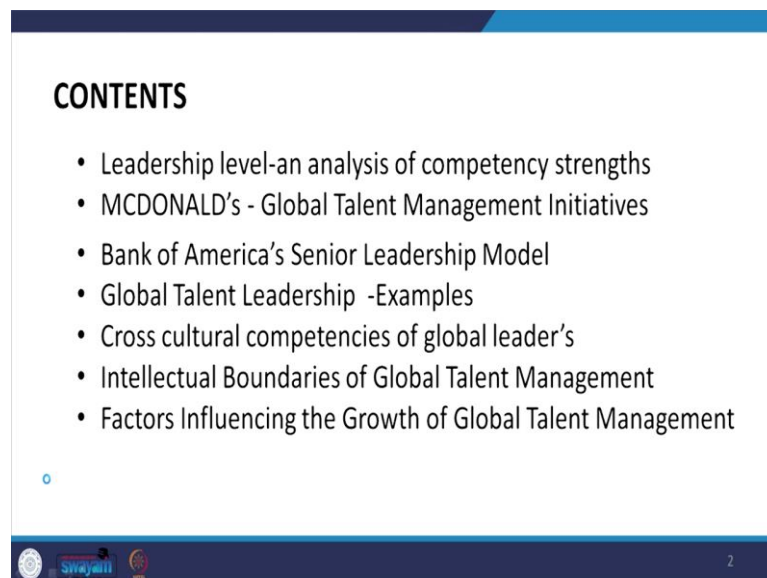


Talent Acquisition and Management
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Lecture - 22
Global Leadership Competencies - II

In the previous session of the global competencies we have talked about, it is how the leaders are required to influence the five factors we have talked about. Now, further, we will see that is the Global Leadership Competencies how to develop.

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So, leadership level-analysis of competency strengths, MCDONALD'S this case study we will take, the MCD's case study we will take, global talent management initiatives, Bank of America Senior Leadership Model, global talent leadership examples we will be taking.

Cross-cultural competencies of the global leader's intellectual boundaries and the global talent management, intellectual boundaries of the global talent management, factors influencing the growth of global talent management.

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Leadership level-an analysis of competency strengths and areas for improvement.

M.H. ME F.A.P.

Leadership Competency	Executives	Senior Managers	Department Managers	Frontline Managers	Employees
Leadership					
Adaptability	2	4	4	3	2
Communication	4	3	3	3	
Decisiveness	4	3	3	2	1
Integrity/Honesty	4	4	4	4	3
Service Motivation	4	3	2	2	1
Strategic Thinking	4	3	2	2	1
Customer Satisfaction					
Customer Focus	4	3	3	3	2
Entrepreneurship	4	3	2	2	1
External Awareness	4	3	2	2	1
Influencing/Negotiating	4	3	3	2	1
Partnering	4	3	3	2	1
Employee Satisfaction					
Continual Learning	4	4	4	3	2
Developing Others	4	3	3	3	2
Group Leadership	4	3	3	2	1
Teamwork	4	4	4	4	3
Diversity Awareness	4	3	3	3	2
Business Results					
Achievement Orientation		3	3	3	2
Business Acumen	4	3	3	2	1
Political Savvy	4	3	2	2	2
Problem Solving	4	4	4	3	3
Technical Credibility	4	3	3	2	1

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Now, here I would like to mention the leadership level and analysis of the competency strengths and areas for improvement. The first and foremost is adaptability; now, here you see that is when we are talking about the adaptability, the Mott has given.

Managerial effectiveness is equal to flexibility, adaptability, and productivity. Now, everybody knows about productivity. So, that quantity and quality are there, but in the leadership competency, I have talked about the flexibility in the previous session when the five components were there in the global level leadership competencies.

So, adaptability is very much important, in the cross-cultural. In global leadership what is most important is how to work in different cultures. It is just like the newly wedded daughter-in-law when she enters into the in-law's house so that culture is different. Now, what is expected?

The mother-in-law will expect that daughter-in-law will adapt my culture and daughter-in-law's adaptability if is not very high and she is not able to mix her parent's culture and in-laws culture then in that case her survival and sustainability into that particular house are difficult. So, what she will do? She will not lose the husband, she will advise the husband that you have high potential why do not you try into another city right, because she finds this is the culture where she is not getting fit into.

A very simple example is getting up early in the morning and therefore in that case if that adaptability is not there and the person is helpless, it is called learned helplessness. I have talked about the learned helplessness that person has learned that is I cannot get up early in the morning anyhow my body does not allow me.

There is nothing like a human body that getting up early in the morning is not possible. Anyways that is different from the periphery. So, therefore, in that case, that adaptability, one of what is leadership is required? It is adaptability that is very much important, cross-cultural adaptability is required, and once you understand that this is the culture. Now, what is adaptability? Adaptability means it is you adopt that culture, but at least you are not having any resistance to that particular culture.

So, therefore, both cultures can go parallel. There has to be necessarily no compulsion to adopt that culture, that is not required and those managers, those leaders, those who are adapt these different cultures, are more successful. Here, we will find that the scoring, the responses, the executives they are having the more adaptable as compared to employees who are having the 2.

So, therefore, in that case when we compare, if you compare the average here and then automatically we will understand the difference between the executives and employees, also understand the level of the different level of the employees and their average score and then the parameters into the leadership. So, that analysis can be done, talent analysis can be done.

So, it becomes very much important that if we talk about that the leaders are required to be flexible, then definitely the productivity is there, efficiency and effectiveness is there, and most important is that is the adaptability is there. The second important point is expressions, expressions through communications, that is how do you communicate.

Now, this communication creates an impact right. So, when you are having positive communication, when you are supporting, when you are appreciating or you are advising to improve upon so, like here it is written competency strengths and areas for improvement right. So, these are the strengths and improvements are there. A leader may be having strong communication skills but does he can communicate that efficiently, and the communication can be verbal and non-verbal.

So, in that case, even if it is these like a subordinate, subordinate does any mistake and the superior he does not say any word. He understands, but he also understands that my follower or my subordinate is enough mature to understand the mistake and correct it.

So, there is no need to sensitize that you have done a mistake, no need is there. The person is enough capable to understand his mistake and therefore, that communication part that will be there with the leader is the when to communicate, what to communicate, how to communicate, right. And therefore, those c's the clarity of the communication that we, that has to be adopted by that particular leader.

So, in the leadership competency well, for example, the motivation, how do you motivate? It is not always the rewards and money and giving something right, it may be related that is the with the words. The way you communicate, the way you encourage and we have seen many examples.

And especially in tough times even in the family, we see when the father addressed to the family members that this is the tough time, but one day this tough time will be over and the children they believe the father and they find it is yes, the father was right. There was some time where we have to just do our jobs, we have to keep calm and cool and then that when that these clouds will be over right and the sun will shine right.

So, but that is to be communicated. If the person is in the darkest and scared and this sitting like that with the negative thoughts and understanding that is now there is no ray of hope, then he is thinking of himself what will be the outcome? Then if you get this type of leader who says [FL] [FL] then what the followers will do? But if he communicates, he talks, it is a temporary phase in life, life is full of the sun shining and shadows.

So, then, therefore, in that case, the other persons will also think yeah, it is a part of life, it will go away right. So, communication plays a very important role in the leadership, and when you are having the different type of the employees those who are highly talented and you have to retain them.

Now, please also try to understand why we should do so much exercise we want to retain talent especially, in the economic recession time, tough time, unfavorable time so, then

the talent will go away, but what is required? You have to retain them and therefore, that communication is very-very important is there.

Decisiveness; so, you have to say yes or no, you have to make a decision, you cannot escape from the decision, you are a leader and therefore, the talent is asking certain yes or no tell me what to do and then you have to give a decision.

You cannot say I will talk to the top management and top management has not replied and then you are neither saying yes nor saying no and then the talent is confused and the performance is affected and one-day bye-bye. So, therefore, in that case, that decisiveness is very-very important that is how you are going to take the decision-making.

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Leadership level-an analysis of competency strengths and areas for improvement.

Attention: SWOT

Leadership Competency	Executives	Senior Managers	Department Managers	Frontline Managers	Employees
Leadership					
Adaptability	4	4	4	3	2
Communication	4	3	3	3	2
Decisiveness	4	3	3	2	1
Integrity/Honesty	4	4	4	4	3
Service Motivation	4	3	2	2	1
Strategic Thinking	4	3	2	2	1
Customer Satisfaction					
Customer Focus	4	3	3	3	2
Entrepreneurship	4	3	2	2	1
External Awareness	4	3	2	2	1
Influencing/Negotiating	4	3	3	2	1
Partnering	4	3	3	2	1
Employee Satisfaction					
Continual Learning	4	4	4	3	2
Developing Others	4	3	3	3	2
Group Leadership	4	3	3	2	1
Teamwork	4	4	4	4	3
Diversity Awareness	4	3	3	3	2
Business Results					
Achievement Orientation		3	3	3	2
Business Acumen	4	3	3	2	1
Political Savvy	4	3	2	2	2
Problem Solving	4	4	4	3	3
Technical Credibility	4	3	3	2	1

Result
Interpretation/Discussion
Positives
Genuine
Advices
More

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Now, in the decision-making normally, it has been suggested that is you will go by rational decision making. What does rational decision-making mean? You will do the SWOT. Normally, what we do, in the like in any case study what we do? We do the SWOT; strength, weakness, opportunities, and threats, and we based on this analysis, we do the analysis and this analysis that gives you the result and that result will give the interpretation or discussion basically in the research, we will talk about the discussion.

So, therefore, that will be the content analysis. So here, when we are talking about this decision-making process is there and then you are doing this SWOT and the results are

there so, this is called rational decision-making. In rational decision making what you do? You in these results right so, you will find you are doing the SWOT of the number of alternatives. Please, understand what talent does? Here, I would like to mention one very important point alternatives ok.

Now, you see that is if there is any problem then how do you find the solution? The solution is that is the SWOT analysis, and the results are there, and then the predictions are there. And then you write the discussion and take the conclusion and you decide based on the SWOT, rational decision making. But then I would like to mention that is you are supposed to develop a sense, sense of that is the how to create the alternatives, alternatives are to be created, what alternative as maximum as possible.

Options; option a by road, option a by railway, the option is 3 that is by air, option 4 by sea, option 5 walk down, option 6 by cycle, option 7. by motorcycle or two-wheelers right, option 8 by the own vehicle, option 9 that is by the rental basis right and so many you can add more also is that I may be forgetting some options and you can add some more option.

So, therefore, n number of options, but if you think I have to go by train and train is not available, the reservation is not available, I will not go, but the person will think to advise you that is you could have tried by the bus, but buses are not working, you could have tried by the plane, the plane is very costly that booking is not possible.

So, therefore, in that case, the one, one, one, one, one, one, one all elimination is done and now you do not have any option, mode of transport, but you want to do attend right, what you will do? Yeah, you are right that is online, what you are doing right now and therefore, you will attend that marriage ceremony and then you will see that is you, at least you are watching that ceremony and feel that is you are presented, you are communicating, interacting and giving your blessings and all and then you attending that.

So, when you say that is there is no option to go yeah, you cannot go there. So, please read more and more Akbar Birbal [FL], and therefore, that decisiveness will be developed. So, in the decisiveness, it is what I want to say, in these rational decision making this is a rational decision-making model, rational bounded with the premises

decision-making model I would like to say use your intuition. See that is what your intuition says and the hear to your intuition.

When your heart is saying something, your brain has stopped thinking and your heart is saying something, follow the heart if possible and if logical, and if legal and of course, there will be certain constraints. So, we with the premises, solutions are always with the premises. Premises means limitations, this, this, this, this, this there. So, somebody will say invest the money now, invest the money is premises, the financial condition is a premise is there or do a certain activity, the legal condition is a premise, that is called the premises.

So, you have to see what a talented person will do? Create as many options and alternatives as much as possible dear friends, as much as possible. So, in the decision-making process, decisiveness, the leader now is a very beautiful thing.

I would like to give another example like for example, you want to make the change right and the change is that is you want to reduce the manpower, what options are there? First is Voluntary Retirement Scheme, VRS somebody will say VRS is there, but V R S is not the right solution why V R S is not the right solution?

We want to reduce the manpower, because we are financially in problem and VRS means giving more money and that there is no cash in hand. So, many times the people give the solution at the end of the case study give the cash or apply means apply the VRS [FL]. The problem itself was there is no finance, there is no money. So, that is why we cannot run the business and that is why we want to reduce the manpower, but again you are saying invest money, pump money [FL].

So, therefore, that is the wrong decision is there. What is the other is that somebody will say threat; threat them, threaten the employees, automatically they will leave, but it is illegal. I told you social, political, economic, legal, and technological premises. Please, see the premises do not ignore the premises, do not ignore the limitations. Legally, you cannot do that right. So, therefore, that is also threatening is not possible.

So, what is the solution? The solution is that is the outplacement. Out placement means the searching for them the jobs, the HR departments, the HR department is searching the job of those employees to whom they cannot retain. They will search the job for them for

their with the competitors and we have seen the number of times that is called the cooptation strategy. Cooptation strategy means; collaboration with the competitors; when you are having the collaboration with the competitors that are called cooptation. If that cooptation is there right your problem is solved.

So, therefore, there are some other practices adopted during the economic recession that the benching practices, bench management. What is bench management? That there are talented employees, but we cannot use them right now them. So, we are giving them training, asking them [FL] bench [FL] bench [FL] not bench [FL], but wait there will be some projects that will come, and then we will use your talent.

So, therefore, in that case, they have been given that encouragement. So, that is the decisiveness is there. My point is that is leadership competency is the vision and decision making. How a leader takes a decision that gives an impression that is what is the level of the leader is there.

So, please always see that is the how decision-making process like you can refer the Kuhn's book also that is decision-making process and in that decision making process how you are planning, how you are organizing, that five functions of these management principles of management, that is the planning, organizing, leading, leading staffing and controlling. So, coordinating and controlling.

So, therefore, then that is the decisiveness will be there. Next is integrity or honesty. Why the organization survives? The organization survives, because of the integrated people employees in the organization.

So, they are not working only for money and bread and butter, but they have they are working to build the organization. They want to give 100 percent of their talent and therefore, and believe me in the current time also many people will say that there is nothing like integrity, people do not have integrity.

No, that is wrong. People have the integrity and that integrity, honesty of those people that only lead to the organization. If you will distrust everybody if you will distrust your family members if you will distrust your employees, then how will you run a family? How will you run a business?

So, then you will say some people are dishonest. Yes, I know some people are dishonest, but please do not distrust them unless and until they do not prove themselves they do not trust me. So, right from the beginning do not have the doubt, but I know that is after some experience there might be some percentage of the employees who will prove that do not trust me, that is also natural because everybody is not equal.

So, always that five fingers are not like the same then definitely in the family also, even the twins are not same. A lot of research has been done that is despite the same heredity, because of the different environment and situation twins behavior is different. One may be highly integrated other may not be, then what you will do? Right.

So, therefore, but please do not distrust your employees unless and until somebody proves that do not trust me right otherwise you have to trust. So, therefore, that is integrity and honesty. Then the service motivation I have taken this particular session in my another subject MSID and that is servant leadership.

So, leaders leader for what? Leader to command over then you are a manager. If you want to command over the people and then you want to say that you see that I am commanding so many people then that is a managership right. What is required? Required is the leadership.

So, what is the difference between a leader and a manager? So, the manager is a position, administrative position, leader is to influence the behavior of others. So, the manager is also a leader, because that 5 functions as I mentioned right. Leading is one of those functions. So, every manager has to be the leader, but every leader is not necessarily will be manager, because he may not be doing the rest of the 4 functions.

So, therefore, in that case, it is the service motivation that is important that if you are serving the other, servant leadership is there. The other leadership is about strategic thinking, corporate levels thinking, the long term thinking, we think the thought process is very clear.

So, there are different hats like the black hat is there, the yellow hat is there, the red hat is there right, and therefore, what type of head do you have, that is the thought process you have? So, we have should be your thought process? Your thought process to be very

clear, transparent, and long-sighted to take the organization to new heights, and therefore, that is the strategic thinking is there.

The customer then, the second point is in the leadership competency is customer satisfaction. The leader has to understand why you are doing these all businesses to satisfy the customer. The customer is god. So, you are god. So, therefore, in that case, that is customer focus.

So, everything is to be keeping in mind it is the focus of the customer. Entrepreneurship, enterprising is there. Who is who are the entrepreneurs? They are who are the creative and the having the leadership qualities and the decision making, creative and decision making right. So, those who are creative, innovative, and decision making, then definitely are enterprising, therefore, they can take the risk.

So, when they take the risk they are innovative, they are enterprising, and they become successful. Now, but here everything is not only just in the mind and emotions and goody, rather than external awareness. You should be aware of the external world. What are your competitors? What strategies they are doing? What at the global level competition you have to understand, how is the economy is going?

How countries are doing? Who are the other players at the international level? So, that external awareness is to be very important and that is why executives are having high external awareness as compared to employees. You see employees are 1, executives are 4. So, therefore, in that case, it becomes very important that is otherwise [FL], you are not knowing what is going outside.

So, external awareness is there. Then the influencing and negotiating; this job is very-very important to learn the negotiation. Some people feel in negotiating is the below status. It is not like this, it is an intelligent person's job. It is not for that is saving money only, but it is creating the worth and value of the product. So, only an intelligent person will be able to negotiate, believe me.

The negotiation is not that easy. So, that whatever the awareness is there whatever the conditions also are existing, on basis of that there will be the negotiating or negotiations will be there and you will do that negotiation. Then the partnering is there, it is very important. They are stakeholders, customer satisfaction we are talking about, their

customers are stakeholders. They are partners and then we have to go by the team building, teamwork will be there in employee satisfaction.

So, therefore, what is to be done? So, the continual learning is there, continual in now, the next is about the employee satisfaction. Employee satisfaction is about continual learning, L and D. The person who stops to learn then is professionally dead because if you want to be alive in the professional field every, whatever your age might be you have to continuously learn, learn from the different resources.

And therefore, as a result of which that employee satisfaction will be there, that is the yes, because if I will learn something new, I will be able to contribute and when I will contribute, I will be satisfied. The second one is developing others, this is also very important. It is not the same development only. Some mediocre managers feel that is they develop themselves.

And then they are very happy that is how they have cut the roots of the others and then they have got this position and I am very smart. You are not smart, because you have damage, damage to the organization. So, today it is not visible, but tomorrow it will be the results will be the reflection of your results and your actions in your deeds.

So, therefore, in that case, what is required? To develop the others; when you are supporting others, developing others, you are automatically you are growing, because when you know something then only you will develop the others if you do not know anything then how you will develop the others.

So, developing others is important. Group leadership so, many people are very good in the as an individual, but if they want to be the leader they should understand, the group leader, how to lead a group and if they can lead the group then definitely they will be having the teamwork, working togetherness to the team. What is the team? The team is the together everyone achieves more that is the team. Together everyone achieves more.

So, therefore, then this is a team right. So, here you will find that is the teamwork is very important for leaders. Leaders will be able to do this particular job only when they are working with all. What makes it successful? All, all successful CEOs, all successful people, nobody most of them means 99 percent maybe some you might be knowing 1 or

2 persons, but otherwise everybody says that I am successful, because of my team, because what one can do? One cannot do alone anything.

So, like I am doing this particular task. So, I am doing this particular task with the help of my Ph.D. scholars. So, like here we find it is in this particular course that is Mrs. Jyoti is there, Mrs. Shivangi is there, my Ph.D. scholars and they both of them are helping me in doing all these tasks. So, this task will be possible only when I have the team. So, the teamwork, the leaders are supposed to, if they want to be successful create your team. Many people I do not know why have a tendency not to share with others.

So, then they will not be the leader, they will be the managers. You say there is my manager is there, he does not like us and he even, but he is in the position. Yes, he is in the position, but he is not a leader, he is a manager and who will be successful in the long term. The leader will be successful not a manager. The manager has to be the leader then only he will be successful right. So, that teamwork is there.

Now, just in the previous session we have talked about that is global talent management and in global talent management diversity is becoming very important that is diversity awareness. There are the different types of employees are working and if different types of the employees are working then definitely they are required to work with the help of the others and those with the help of our others people from the different countries right.

Like I have taught the Asian business Hanyang University there were 40 plus students and from the 21 countries. So, then diversity, with the diversity right, and therefore, you have to create that awareness. Business results, the last point is the business results. What is important is the leaders should be having the achievement orientation, achievers that feeling is required. If they are having those achievers then only in that case you will find that is the leaders are becoming successful personalities.

Big achievers; and when we talk about the Doctor Kalam right like examples then definitely such achievers, what was leading them even though when the beginning of their life the situations were not that favorable right in the childhood, but they have reached to the top and that the these are the examples of our time, we are not talking about the 100 years back and that is the achievement orientation.

I want to achieve this, then your brain starts working, but you see there may be favorable conditions, unfavorable conditions, the fiddler models and all and therefore, it will be coming the very challenging to work in the unfavorable conditions and tell to be an achiever. So, a business acumen that is you want to be the known, you want to be the known in your area so, business acumen I will not talk about only the industries, but it is the in your area you want to know.

Then political savvy and that is why in management education many times history, geography, and politics are the subjects then these are to be taught and I am also of this opinion that is these type of the subject should be the part, of course, curriculum for the management graduates; economics, history, geography, right politics, because unless and until you are not politic savvy then how like the when we talk about the Shri Krishna, when we are talking about the Mahabharata right so, unless and until if you are not political savvy, it will be very difficult to win the competition.

So, to be competitive one has to require political savvy is there. Another very important intellectual point is problem-solving. As I was talking about the problem is this you know, case study analysis which I have talked about decision making.

In the decision making and problem-solving it is we can club like this is the whenever there is a problem in the business, that is the case study and then by doing the analysis and finally, providing the solution, solution with the rationality with intuition, brain, and heart combination right.

So, therefore, in that case, it is the problem-solving approach will be there every topic in itself is a chapter, and finally, is technical credibility. In the current time we cannot survive without technical credibility and if you want to survive with all the emotional, psychological, behavioral aspects dear friends; nowadays, these all to be supported by technology.

Know how the technology as much as possible, because it is the demand of today and for this, it is not necessary that you are very highly qualified and you are having the very high tech-savvy no, we can learn the way we want to learn. And we can develop those types of this the learning's ability of the technology which we need otherwise we can manage, we can outsource, we can manage, but that technical credibility is required to be high.

So, dear friends, this is all about the leadership level and analysis of competency strengths in areas of improvement. I am sure that is these traits to be a leader, a global leader um and you can read more also later on I will give certain examples in the next session.

So, therefore, in that case, you will be able to develop that global leadership. I wish by heart that is some of the parameters which I have mentioned in the global talent leadership, then you will be adopting those skills, you will be reading more about this from the different sources also and more capable and one day you will be seen as a global leader.

Thank you.