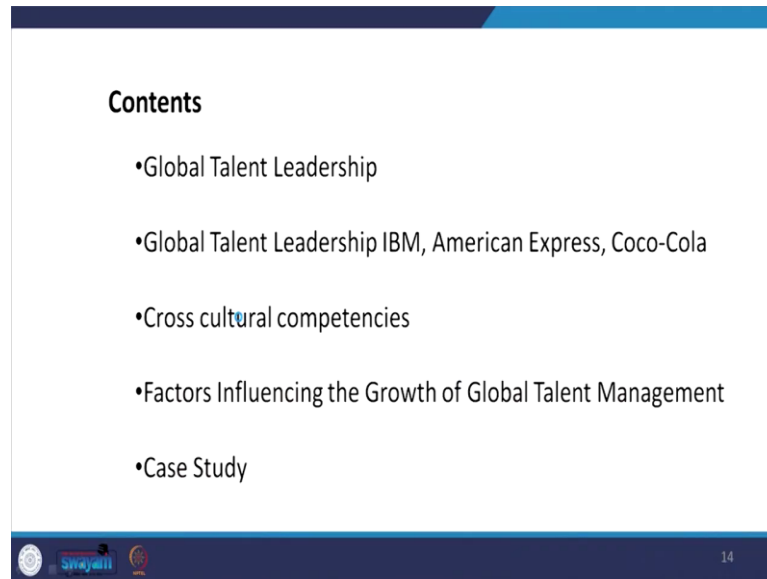


**Talent Acquisition and Management**  
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**Lecture - 24**  
**Global Leadership Competencies - IV**

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In this particular session, we will be talking about Global Leadership Competencies. The last time we have seen in the previous sessions in the global talent leadership competencies that how to develop these particular competencies and the different companies how they have implemented.

In this, we will talk about the global talent leadership by the IBM American Express and Coca Cola, then the cross-cultural competencies, then the factors influencing the growth of the global talent management and then we will using the case study.

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So, what is the global talent leadership according to these companies? Executive coaching is important. When you are nurturing talent and the acquisition is there, so you have recruited the talented people.

But many organization face the problem that after they are joining, they are not able to deliver output is not there. So, what is the reason? Why there is no output into this executive coaching? And the reason is this that is the time spent by these mentors, the coach, that that is to be very much focused and systematized.

If there is a systematic approach for the executive coaching, then definitely that will be successful, leading to the talent is there. In this case, we talk about all the aspects of this, the trainee or the talented employee, you know who is getting the coaching that he is the psychologically and then the skill wise also the professional wise, professional and personal level both.

It is not only the professional level, but it is the personal level also that he is able to concentrate and develop this belongingness towards the organization. And that is why he will have this team optimization. Because once you know the strength and weaknesses of your team member, then definitely you will be able to get work done accordingly, matching with the personalities and what type of the job knowledge is having.

So, there is an interaction between the coach, so the coach is who is the personal trainer basically right. So, therefore he knows that it is this particular young employee where he can do best and where he requires support. And therefore, once understanding then allotting the different roles and responsibilities, so there will be the team optimization will be there.

Now, in the executive coaching in the team of optimization, it is very important because now the generation z is there and generation x and z, it is important that is new leader assimilation is there. So, the new leadership style, the older traditional leadership style that that will be tested basically that will be basic concept will remain same of leadership right to influence. But the way to influence that will be different like nowadays we talk about the technology basically.

Now, we have moved from the www worldwide web to the www worldwide wireless web [FL]. So, therefore, in that case, that new leadership style is mobile; mobile banking, mobile payment, mobile currency. So, therefore, in that case, it is important that how you are leading. So, this new leader assimilation will help them to take that particular aspect into consideration, that is, this particular young generation how that is to be lead.

If we try to lead them from the traditional way, then our tools and mechanisms sometimes may be challenged. The challenge means that methodology will not be able to influence the young talented employees. So, therefore, this lead is required. The second is about the development is there. So, talent strategies through with this coaching whenever coaching are there, and through this coaching, you are developing your manpower.

So, this coaching is creating the development, so this development is there, and you decide the strategies. Second, as I mentioned that is this leadership itself is required to develop leadership development by the leader and by the follower; the team member both have to develop that leadership style.

Then the action learning is there that is if the way they want to take this learning, so that action learning the what actions are to be taken. And then there will be the road map, and then according to the roadmap there will be the learning will be there.

Then transition; the transition is the career transition services, career transition services are there they are shifting from the maybe the technical skills to the techno-managerial skills. So, this transition that career transition services that will also be very important. Executive transition services are also there, so, therefore, that the executives will be there; who will be taking this particular transition, and the change management is there.

In change management, we know that is how to make the change. So, in the change, it is very important that is we are going for the pull technique; pull versus push this change. So, that is a pull versus push means that is the change whatever the change organization wants like an up-gradation of technology, level of the technology development. And then, in that case, it will be the pull technology will be there as compared to the push; that means, change is not pushing right rather than change is pull.

So, they are taking the bringing up their change. So, in this way, you will find that is there is this global talent leadership is there.

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IBM	American Express	Coca-Cola
<b>Attributes of a global leader:</b> <ul style="list-style-type: none"> <li>Global mind set is critical.</li> <li>Able to lead in a social, world-conscious, and analytics-driven environment.</li> <li>Able to foster collaboration within and between teams.</li> </ul>	<b>Attributes of a global leader:</b> <ul style="list-style-type: none"> <li>Global perspective with ability to understand and integrate external trends into local strategies and goals.</li> <li>A mind set focused on collaboration, learning, engaging, and empowering teams.</li> <li>Ability to lead virtually in the global environment.</li> <li>Able to collaborate across businesses.</li> </ul>	<b>Attributes of a global leader:</b> <ul style="list-style-type: none"> <li>Flexibility and agility to quickly adapt to different markets and needs.</li> <li>An activator in mobilizing various teams, cultures, and regions.</li> <li>Able to strike a balance between having a global mind set and remaining locally relevant.</li> </ul>
<b>Highlighted program for global leaders:</b> <p>IBM engages its leaders in various programs and leadership experiences to further enhance their global mind set and cultural diversity, including through the global enablement team (GET) program. The objectives of the GET program include deepening global mind sets, enabling competence in cultural adaptability, and better connecting local country teams with the global company agenda. This is consistent with IBM's philosophy of leaders developing leaders, leaders developing themselves.</p>	<b>Highlighted program for global leaders:</b> <p>American Express's accelerated leadership development program (ALD) is a unique program with sponsorship by the company's most senior executives, including the CEO and president. The program focuses on both group and individual learning covering topics such as: growth mind set, collaboration, and transformational leadership. Through this program, participants develop a strong network of peers across lines of business and geographies enabling greater collaboration throughout the company. Coaching and mentoring are also provided by senior leaders.</p>	<b>Highlighted program for global leaders:</b> <p>Coca-Cola's Don Keough leadership academy is a highly experiential program that consists of a deep dive into three key markets around the world (United States, Mexico, India). Participants learn about each unique market, core strategies, value chain from customers back through to the supply chain and other challenges leaders face in the markets and how they are being addressed. The program uses leaders as teachers with external experts in critical areas. It also mixes in-market experiences with formal teaching segments and coaching.</p>

Now, different companies how they are going for this technology development, and the talent leadership development is there, so here are certain points. Yesterday we saw the American express model also, and last, in the last previous session, we have seen that American express.

Now, the attributes of a global leader. A global mindset is a set is a critical right. So, we because why it is critical? Because its keep on changing. So, when we are developing the knowledge workers, so that level of the knowledge level 1, knowledge level 2, knowledge level 3, knowledge level 4, and 5.

So, then going up to the 5th level, so that always we have to see that what is lacking in that. And that identifying the weaknesses is a critical evaluation critical analysis, and therefore, global mindsets are always critical. They are able to lead in a social world consciously, and the analytics driver's environment is there. So, therefore, they will be able to lead in very societal aspects. There are social aspects. So, they should be accepted by society.

So, certain norms should accept the changes we are bringing into your organization and in your workplace. Then the world conscious is there, so naturally, whatever you are doing, whether it is a simple environmental example is, whether it is environmentally friendly or not. If it is environmentally friendly, then definitely you will be able to create that particular aspect in which you want to develop that leadership.

An analytics-driven environment is there, so everywhere nowadays, we are talking about analysis and analytics. So, if we go for this analysis and analytics, then that will always be successful. So, IBM is doing the changes in leadership development changes into social aspects, into the world conscious and analytical aspects and the in the driven environment is there.

Then it is able to foster collaboration within and between the teams. Ultimately what is required? Managerial effectiveness is required, organizational performance is required. And it organizational performance a managerial effectiveness date will be foster with the help of the within and between the teams are there. So, when the teams are working together, they will be fostering the performance.

Highlighted program for the global leaders are IBM engages it is a leader in various programs and leadership experience to further enhance their global mindset and cultural diversity. This is very, very important. Whenever we are talking about the global mindset in the previous session, also I have talked in detail that is how leadership is going to enhance the cross-cultural aspect and, therefore, the cultural diversity that is becoming important.

Including through the Global Enablement Team GET, the GET program is there. So, that is how making the team globally enable. And the objective of this GET program include deepening global mindsets; what are the global mindsets? It is enabling competence for cultural adaptability. So, therefore, in that case, that is how to develop the competence into the cross-cultural.

And the better connecting the local country teams always because there will be certain local teams will be there, so you have to connect the cross-cultural team. So, this connection between the local team and the cross-cultural team global team is very important. With the global company agenda, of course, this is consistent with IBM's philosophy of leaders developing leaders.

So, those who are the existing leaders, when you are acquiring the new talented employees, so are also potential leaders. So, therefore, leaders developing the leaders and leaders developing themselves also. So, therefore, it is mutual learning takes place and mutual growth is there from the young leaders, those who are recently joined, to the established leaders, those who are already working in the organization.

When we talk about the American express the attributes of a global leader, then the global perspective with the ability to understand and integrate external trends into the local strategies and goals. This is also very, very important, like if you see the IBM, then in the IBM it was the world conscious and social analytics-driven.

Here they are focusing on integrating the external trends into the local strategies, and goals are there. So, with this integration of the external trends identifying the external trends the external environmental factors that are affecting our team performance and accordingly make the local strategies and goals.

A mindset focused on collaboration, learning, engaging and empowering teams. So, therefore, a mindset is required for the collaboration among the different team members; then, learning is required. And of course, that learning will be a social process, social learning theories you know; they are learning from each other they are learning from superior.

Then the engaging and empowering teams that engagement of the teams is very much important into the jobs which they are supposed to do and the empowering teams are

there; so empowerment will be done. Ability to lead virtually in the global environment, so, therefore, it is the how this global environment is there and develop the ability for that.

And able to collaborate across the business, so that is the collaborations to be the across the business is very very important. How are they doing this? The American express Accelerated Leadership Development Program ALD, here we have seen the global enhancement team GET. So, the purpose is to develop talent at the global level. That is the global level leadership is there.

So, therefore, the American express Accelerated Leadership Development program, and it is the ALD, is a unique program with sponsorship by the companies most senior executives. That is how the most senior executives are sponsoring the companies this program, including the CEO and president. So, therefore, at a topmost level also they are supposed to get involved in the ALD program that is the Accelerated Leadership Development program.

And the program focuses on both group and individual learning and covering the topics such as growth mindset. This is becoming very important because if the mindset is not further growth, then there will be no drive or force will be there. So, to make that driver force, it is important that will be a global mindset.

And this global mindset will be taking the employees or manpower or leaders to the next level of extra gear. Yesterday we talked about the extra gear; the extra layer performance will be possible; only when we are having this inclusion of the companies both the global growth mindset right. There is a growth mindset and collaboration with others, and transformational leadership is there.

So, ultimately why we are doing all these GET, ALD programs so that we can transform the employees. Employees transform from their current level of performance to the next level of performance. So, that the transformation is required, then through this program, the participants develop a strong network of peers; peer learning from each other. Across the lines of business and geographies, they are enabling greater collaboration throughout the company.

So, because it is a global organization for global learning and for learning from each other cross-cultural functions are there and geographically, also enabling greater collaboration and as a result of which coaching and mentoring are also provided by the senior leaders.

So, therefore, what we have talked into the previous slide is a coaching right. So, global level coaching is important, and that coaching and mentoring are also provided by the senior leaders. And on, if that is followed only in that case your employees; they will have the competency for the global level leadership.

The third one is Coca Cola. The attributes of a global leader are the flexibility and the agility to quickly adapt to different markets and needs are there. Now, you see that is the as you enter into the new culture right. So, you have to adapt to adaptability. We have talked about this in the previous session also, how adaptability is to be developed.

So, leaders in the current situation, what is required? Adaptable, see the situation and adapt accordingly, but if you will be not having the emotional balance and if you are not sensitized even to understand that what is going on, then definitely it will be difficult for a leader to be successful.

So, therefore, that flexibility and agility to quickly adapt to different markets and needs are there, so what are the different markets are there, and needs are there, and that is to be identified. An activator in mobilizing various teams cultures and regions are important. And therefore, these various teams move forward and planning activities so that the organization can get the results. This is becoming very important, and then to be able to strike a balance between having a global mindset and remaining locally relevant.

So, it is a wonderful concept why it is the same as what we are talking about that is glocal; vocal for local, and whatever prime minister says. So, therefore, vocal for local and think glocal, so, therefore, having a global mindset and remaining locally relevant.

Now, the highlighted program for the global leaders are the Coca Colas the Don Keough leadership academy is a highly experiential program that consists of a deep dive into three key markets around the world; that is the united states, Mexico and India. Participants learn about each unique market. This is important that they have to learn about each unique market of the country where they want to penetrate their product.



Core strategies to be successful and the value chain from customers back through to the supply chain and other challenges. That how there is a supply chain, and other challenges leaders face in the markets and how they are being addressed. So, therefore, it becomes very important that the other challenges the leaders face in the market and whether they are being addressed or not.

The program uses leaders as teachers with external experts in critical areas. So, here you will find this particular program of Coco-Cola. So, there was the GET by IBM, then the ALD by the American express and here in this particular program which is the drive by the leadership academy, they are making the core strategies there.

So, we will find what is common in three; the common in three is that the focus is on the growth mindset, global mindset and the developing core strategies into the unique market. And the value chain from customers back through to the supply chain and other challenges leaders face in the markets and how they are being addressed.

The program uses leaders as teachers with external experts in critical areas, then what are the critical areas are there, and there they have to perform. It also mixes in market experiences with the formal teaching segments, and the coaching is there. And as a result of which when you talk about here on all the three, the common is that is coaching is common.

Coaches are there those who will be training for the global mindset, growth mindset and global leadership. And when you are mixing this with the product development, then formal teaching segments and coaching will be done. So, what is the cross-cultural competencies of global leaders are there? The category of the cross-cultural competencies is the self-management competencies. So, what they are managing themselves then that is the this is very very important.

You see that if these leaders are the potential leaders, they are required to know their core competency. Now, in India, normally we keep on saying that we are hard-working, we are sincere; that is very good. But in addition to this, that nature is very much fine that a person is hard working.

But when we talk about the next level of leadership and then it is the extra layer. An extra layer the strength will be whether you are intuitive that means intuition is there, or

you are a thinker; if you are a thinker, then you will go into that particular direction, or you are a sensitive person so that this sensitization will be giving you as a new direction.

So, therefore, are you are very much judging, accurate judge that is your judging is very much accurate. So, therefore, in that case, you will find that self-management competency is very important. Here the examples are given tolerance of ambiguity, self-efficacy, liking for self, cultural curiosity, how much one is having, and the resilience is there.

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<b>Cross cultural competencies of global leader's</b>		
<b>Category of Cross-Cultural Competencies</b>	<b>Sample Competencies</b>	<b>These Competencies Enable a Global Leader To . .</b>
<b>Self-Management Competencies</b>	Tolerance of ambiguity Self-efficacy Cultural curiosity Resilience	Manage emotional responses in complex and ambiguous cross-cultural environments.
<b>Relationship-Management Competencies</b>	Perspective-taking Mindful communication Ability to form relationships Humility	Connect with others from different cultures, communicate appropriately, build trust and gain the necessary credibility to lead.
<b>Business-Management Competencies</b>	Ethical decision-making Ability to network globally Ability to adapt, hold a standard, or integrate cultural norms, as needed. Receptivity to diverse ideas Ability to foster innovation Ability to influence stakeholders	Account for the business strategy, the key elements of the culture and the interconnected system of the context, which includes laws, regulations, level of education and similar factors. Understand the ultimate professional goal and respond in a manner that will have the intended outcome.

Adapted from Bird (2013), Bird et al. (2010), Caliguari (2012), McCloskey et al. (2010) and Osland, Bird, Mendenhall and Osland (2006).

If then, in that case, if these are the competencies simple competencies, then enable a global leader to manage emotional responses in the complex and ambiguous cross-cultural environment. If you are able to develop self-efficacy, resilience, and cultural curiosity, then definitely you will have emotional stability and a cross-cultural environment will be there.

Then there are relationship management competencies where there is perspective-taking. So, what perspective have been taken by the organization in the case of the development of this particular leadership. Here we will find the mindfulness communication is very, very important.

Mindful communication will be that how you are going to interact with others and if you are able to interact with others; with the proper way of communication. Then definitely

when we are talking about the global mindset, development of the growth mindset, global leadership; then mindful communication will be very much helpful in the relationship management competencies.

The way you communicate in the relationship, it becomes very, very important that your selection of words. What words you are selecting and then even if you are happy or you are unhappy. If you are happy, then what best positive words you are using; when you are unhappy, how careful you are using negative words.

So, therefore, mindful communication will be developing relationship management competencies—the ability to form relationships whenever you are working as a leader. So, naturally, there are many people, or you can say followers, but we will say, employees. Some of them are followers; some of them may not be.

But when they then you are able to develop the relationship with them. So, therefore, that is becoming the sample competencies and the humility how much humility you follow. So, these competencies enable a global leader to connect with others from different cultures to cross-cultural, which is very important.

That is, you are able to develop these employees in the cross-culture and communicate appropriately. Because your mindful, you are using mindful communication, so you are communicating appropriately. Build trust is built between these different stakeholders and gain the necessary credibility to lead. As a result of which your followers will give you the credit that is yes, this is a leader we want to work with you, and that is credibility will be developed.

In the cross-cultural competencies of global leaders, business management competencies. So, there were self-management competencies. These were the examples; this was the impact. Relationship management competencies are how you are developing that relationship with the different people management; you are able to manage that relationship.

And third is that is a core competency business management competencies are there. What is business management competency? The business management competency first will be ethical decision making, how ethical you are to make a decision and because why it is required? Because term long term impact.

So, if you are unethical, that will work for the short term, but if you are ethical, that will go for the long term. So, long term ethical decision making will be applicable ability to network globally. So, therefore, in that case, that particular ability to develop the relationship network globally then will be helpful.

Ability to adapt, hold a standard or integrate cultural norms is needed. Always there will be a sample characteristic which will be having to whether you are adopting or you are not adapting. Because when we are going talking about business management competencies, then there you have to adapt, but that is a suggestion how much people really will be able to follow that action that is to be seen.

So, the global ability to adapt hold a standard that is what type of the standard you are having or integrate the cultural norms. So, there will be certain cultural practices as needed by the organization. And the business environment world receptivity you know to diverse ideas working in the diversity. So, that you can at least, and you may follow you may not follow, but at least you are listening to them.

So, therefore receptivity to diverse ideas are there. Ability to foster innovation, so whatever innovation is they suggested, then you are able to foster that innovation. And the ability to influence the stakeholders so that the stakeholder says that is you are the right leader. Now, in the business management competencies, we will find that is an account for the business strategy. What type of strategy are you having?

We have talked about the different type of strategies like the blue ocean strategies is there. And in that case, there is no competition, and you are the leading, so what type of business strategy you are going to adopt at the global level. The key elements of the culture right, like unity and diversity, is the culture of India, so that is making you more global globally acceptable. And the interconnected system of the context in what context you are doing the which includes the laws, regulations, level of education and similar factors are there.

And which is including the different laws are there and regulations are followed, and level of the education and level of education also makes a difference at what level your education is there. So, you understand what you are doing, whether it is right or wrong.

Understand the ultimate professional goal, so what is the ultimate professional goal? The ultimate professional goal is the ROI. So, you are making so much investment and what is you are expecting from your stakeholders.

You are expecting from your stakeholders that whether it is the emotional investment or it is the monetary investment, or it is a material investment, or it is the minute's investment, time management investment or there are the methods investment or material investments everything is very important.

So, therefore, whatever the investments you are making, are you able to do justice for that investment or not? So, understand the ultimate professional goal, that is that the success. And respond in a manner that if you have achieved the goal, definitely you will respond in a manner very positively. But if you are not able to achieve the goal, then that will be difficult, and this phenomenon will have the intended outcome.

So, whatever the outcome you want to do, you will be achieving that outcome on the basis of these particular aspects. So, therefore, when we are talking about the different companies like IBM, American Express, and Coca Cola, we have to also understand what type of culture they are carrying. So, it is the US-based culture they are caring, or they are going by these different dimensions of the global mindset and global leadership, growth mindset, cross-cultural functioning is there.

And then if that particular functioning is done, so then these three factors of the leading global leadership competencies. First is the leader has to manage himself, so therefore self-management competencies. The second is that because he is a leader, and there are followers interpersonal relationship. Third one because these all practices know whether it is self-management, relationship management, whatever it is there, what is required to develop the business management competencies.

If you are able to develop the business management competencies, then that will have the intended outcome. So, this is an attempt made so that by the help of the different companies and by analyzing their practices of the global leadership program whether it is a GET or the ALD or it is a global mindset leadership by Coca Cola.

So, all these three are combined and ultimately has to be seen that the global talent leadership competencies are developed in the leaders themselves and followers naturally. So, this is about cross-cultural competencies and global leadership development.

Thank you.