Global Leadership:

What Are the Unique Challenges?

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Leadership in a global context can be hard.

"Every time you come to a new country you start from scratch, you don't know anybody, you don't know the system and you don't know how things work."…..Jacob Gosvig Futtrup

Source:
http://di.dk/globalleadershipacademy/newsandarticles/insights/Pages/Leadershipinaglobalcontextisfirstandforemosthardwork.aspx

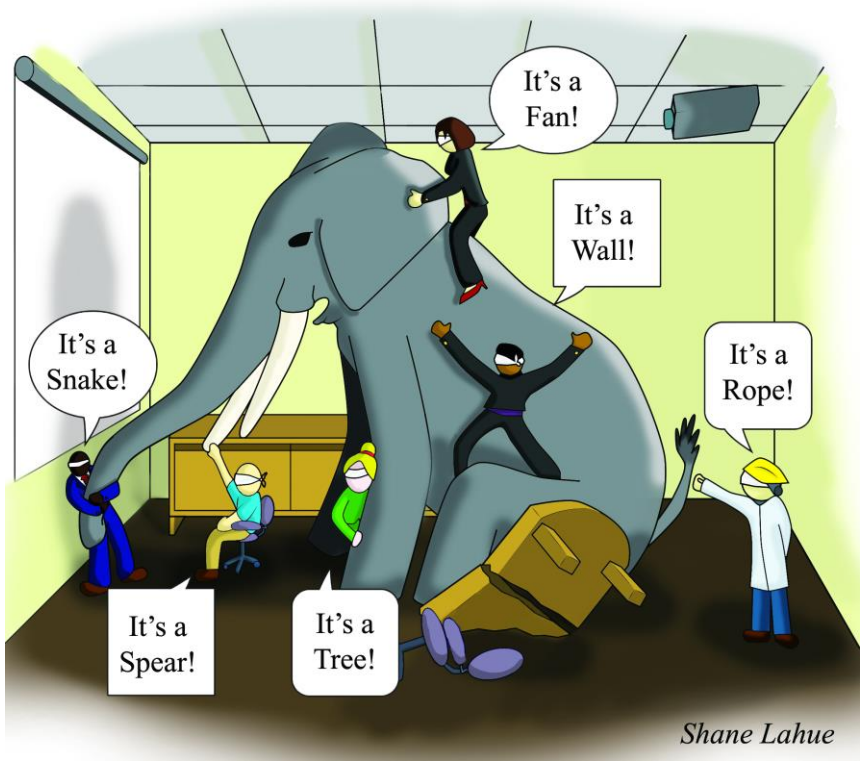
Global Psychological Capital

Reflects one's willingness and motivation to experience and to succeed in international settings. It is the affective component of global mindset and refers to a person's passion for diversity, quest for adventure, and self-assurance.

Source: *Global mindset – not so easy come, but easily gone.*
http://di.dk/globalleadershipacademy/newsandarticles/insights/Pages/Globalmindsetnotsoeasycome.aspx

Being a global leader is first and foremost hard work. It requires openness to other people and respect for different ways of doing things, and last but not least a good portion of humility…..

Jacob Gosvig Futtrup



Source: http://di.dk/globalleadershipacademy/newsandarticles/insights/Pages/Leadershipinaglobalcontextisfirstandforemosthardwork.aspx

Global Intellectual Capital

The knowledge of and ability to understand international business, business processes, and the cultural underpinnings of multiple countries around the globe. It is the cognitive component of global mindset and reflects a person's global business savvy, cosmopolitan outlook, and cognitive complexity.

Source: *Global mindset – not so easy come, but easily gone.* http://di.dk/globalleadershipacademy/newsandarticles/insights/Pages/Globalmindsetnotsoeasycome.aspx

Global Leadership Mindset

Context-specific Competencies

- Role competencies
- Culture specific competencies
- Language

Universal Leadership Competencies (Campbell)

- Vision
- Management
- Empowerment
- Diplomacy
- Feedback
- Entrepreneurialism
- Personal Style
- Personal energy
- Multicultural
- Awareness

Personal & Family

- Learning Mindset
- Tolerance of ambiguity
- Expectations
- Cultural curiosity
- Coping Skills
- Networking
- Marriage & family culture
- Energy & Health

Developmental Experiences

- Multicultural Learning
- Distance influence
- Influence without authority
- Dealing with Complexity
- Multicultural relationship building
- Matrix Influence

Source : Advances In Global Leadership Issues @ www.emeraldinsight.com/journals.htm

Challenge:

The Definition of What Defines Effective Global Leadership is Dynamic

Dominant ideas about what defines effective global leadership constantly evolve in response to political events, economic policies, changing business strategies and cultural and societal norms.

Source: *Leadership in a rapidly changing world. How business leaders are reframing success* (2012, March). http://www.unprme.org/resource-docs/LeadershipinaRapidlyChangingWorld.pdf

Challenge:

"The nature of the global business environment guarantees that no matter how hard we work to create a stable and healthy organization, our organization will continue to experience dramatic changes far beyond our control."

— Margaret J. Wheatley, writer and management consultant

Challenge: Distributed Team Members

Teams in global organizations are often comprised of people located in different geographic areas and in various time zones. The challenges to global leaders then are three-fold:

a. Keeping communication channels open and clear. This is especially difficult with virtual teams where face-to-face communication is limited.

b. Maintaining a clear understanding of the roles and responsibilities of team members. Remote team members often struggle to collaborate over time because of a lack of clarity about who is responsible for what.

c. Providing team members the right levels of leadership support and guidance.

Source: Salandy, P. (2013, July 26). *3 global challenges that international leaders face*. http://playbook.amanet.org/3-main-global-challenges-that-international-leaders-face/

Challenge:

Aligning expectations with regards to success criteria for expatriation, time horizon, and budget..

Jacob Gosvig Futtrup

GLOBAL LEADER

Source: http://di.dk/globalleadershipacademy/newsandarticles/insights/Pages/Leadershipinaglobalcontextisfirstandforemosthardwork.aspx

Global Social Capital

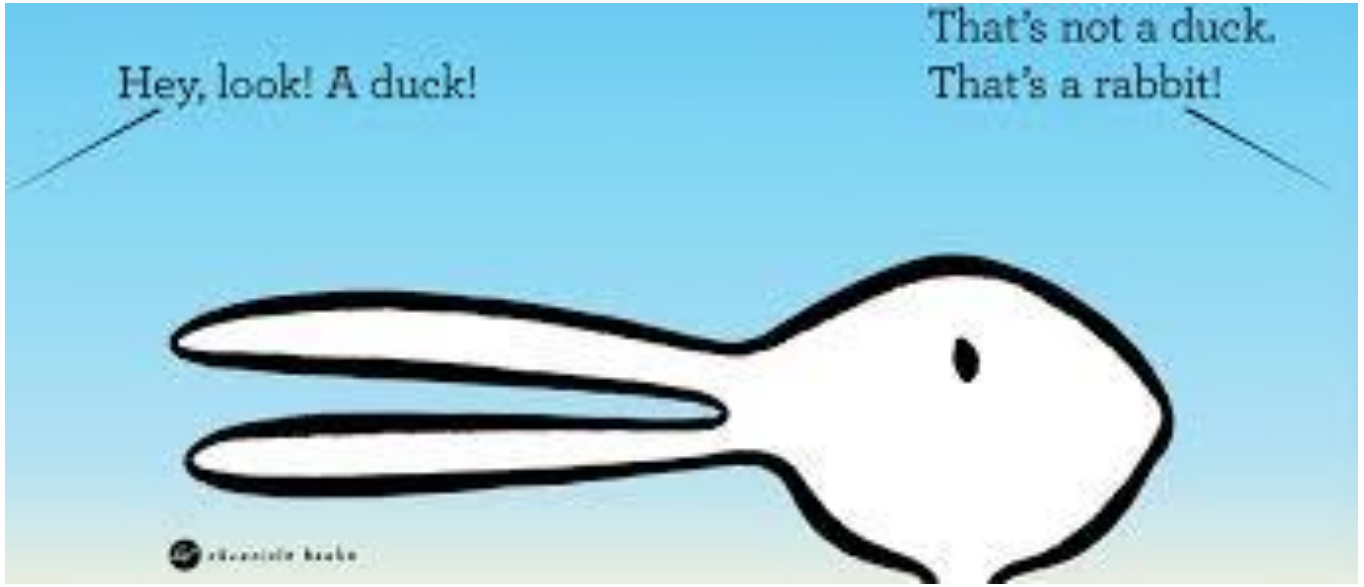
Reflects one's ability to interact appropriately in cultures around the world and the ability to build trusting relationships with individuals who are different from one self. It reflects intercultural empathy, interpersonal impact and diplomacy.

Source: *Global mindset – not so easy come, but easily gone.*
http://di.dk/globalleadershipacademy/newsandarticles/insights/Pages/Globalmindsetnotsoeasycome.aspx

Taking up a leadership role abroad necessitates seeing oneself within a different cultural context, which stimulates questioning ones own actions and assumptions.

Source: *False mantra: Leadership is the same everywhere.*
http://di.dk/globalleadershipacademy/newsandarticles/insights/Pages/FalsemantraLeadershipisthesameeverywhere.aspx

Most people look at life from their own perspective. Leaders must understand the perspectives of others.



Respect the values and beliefs about life, family, and work in the country you will work in… remember they worked well for them before you got there……

Challenge:

Global leadership is not just general leadership in a different context; global leadership requires a frequent retooling of extant skills, leadership behaviors and personal style.

Source: *False mantra: Leadership is the same everywhere.*
http://di.dk/globalleadershipacademy/newsandarticles/insights/Pages/FalsemantraLeadershipisthesameeverywhere.aspx

The full recipe for successful leadership requires culture-specific condiments.

(Chamorro-Premuzic and Sanger, 2016)

What Makes a Great Leader?

Are These Attributes the Same Globally?

People do not necessarily grow up developing cross-cultural competences and have a global mindset as part of their natural upbringing. More likely, we grow up in uni-cultural environments, and therefore the development of cross-cultural competencies and global mindset must be stimulated.

Source: ***Global mindset – not so easy come, but easily gone.***
http://di.dk/globalleadershipacademy/newsandarticles/insights/Pages/Globalmindsetnotsoeasycome.aspx

Where might consensus building be most important?

Where might warm, pleasant, nurturing, empathetic, leadership (diplomacy) be more desired?

Where might be autocratic, dictatorial leadership styles be better tolerated?

Where might cultural deference to authority make it difficult to get meaningful feedback and divergent thinking from team members?

Where is time urgency/ meeting deadlines more valued and where might it matter less?

Take some time to reflect on your own leadership style and consider whether it is a fit for the country/countries you plan to assume a leadership role in.

Small Group Work