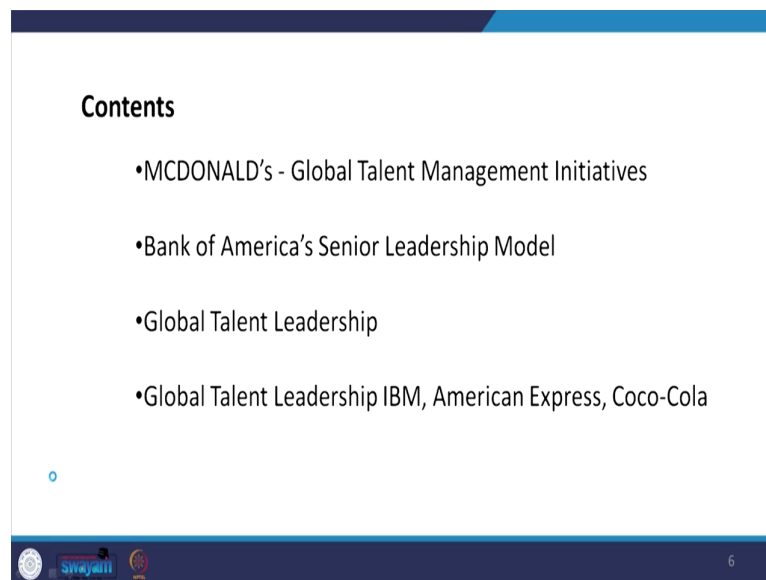


**Talent Acquisition and Management**  
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**Lecture - 23**  
**Global Leadership Competencies - III**

In the Global Leadership models, we have seen part 1 and part 2 and now I will be talking about certain case studies that show these Global Leadership Competencies that have been developed by the different organizations.

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First I will talk about McDonald the global talent management initiatives, Bank of America's senior leadership model. The global talent leadership of IBM, American Express, and Coca-Cola is based on this particular model.


So, dear friends practically you will be interested to know that is how these practices are done by the different industries. So, some theoretical parts I have covered in some case studies earlier also I have covered and now I will cover on the global leadership.

Those case studies were on the global talent acquisition practices, right. Now, we will cover certain case studies based on global leadership competencies. So, first, we will talk about McDonald's. Now, the context for the global talent management initiatives.

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**Example 01 – MCDONALD's - Global Talent Management Initiatives**

Context for Global Talent  
Management Initiatives The Need  
for Change Business and Global  
Workforce Strategy Striking the  
Right Global/Local Balance  
Customer and Employee Focus  
Evolution of the Talent  
Management System: Key Initiatives  
and Enhancements Initiative



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The need for changes in business and the global workforce strategy; we know that is how it has been. Now, in India also we know that McDonald's was introduced with the KFC right, but the KFC could not become a success because of the advertisements.

So, India was more vegetarian-oriented at that time. So, the advertisement given by McDonald was that its green leaf was there and Aloo Tikki was there. While in the KFC, it is Kentucky Fried Chicken, so the chicken was there. So, as a result of the culture. We have talked about global leadership and cross-cultural leadership rights. So, that global cross-cultural leadership makes a difference.

And the global workforce strategies that are striking the right global and local balance. This is the point I want to emphasize: that is you must create the local balance. Whatever the modernization, westernization you talk about, but ultimately a business will be successful which is having the closeness to the roots of the local practices that is the culture.

If any business in these storming, storming of westernization, not modernization, many times we will have an illusion. The illusion that the success of the business will be based on what we are having the practices of the global level. So, do not be westernized, be modernized and therefore, if you are successful in a modern way the modernization of your organization then you will be glocal, glocal will be there.

So, therefore, workforce strategy is striking the right global and local balance. The second one is customer and employee focus. Now, if you are having an outlet in India what should be the focus? The Indian customer should be the focus and therefore, McD's outlets have started in the south also. You will find and that is these Tikkies and all there are the South Indian items that have been incorporated right.

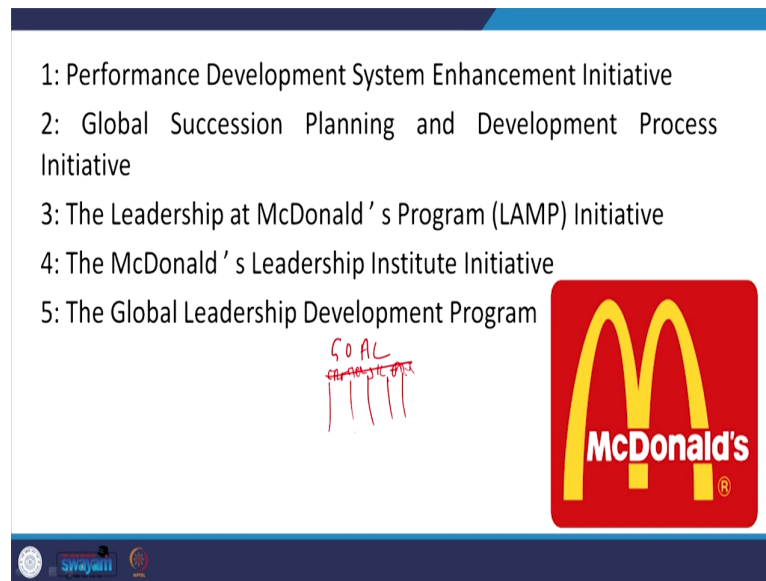
And when it is talking about in Punjab and then those Tikkies have been changed according to the taste of Punjab. So, therefore, that customer focus is becoming very important. Now, when we are talking about the employee focus, employee focus is about our generation. So, which generation? X Generation, Z generation they are working and therefore, that age group.

So, that age group of the employees. Like you see when you are giving them the uniform and the cap, hat and then all these modern gazettes which are helping them to take the order and deliver the order and nowadays the receipts are no print outs and then you are getting the message on your mobile number that is safe and all these.

So, therefore, this generation is very excited because they are already tech-savvy, and therefore, the strategy is becoming more employee focused. Now, the evolution of the talent; what is the evolution of the talent? As I mentioned, when you are making the localized approach to global business, then you have to see those local people's talent. Talent will be like the content of the burger.


What will be the content? And the talented people like if you see their dishes and their recipes then you will find that is, of course, that is because the employees those who they are suggesting that is in India what will be the taste. Management systems key initiatives and enhancement initiatives are there that is what initiatives they have taken and the enhancement is there.

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- 1: Performance Development System Enhancement Initiative
- 2: Global Succession Planning and Development Process Initiative
- 3: The Leadership at McDonald's Program (LAMP) Initiative
- 4: The McDonald's Leadership Institute Initiative
- 5: The Global Leadership Development Program

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Performance development system enhancement initiatives, that is how you are making this performance development system. So, when we talk about the performance like we have talked about in the previous session that effectiveness is flexibility, adaptability, and productivity. Here I would like to talk about the ability, motivation and opportunities. So, that performance development system, support system.

So, first, you must specify the goal. What is the goal? What is to be performed and there will be the number of columns. The number of columns means that you might be having the customer relationship right, you might be having the technical skills, you might be having these job knowledge skills, you might be having these analytical skills and like this.

By this, you are supposed to be competent enough. If you are competent enough with the skills then in that case you will find that your performance development system is there and how to enhance your performance? By providing the resources. So, what type of resources? Man, machine, material, money, method, and minutes; so, these six.

So, what is the objective? The objective is not to find out what you do not perform and scold the person and terminate his job and then feeling happy that we are very performance conscious. It is foolishness. You are spoiling your time and then you are also crushing the talent. We are talking here about the development of talent; talent leadership, talent competitiveness, and the mindset of the organization are to crush the talent.

So, therefore, on the dice, it is very nice that we want to develop the talent. We encourage, we appreciate, we develop talent, but in the practice, we find that if somebody is not performing there will be no performance development system like McDonald's rather it is a crushing system. The bulldozer system is there. If you are not performing you are gone, threaten them, but that is not right.

In the global talent leadership competencies, it is becoming very important that your performance system is the enhancement initiative. What you do not know? You do not know the HR skills you will be trained in, you do not know the methods you will be trained in, you do not know the time management you will be helping in that case, you want the technology material will be given to you. So, that is the enhancement system. So, developing them.

The second one is global succession planning. We have discussed in the talent acquisition that retention of talent is also a problem. There is high demand for talented employees and therefore, they go and join another organization. So, therefore, there is high attrition and low retention.


So, therefore, if you want to develop that particular development of the employees then you should also develop the second layer, third layer, fourth layer. So, there is a successor available for each post [FL]. So, therefore, in that case, that is the global succession planning and development process initiatives are there. So, what happens? So, the organization is not becoming handicapped. The organization can perform and therefore, there are planning and development process initiatives are taken.

Now, there is the lamp program initiative that is leadership at McDonald's program that we will see further in the slides. And the leadership institute initiative shows how the institute takes the initiatives and the global leadership development program is there. So, now I will explain this.

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In order for McDonald's to successfully execute its business strategy, the company has determined it needs to excel at developing and successfully implementing a balanced

Key Elements	Relevant Measures
People	Well trained Fast and friendly service Delighting customers
Place	Clean Relevant Inviting
Product	Food tastes great Lots of choices Hot and fresh
Promotion	Consistent with the brand Relevant to the customers
Price	Best value to the most people Affordable



For McDonald's to successfully execute its business strategy, the company has determined it needs to excel at developing and successfully implementing a balance between the key elements. What are these key elements? Like, normally I talk about this x you know; man, machine, material, money, method and minutes that is the management.

But in the business strategy what they have taken? People, place, product, promotion, and price right; so, these five P's are taken into consideration as a key element by McDonald's. So, when we talk about the people relevant measures. So, that their relevant measures are well trained because when you want to develop that competency, so, you will need the support of your manpower. And if your manpower is half competitive you will not be able to give the results. So, what is required?

They are required to be well trained; people are required to be well trained, fast, and friendly service right. So, therefore, they are not your friends, but they are friendly right. So, because the servant leadership is there. So, fast and friendly service is there. Delighting customers; is what is much more expected and that the customer is delighted.

So, it is not customer happiness, it is not CRM; customer relationship management rather it is delighting the customer. So, in the people, it becomes very very important that you equip them with learning and development. The second is the place. Naturally, where the people will like to work, like in now Indian organizations also in the restaurants and the all the place.

So, recently the Prime Minister has talked online to those who are running that Rehaddi (Hawker) and Thela and then he talked that when have you got that loan and then in corona time how you have faced and started your startup. So, therefore, in that case, but what is important is [FL].

He has given the message that yes you have started maybe in the small Rehaddi (Hawker). There was one Rehaddi (Hawker) about the food items and therefore, the message was to keep clean. Customers will like to visit again and again. They will like to give more orders. So, therefore, the clean is there.

Then the place is relevant. You are not having a stall on the hills. Who will come there, so that place is relevant and the inviting place is to be inviting? And that is why when we go to any, not only in McDonald's but in any restaurant or any relatives house, so, the place is what, that drawing-room invites. The way it is clean is relevant and the place where you want to eat that the inviting place is a good concept.

Product; food tastes great. Now, great means what? Glocal, local taste. It is becoming very important that the food should have the local taste and if the food is having the local taste then that will be preferred and the customer will like to visit again and again. Lots of choices; now it should not be monotonous, right.

So, therefore, if we are talking about just one type of burger then it will be very difficult that the customer will repeat right. But, when you have the variety, you have a different menu and therefore, a variety of menu that will attract the person if there will be a lot of choices.

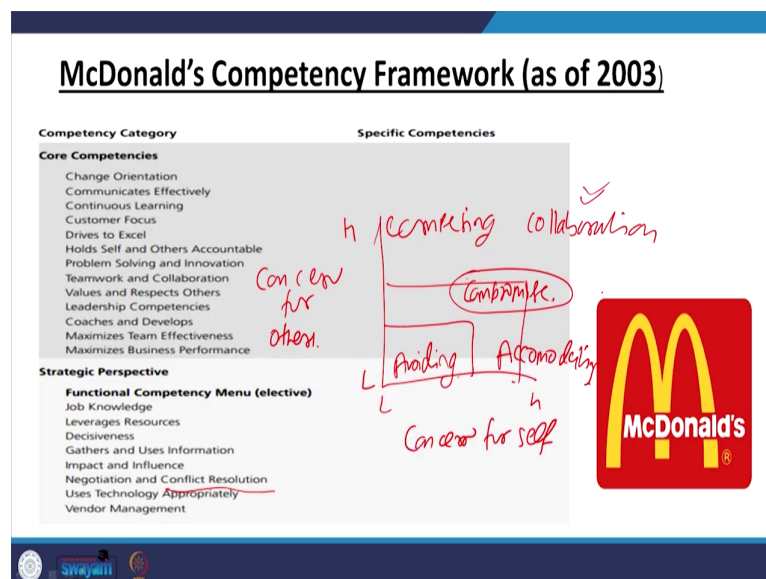
Then the hot and fresh. So, therefore, in that case, attracting customers. Then the promotion is there; consistent with the brand. So, once we talk about employee branding. When we talk about the product branding and if the product is branded, people will come to know.

Even I would like to take the examples here of the local shops. In the local shops also you will find that where a particular taste is available of the particular type of item whether it is North Indian or the South Indian or it is Punjabi or Gujarati or Marathi or the Rajasthani. So, therefore, a particular type of product is available. So, therefore, consistent with the brand, if you want to have dinner or you want to take the snacks you will go to that particular place only, it is very common in India.

So, we also go by the constituent in the brain and relevant to the customers is also there, naturally taste with the customers. Price; best value to the most people. Now, you are having even a particular customer segment and they pay and, but that is the worth value to the product and then most of the organizations they claim have more value than the expected one.

So, therefore, the most value to the product that is giving the most people. And therefore, they say yes whatever I have paid. I hope the customer is delighted, the customer is happy. The second is affordable. So, it becomes very much important how the person will like to take this affordance on this particular item.

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So, in the McDonald's competency framework when it was started in 2003 they have made the competencies category. Core competencies; there is a change orientation.

So, you see there are some of these competency categories, we have talked about in the global leadership competency in part 2. I have discussed the adaptability of the leadership style, customer focus, and all the global leader competencies So, I will take some of them here. So, there is a change-orientation. In the change-orientation with the paid off time the first adaptability you see.

So, in the first adaptability if you are at the location. India is a very big country, and therefore, in different geographical locations taste will be different. And even it has been told



that if you go by 1 kilometer [FL], so, therefore, in that case, if you go by 1 kilometer only you will find there is a change of taste.

So, change-orientation is becoming very important, when you are going from one place to another place from the east to west and north to south then definitely you are required to change your taste, ah the products taste also, so that the local people will like that glocal. What we are talking about is, the glocal talent and in the glocal talent what changes you will make so that your product will be acceptable across the country.

So, the change orientation is very much important and communicates effectively. We exist. If we do not communicate that we exist, if that platform is not there then it will be very difficult. Continuous learning; I have talked already about that when you are going with the business you find that these changes are required, continuous learning is there. Customer focus is based on customers. Drives to excel, this is very important.

Like you see what makes a business successful? That is the drive to excellence right. So, with the help of those products, price, place, promotions, your quality is very important. It is whatever we are given that is the excellent product, the best product and nobody can copy that product and therefore, in that case, it is driven to excel that is becoming important.

Then, hold-self and others accountable. It is not only the expectations from the customers, but it is also the accountability to deliver. If you can deliver then your accountability is becoming very strong. Problem solving and innovation, right. So, I have already mentioned in the previous session that it is the methodology to problem-solving. And you will find create the options as much as options and then select the best alternatives. Evaluate the alternative, select the best alternative that is the basic decision-making model.

So, therefore, in that case, that is problem-solving and innovation. You are coming with creativity. Then the teamwork and collaboration is what sort of team building you are having and with whom you are having the collaborations. Values and respect for others that is very important.

Whenever you enter any shop or restaurant it becomes very important that they are giving you the respect and their values are to serve you. Leadership competencies which we have talked about influence the behavior of others that is becoming the core competencies of the McDs. So, leadership competency is there.

Then the coaches and developers are very important. Now, you see that employees are there. So, global level, so many employees are there, and therefore, what is important? The culture; the person is coming from a particular culture, a particular family. How will it be reflected?

It will be reflected when there are the coaches who will coach and develop those practices and immediately you will understand that he is coming from that family. The way you judge the people from which family they must be coming by their behavior and therefore, immediately you will find, you will understand the employees what level of these stores is and what type of the coaches are there and what type of development is there.

Maximizing the team effectiveness, already I have mentioned, maximizing the business performance ultimately. Please do not forget, do not be emotional, all it is done for the business performance. If the business is doing good, all these efforts which are made will continue. If the business is not doing good then all these efforts will be questionable, but it is a vicious circle.

When you practice your core competencies your business performance is good. When business performance is good you practice your core competencies. So, this is a vicious circle that is going to be implemented. Strategic perspectives; functional competency menu electives are there that is the job knowledge first and foremost.

Now you see that nothing can be compensated as compared to the job knowledge. So, there should be job knowledge. Then leverages resources what type of resources are there. The organization should be able to leverage those resources. Decisiveness I have talked about in the previous sessions.

Gather and use all the information that has been collected and that has been used. Impact and influence; now, you see, few minutes I would like to take on this. Ultimately what is important is the impact. What impact do you bring to your customers or society?

If you can bring that impact then definitely people will follow and you will be successful, but if there is no impact right, then all efforts will go in vain. So, the creation of that impact that people have to follow you, requires a lot of effort.

And when you are making these core competencies and these core competencies you are talking about building that core competency. So, then definitely the impact is likely to have,

but dear friends it takes time to create that impact will not come very shortly. So, by practice and practice, you can create that impact.

Negotiation and conflict resolution are there. Now, in conflict resolutions, there are four strategies right. So, one is avoiding, the second is accommodating, the third one is competing, the fourth one is collaborating/collaboration and the fifth one is compromise. So, I have given like this the concern for self and concern for others, low and high. And therefore, concern for self and concern for others is low, avoid. When it is not going to be very much a long-time relationship right, so, and the conflict arises, ignore/avoid it.

But you find that your concern is high and others concern is low, but you need cooperation from the other person or need another person and therefore, accommodating. Normally, we tell our bosses that he is having the number of subordinates he may not bother about us, but we have to make our impact. So, therefore, concern for ourselves.

So, therefore, we accommodate and we say “yes boss”. Then next is competing. So, when the concern for self is low and the concern for others is high. It is the other who needs me and when the other needs me I will keep my terms and conditions that are called the competing. So, competing will be there.

And when the concern for self is high and concern for others is also high then there will be collaboration. So, there will be working together. So, in that case, this conflict resolution is right. It is better that it both works together, but reaching this stage is very difficult. So, what is to be adopted, at least compromise.

So, if you can compromise with others then definitely in that case you will find the conflict is resolved. But these five strategies i.e., avoiding, accommodating, competing, collaborating, and compromising; during negotiation, you have to adapt and find how it is to be done. And normally many times you have to go by the collaboration and compromise is there.

Then uses the technology appropriately. So, therefore, in that case like the online order is there right and then the mobile bills are there, and then the mobile promotions are there. So, therefore, in that case, your business promotions through mobile and all. So, they will use the technology appropriately, whatever you want to use and according to your requirement of the business.

And the vendor management itself is a big topic that is how to manage your vendors because when you manage your vendors then you are becoming the half-done then there will be no problem. Now, example 2, which I would like to take and it is about the Bank of Americas the senior leadership model.

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TO GET RESULTS, LEADERS SIMULTANEOUSLY...			
I. Grow the Business	II. Lead People to Perform	III. Drive Execution	IV. Sustain Intensity and Optimism
<ul style="list-style-type: none"> <li>A. Demonstrate deep and broad business acumen</li> <li>B. Create competitive and innovative business plans</li> <li>C. Build customer/client-driven environment</li> <li>D. Institutionalize error free quality processes</li> <li>E. Excel at risk/reward trade-off</li> </ul>	<ul style="list-style-type: none"> <li>A. Align enterprise capabilities</li> <li>B. Recruit and grow great talent</li> <li>C. Inspire commitment and followership</li> <li>D. Communicate crisply and candidly</li> </ul>	<ul style="list-style-type: none"> <li>A. Instill management focus and discipline</li> <li>B. Build partnerships to achieve swift adoption</li> <li>C. Demonstrate sound judgement and act with speed</li> </ul>	<ul style="list-style-type: none"> <li>A. Constantly raise the bar</li> <li>B. Display personal courage</li> <li>C. Continuously learn and adapt</li> </ul>
LIVE OUR VALUES...			
Winning – Leadership – Inclusive Mentocracy – Doing the Right Thing – Trusting and Teamwork			
WHILE NOT EXHIBITING DERAILING BEHAVIORS...			
<ul style="list-style-type: none"> <li>• Failing to deliver results</li> <li>• Betraying trust</li> <li>• Resisting change</li> </ul>		<ul style="list-style-type: none"> <li>• Being exclusive vs. inclusive</li> <li>• Failing to take a stand</li> <li>• Over leading and under managing</li> </ul>	



BANK OF AMERICA

In the Bank of America senior leadership model to get the results, the leader simultaneously grows the business. How did they do it? That demonstrates the deep and broad business acumen. So, the vision is broad and the business B2B a number 1, business acumen is there.

Create competitive and innovative business plans always. Therefore, they always plan for the competitive and innovative ideas that will be taken into consideration and accordingly that has to be promoted by these organizations.

Build customers are the client-driven environment. There is a need for the development of the customer and client-based leadership is there. And therefore, it has to be the satisfying [FL] customer delighted ah.

So, always keep in mind that why are you into the business? For your clients and customers. Institutionalize the error-free quality processes. So, your role in the technology or the functioning procedure is becoming very important. So, if there is an error then the customer is getting the problem.

So, to avoid that particular problem it becomes very important that you institutionalize the error-free quality processes. Excel at risk. how you are going to cover that particular risk at your workplace and the reward tradeoff is there and that is how you can develop that tradeoff. The give and take and the services are satisfied.

The second point is to get the results simultaneously and to lead people to perform internal customers. This was about the external customers and the internal customers. Align the enterprise capabilities. So, the organization's capabilities have to be aligned. Recruit and grow great talent.

Identify the talent, recruit them, acquire and allow them to grow that is the only formula to retain the talent. Then the inspire commitment and the followership always that is the organizational commitment is a big topic otherwise. And therefore, you will find that is developing that organizational commitment and followership.

So, one is leadership. Is that fine, if everybody is becoming a leader then who will follow? So, therefore, it has to be in the hierarchy. So, leaders are to be followed and that is followership is very important. That is also another topic. that leadership will be successful. It is a process when the leaders and followers both are having that combination. Like we talk about Shri Krishna, Arjun, Chanakya, Chandragupta, Dronacharya, and Eklavya.

So, there is followership and the leadership combination i.e., a combo of the follower and leaders. Then communicate crisply and candidly that is how you can communicate in short and then the frequently you are communicating. So, therefore, there are employees who are well aware of what is the expectation of the top management. Then, the drive executions: instill the management focus and the discipline then that is very much important.

Build partnerships to achieve swift adoption: already I have mentioned adaptability. So, therefore, in the business, you always have to see that if you are switching to the partners and then there is a proper adaptation is there because the partners will keep on changing. Demonstrate sound judgment and the act with speed.

So, therefore, that is very much important, that is you are having this on judgment and the people are getting the realization that yes, the judgment is in the favor of all and justified. Sustain, point number 4 is the sustain intensity and optimism. Constantly raise the bar, always raise the bar and identify that is how you can perform.

And therefore, when the employees are slow, it is not to raise the bar from 0 to 100, but 0 to 10, 10 to 25, 25 to 50, 50 to 75, 75 to 80, 80 to 85. Why? Because then it will be more difficult. So, therefore, the range will be small. So, therefore, display personal courage: yes, one can, I can and therefore, there is personal courage, I can. And to continuously learn and adapt, learning is a continuous process.

So, live our values that are winning leadership, inclusive identification and doing the right things, and trusting and teamwork is there. While not exhibiting then derailing a behavior, failing to deliver results right then the betraying trust that is not the value system there should be. Resistance to change; no that is not acceptable. Being exclusive versus inclusive; always be inclusive, not exclusive. Failing to take a stand that should not be there. If any decision has been taken, yes, it is my decision.

Now, right or wrong that if it is right thank you, it is wrong sorry. And the over leading and the under managing is there that is not required that is close supervision, no freedom and no flexibility that is called the over leading. So, that is not required. And under managing; no, where the support is required manage it.

So, this is all about the Bank of Americas senior leadership model that there is a further discussion on these global competencies that we will see in the next session.

Thank you.