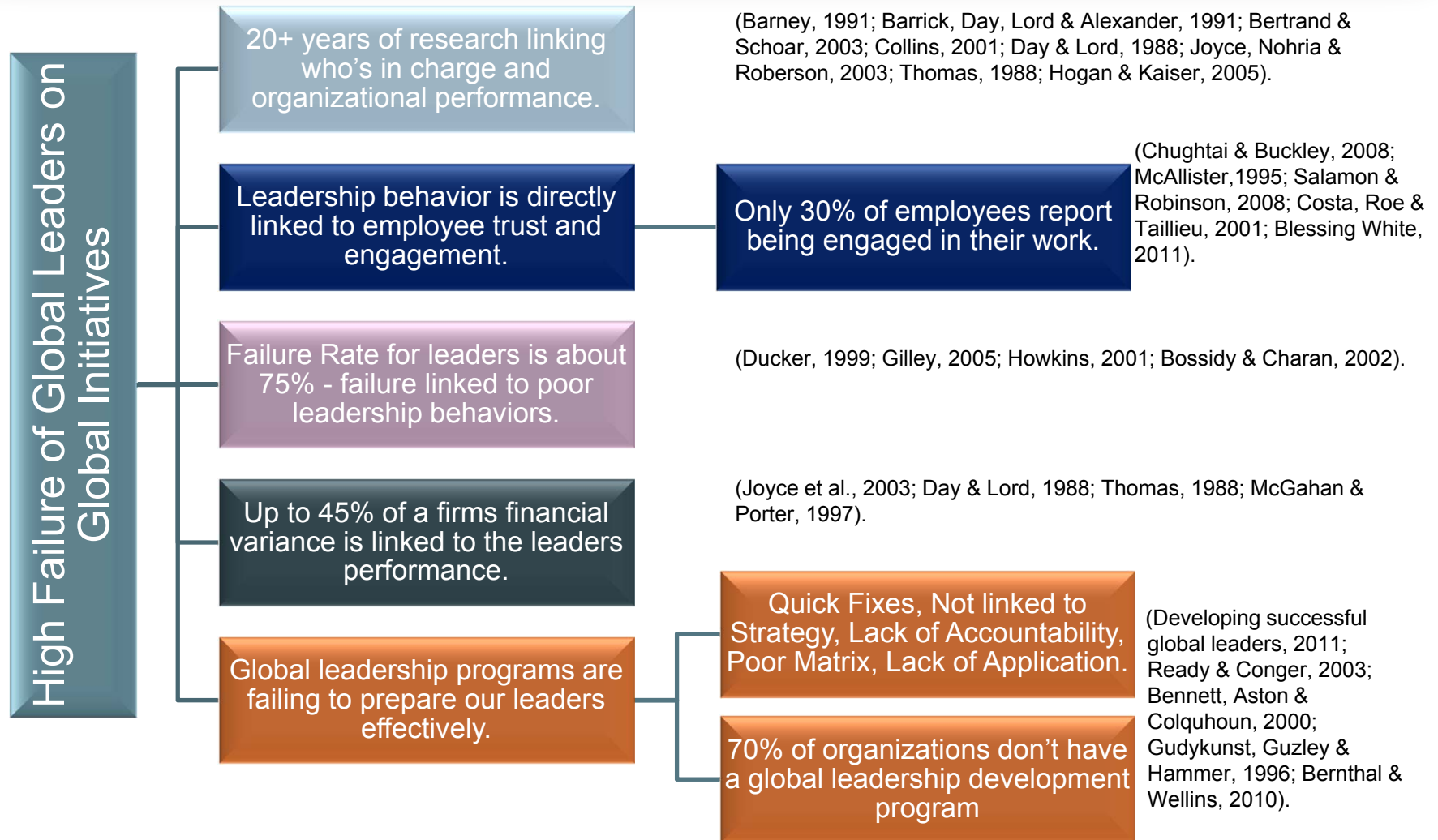
Challenges Leaders Face

- 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.

**Increasing
globalization
of business
and employee
talent.**

“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?



Because....

“Major international toy retailer fails to charm China”

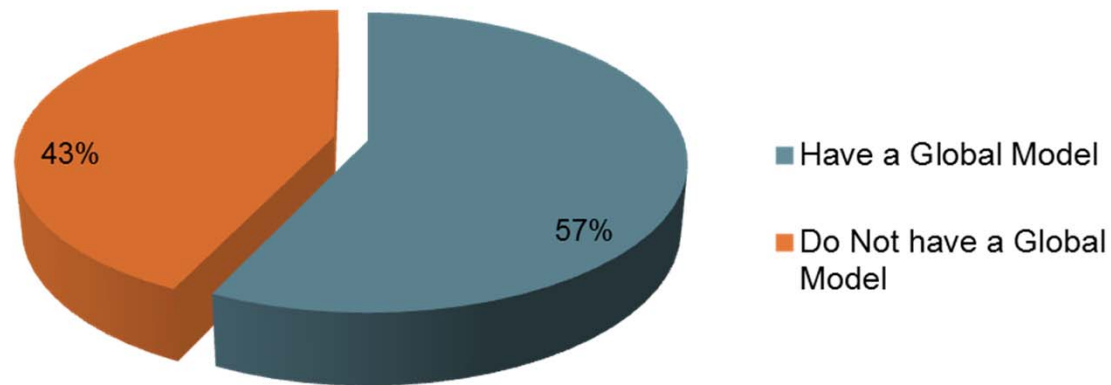
International sports attire company misses the mark in United Arab Emirates

“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



Three most important company-wide competencies:

- Strategic Thinking & Visioning
- TRUST, Integrity and Values
- Excellence & Delivering Results

There's More...

Mentoring and Coaching

Influencing

- Building Coalitions
- Trust

Cultural Intelligence

- Cultural/Diversity Awareness
- Direct Experience
- Adaptation

Leading Change

- Innovation

Interpersonal Skills

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

(Lobel, 1991; Training Survey, 2012; Bennett, Aston & Colquhoun, 2000; Prewitt, Weil & McClure, 2011; Gillis, 2012; Goodman, 2012; Simmonds & Tsui, 2010; Bernthal & Wellins, 2010)

How Leaders Develop These Skills and Capabilities

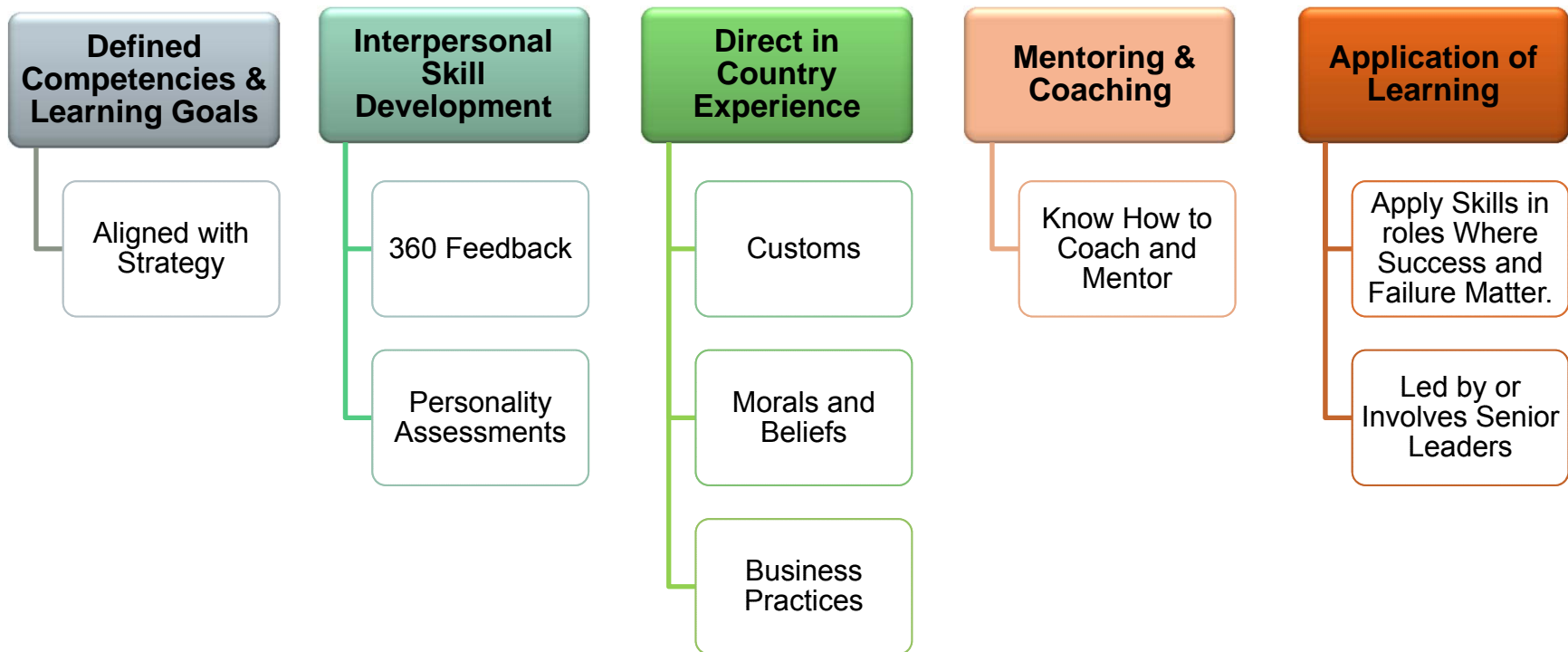
Leadership Development Processes

CULTURAL NORMS **Organizational/Country**



**Individual & organizational commitment
to leadership development**

Core Components of Global Leadership Programs



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

Application

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

Application

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

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

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

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.”

—John Fitzgerald Kennedy (1963).

CPP Products Are Available in Multiple Languages

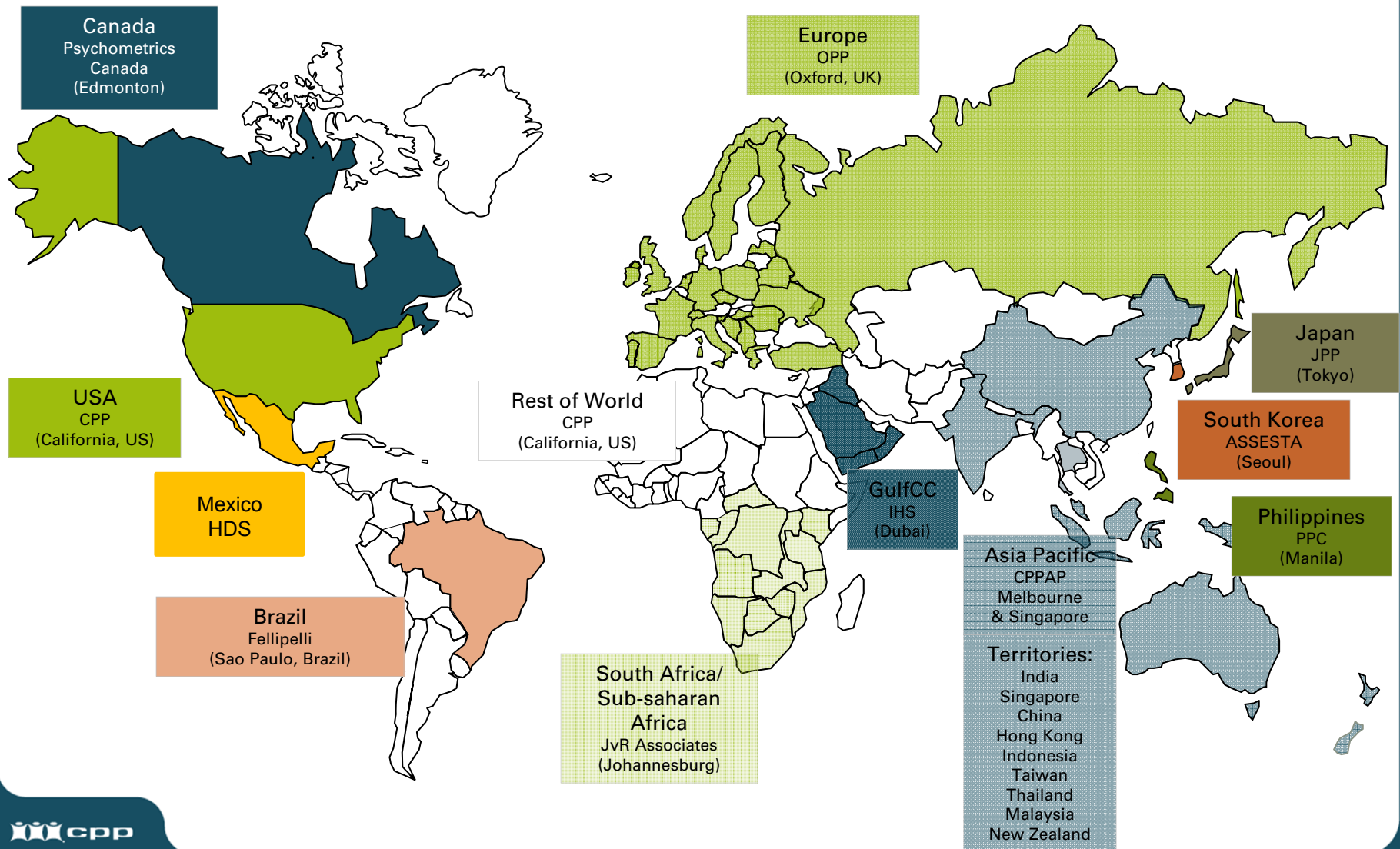
Order CPP products in multiple languages on SkillsOne.com!

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 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



Questions?

Avez-vous une question?

¿Tiene una pregunta?

Van kérdése?

Haben Sie eine Frage?

Do you have a question?

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Merci Beaucoup

¡Muchas gracias!

Köszönöm szépen

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Thank You Very Much!

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