Leadership and Team Effectiveness
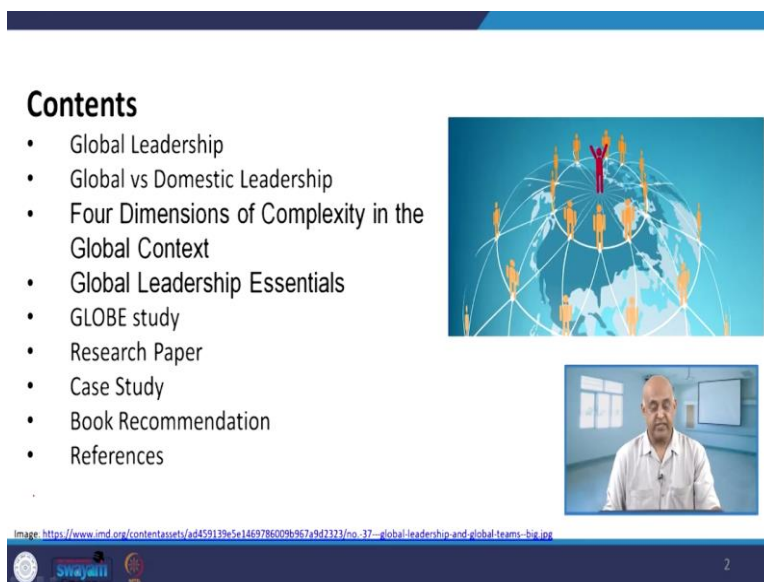**Prof. Santosh Rangnekar**
Department of Management Studies
Indian Institute of Technology – Roorkee

Lecture – 32
Global Leadership

Today in this session we will talk about the global leadership and you know that our Prime Minister is talking about the Glocal concept. Glocal means that is be global and remain local. So, therefore in that case how we can develop that particular global leadership that we will be talking in this session.

(Refer Slide Time: 00:43)

Here we will talk about global leadership, global versus domestic leadership, four dimensions of complexity in the global context, global leadership essentials, GLOBE study, research paper, case study, a book recommendation, and the references are there. So, as usual, we will be having these research papers and case study book recommendations and further references for you.

(Refer Slide Time: 01:09)

Now, whenever we are talking about global leadership there are four ingredients in true leadership that is brain, soul, heart and good nerves are there. So, therefore according to the founder of the World Economic Forum. So, whenever we are talking about true leadership it is the brains. So, brains mean that is in other sense I will like to talk about the IQ intelligence quotient is there, the soul is there that is spirituality is there.

And heart and good nerves are there that is emotional is there. So, therefore in the case that IQ, EQ, and SQ are in this context we talk about the brains, soul, heart and good nerves are there. So, whenever we are having that much of an intelligent quotient then definitely, we will be having that particular sort of this decision-making process, but the decision-making process is not the only basis of intelligence.

This decision-making process is based on the heart and good nerves also. So, therefore we are emotionally connected and ultimately it is a soul that is a spiritual quotient is there.

(Refer Slide Time: 02:17)

Global Leadership: Where Did It Come From?

- The 1970s saw in increase in the number of studies done on expatriate managers (a person working abroad) and the challenges associate with managing subordinates from national cultures other than their own.
- The studies of expatriates in the 1980s and 90s raised awareness and insight regarding the role that culture plays as a significant variable in cross-cultural managerial leadership effectiveness.
- Much of this research was driven by the advent of globalization as a new reality in international business.

Now when global leadership where did it come from? The 1970s saw an increase in the number of studies done on the expatriate managers, a person working abroad and therefore in that case and the challenges associated with the managing subordinates from national cultures other than their own. So, when your team is created and your team is having this number of employees who are coming from the different countries.

So, naturally, their culture is the difference and those subordinates from the national cultures so, therefore, the managing subordinates is becoming different that is the studies of the expatriate in the 1980s and 1990s raised awareness and insight regarding the role that culture plays as a significant variable. So, naturally, these employees are coming from a different culture. So, they are coming in different countries, from a different culture.

So, therefore in that case the boss or leader should be aware about these things that is the subordinates, his team members those who are having. So that insight was regarding the role that culture plays as a significant variable in cross-cultural and managerial leadership effectiveness. So, because the leader is coming from a different across culture leadership effectiveness.

So, therefore if you want to be effective in the cross-culture you should be well aware of the different cultures, and their practices. Then much of this research was driven by the advent of globalization. So, slowly and slowly what happened that is these international employees they have increased since the 1970s and therefore the changes in challenges were seen by the leader.

To overcome these challenges and changes then that leader has to be trained accordingly because earlier there was neither of this change nor this challenge, but to meet this challenge the leader effectiveness naturally that manager leadership effectiveness, and organizational effectiveness that will depend on the performance of the all the employees those who are working and coming from the different countries.

(Refer Slide Time: 04:45)

So, what is a global leadership is there? A global leader is an individual who inspires a group of people to willingly pursue a positive vision in an effectively organized fashion. So, it is an actually an individual who is inspiring a group of people and that is also willingly so towards what? Towards a positive vision because we have also seen the dark side of the leadership. So, therefore when we are talking about the global leadership.

So then global leadership is not in that context of any dark side rather than it is towards the positive vision. While fostering the individual and collective growth in a context characterized by a significant level of complexity, flow and presence is there, and therefore in that case it is becoming very, very important that is we are having a significant level of the complexity is there.

And that how these complexities in these contexts the leader is supposed to perform in a purposeful direction. The leadership of individuals who influence and bring about significant positive changes in firms, organizations, and communities by facilitating the appropriate level of trust, organizational structure, and processes. So, this is the dimension. So, what is the

goal? The goal is about the significant positive changes and whatever the dimensions which are affecting trust in organizational structure and processes.

So, these involve the multiple stakeholders, resources, and cultures under the various conditions of temporal then geographical and a cultural complexity is there.

(Refer Slide Time: 06:36)

The global leadership versus domestic leadership what differences it makes? Concerning international capabilities global leadership has been defined as more complex than domestic by the Maznevski and DiStefano in 2000. So, therefore international capability will be definitely different because when people are coming from the different countries then to lead the international people that will require a different quality is there.

Global leaders need to be explorers with a repertoire of alternate characteristics that differentiate themselves from the domestic leaders. So, naturally there will be the difference in the international leaders and the domestic leaders. Global leaders require not just emotional intelligence to work in different cultures and environment, but also cultural intelligence. Now here this is the term that is about the cultural intelligence.

So, therefore in that case it is with the emotional intelligence there will be the cultural differences and that is the capability for successful adaptation to new cultural settings. So, therefore in that case there will be the successful adaptation will be to new cultural settings and that particular capability is required by the manager and to adopt this a beautiful terminology has been given that is the cultural intelligence because whenever you are

interacting with people may be within India because what is the Indian culture unity and diversity.

So, we are interacting with the different levels of these employees and different cultures, different states, and different religions. So, therefore who will be able to work in diversity and that is who is having a strong cultural intelligence. Regarding multicultural research has shown that domestic leadership is quite different than global leadership and this is also to be noticed that is global leadership is really different than domestic leadership is there because what works in one country does not always work in another country naturally. There will be this particular difference.

(Refer Slide Time: 09:02)

Four dimensions of complexity in the global context multiplicity this reflects the geometric increase in the number and type of issues that global leaders must deal. So, therefore a large number of increases is there that is why the global leaders have to face as compared to the domestic leaders. It reflects the necessity of global leaders having to deal with more and different competitors.

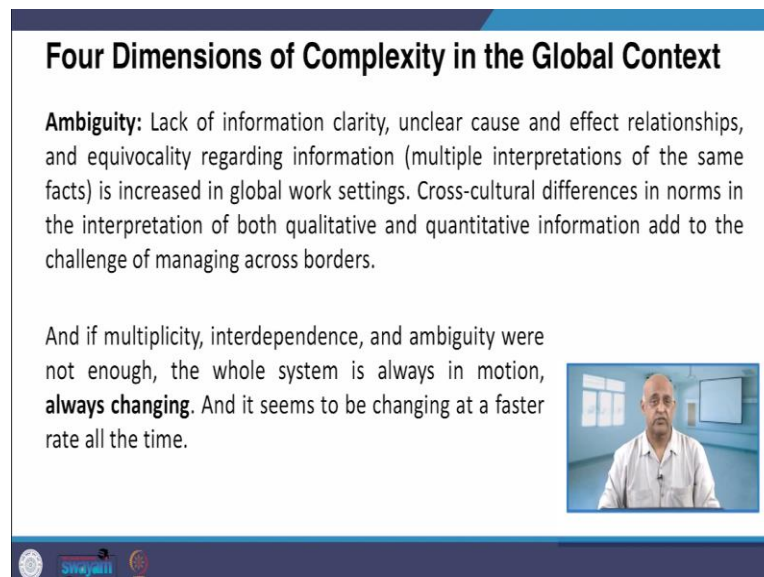So, therefore in that case that it is becoming the totally different context in which they have to get the work done and therefore our influence be their team members. So, more and different competitors are there now here also we have to see because it is now the global village or the global completion, so your competitors will be also different. Customers, government and stakeholders that will be also different.

And nongovernmental organizations will be there. So, here we have to see that is the all the stakeholders, NGOs are there, government is there, customers are there, different competitors are there, all stakeholders they are creating the different culture and on basis of that this will be decided. So, what is a interdependence is there? Interdependence generate complexity that global leaders must be able to attend to.

When you are having this global level of these your organizational functioning then definitely the interdependency as it is increasing, but it is creating more complexities also and the leader has to attend it. The increase of interdependence is in economies, ventures, virtual teamwork etcetera all create a higher bar for leaders in terms of performance. So, therefore in that case the parameters in the terms of these economies, ventures and virtual teamwork is there.

So, therefore different these bars will be there and the leader has to cross the different barriers and in terms of performance and skill set acquisition is there and naturally that is not only the managerial performance, but also the operational performance that is skill set that is required.
(Refer Slide Time: 11:22)

Four Dimensions of Complexity in the Global Context

Ambiguity: Lack of information clarity, unclear cause and effect relationships, and equivocality regarding information (multiple interpretations of the same facts) is increased in global work settings. Cross-cultural differences in norms in the interpretation of both qualitative and quantitative information add to the challenge of managing across borders.

And if multiplicity, interdependence, and ambiguity were not enough, the whole system is always in motion, **always changing**. And it seems to be changing at a faster rate all the time.

Third one is the ambiguity. So, it is a lack of information clarity, unclear cause and effective relationship is there and equivocality regarding the information. So, multiple interpretation of the same facts that is called the equivocality. So that equivocality is increasing global work settings, cross cultural differences in norms in the interpretation of both qualitative and quantitative information and it add to the challenge of managing across the borders is there.

So, here you will find that is all this challenges and changes that is to be seen and a multiplicity interdependence and ambiguity were not enough the whole system is always in motion always changing. So, therefore in that case and this is a continuous process it is not like that is it is a onetime change it will be the continuous process. So, therefore it is always in motion and always keep on changing.

It seems to be changing at a faster rate all the time this is also very, very important the rate of change. It is so fast by the time you make a one change and can adopt that particular change then another change enters. So, therefore this is becoming a totally very short cycled exercise, but essential exercise is there.

(Refer Slide Time: 12:37)

So, what are these global leadership essentials? Solid management and the leadership skills is there so therefore that is to be seen. The Glocal mindset as I was mentioning that is India is working on this Glocal mindset, leadership agility, extra efforts to bridge distance and intercultural competence is there and therefore in that case you will find that is these leadership essential at a global level is required that your practices should be having these solid management and leadership skills.

(Refer Slide Time: 13:12)

Global Leadership Essentials

1. **Solid Management and Leadership Skills**

Management	Leadership
Management is Operation	Leadership is Development
• Act on defined goals • Execution and control • Resource planning • Problem-solving • Procedures	• Shape Future • Transformation • Ambiguity • Opportunities • Ideas and risks
Communication and Motivation	

Source: https://www.slideshare.net/lupro/what-is-global-leadership

What are the solid management is there? So, therefore act on the defined goals so you have to define the goal and vision is global vision. Execution and control now globally you have to execute and globally you have to control then there will be the resource planning and in the resource planning whatever the main machine material money and minutes you are having these all to be managed globally.

The problem-solving approach and the procedures are there. So, these are to be followed. Similarly in the leadership shape the future and the transformation is there because you are going from one culture to another culture so transformation is there. Ambiguity will be always there remaining there; opportunities are to be created and idea and risks that has to be monitored.

So, therefore in that case whenever you are having this the control over this managerial issues and leadership issues and then definitely you will be able to communicate and motive to the team members.

(Refer Slide Time: 14:10)

2. "Glocal" Mindset

Ability to think and act both global and local:
- A manager with a 'Glocal' mindset understands the need for global integration and local responsiveness and works to optimize this duality.
- 'Glocal' mindset involves an appreciation for diversity as well as homogeneity and an openness to learn from everywhere.

A competence that can be developed. **'Glocal' mindset involves:**
- Cognitive skills to handle complexity and Cosmopolitan outlook
- Open, empathic, and curious about diverse people and situations
- Knowledgeable about world affairs
- Ability to appreciate different points of view
- Ability to bridge and merge ideas, i.e. merge global and local into 'glocal'

Ability to think and act both global and local. A manager with a global mindset understands the need for the global integration and the local responsiveness and works to optimize this duality. So, therefore that global integration and the local responsiveness that is very much necessary. Glocal mindset involves an appreciation for diversity as well as homogeneity and openness to learn from everywhere.

So, therefore in that case this is becoming the Glocal mindset. So, homogeneity and openness to learn from everywhere because they are working from different corners of the world. So, therefore a competence that can be developed a Glocal mindset involves cognitive skills to handle complexity and cosmopolitan outlook. Second is open, empathetic and curious about the diverse people in the situations are there.

And therefore, in that case, one side the cognitive ability and other side that is practically they are able to manage that working with the people with the diverse situations and diverse culture. Knowledge about the world affairs that is what is going on globally, ability to appreciate different points of view because everybody is coming from different culture so he is having the different perception and therefore different point of view. Ability to bridge and merge ideas that is merge global and local into the Glocal is there.

(Refer Slide Time: 15:36)

3. Leadership Agility

Leadership agility Adjusting behavior without losing yourself. Leadership agility is supported by:
- Tolerance of ambiguity
- Resilience
- Humility
- Perspective-taking
- Being effective in a myriad of foreign situations requires more than mere knowledge.

It requires the capacity
- To act on what you know
- Mold and shape your behavior so that you can be simultaneously be effective and appropriate in a setting without losing who you are in the process.

The third very important aspect is that is the leadership agility is there. So, leadership agility adjusting behaviour without losing yourself and leadership agility are supported by now you see that is always the leader they are required to be flexible, but flexible in the sense that is without losing themselves. It should not be like this is they are lost in the process of global leadership they should not be lost.

So, tolerance of ambiguity is required, resilience is required, humility is required and perspective-taking is required. Being effective in a myriad of foreign situations requires more than mere knowledge it requires the capacity. To act on what you know, mold and shape your behaviour so that you can simultaneously be effective and appropriate in a setting without losing who you are in the process is there.

And therefore, in that case your behaviour in that particular capacity. So, setting is required where you can shape your behaviour this is very, very important dear friends. So, first we have understood how their global leadership is different from the domestic leadership is there and once you know these states are required and these are the factors and dimensions which is affecting then you have to develop those particular traits.

And that is called shaping your behaviour. So, when you are shaping your behaviour then you are into the winning position and controlling the situation is there.

(Refer Slide Time: 17:15)

4. Extra effort to bridge distance

What does leader's role require in terms of bridging distance:
1. Geographical 2. Emotional 3. Cultural 4. Social

- Successful global leaders are those who are able to shift their communication style, leadership methods, and strategy to fit various contexts and bridge geographical as well as social and emotional distance.
- They can move skillfully back and forth between differing business environments, even when these call for very different approaches.

https://www.slideshare.net/lupro/what-is-global-leadership

13

What does leader's role required in terms of bridging the distance between the Glocal and leader is there? Geographical, emotional, cultural and social is there. Successful leaders are those who are able to shift their communication style leadership methods and strategy. These are very, very important point that is because this change that is not that easy that is why I am saying it is very important that even by knowing that is I have to change my communication style the people are failing to develop their self to change their communication style.

Leadership method so once they are having one sort of the leadership method, they will continue with the leadership method only and the strategy to fit various context in bridge geographical as well as social and emotional distance is there and therefore in that case these social and emotional distance is also equally important whenever you are making this type of leadership practices are there.

They can move skillfully back and forth between differing the business environment even when this call for every different approaches are there and therefore here it is becoming important that is the whatever business environment is changing and accordingly they were making the different approaches. So, that agility is required in the leadership. So as soon as these changes are demanded and leader is able to cope up with these particular changes are there.

(Refer Slide Time: 18:41)

5. Intercultural Competence
- Set of cognitive, affective, and behavioral skills and characteristics that support effective and appropriate interaction in a variety of cultural contexts.
- Ability to communicate effectively and appropriately in intercultural situations based on one's intercultural knowledge, skills, and attitudes.

A Mindset-Cognitive Dimension
- Developing cultural self-awareness

A Skill set-Behavioral Dimensions
- Adapting and Managing Social Interactions

A Heart set-Affective Dimension
- Tolerance for ambiguity and risk-taking

(Source: Bennett, J.M., 2008) and Second Definition Darla K. Deardorff. Based on first study to document definition consensus among leading intercultural experts.)

The intercultural competence. This is a set of cognitive, affective and behavioral skills and characteristics that support effective and appropriate interaction. So, as I mentioned that IQ attitude and that attitude cognitive is there, the affect is there, there is filling is there and behaviour. So, therefore that affect emotions that is feeling and that is behaviour. So, therefore in that case that whenever we are talking about this particular intercultural aspect.

So, they will be all be related with the whatever these they are going to make the effects then it will be there, how they are making the intercultural competence and where the affect the feelings and their emotions, their moods and their behaviour, attitude in their behaviour that will be the those will be changes and characteristics that support effective and appropriate interaction in a variety of cultural context.

So, these will develop the ability to communicate effectively and appropriately in intercultural situations based on the ones intercultural knowledge skills and attitude is there. A mindset cognitive dimension is required developing the cultural, self awareness and skill set and behavioral dimensions and the heart set affective dimension is there. So, therefore this cultural self awareness and managing the social interaction that is the skill set, mindset, skill set and the heart set.

So, there are the three very, very important competency measures are there. So, therefore once your mindset to be global so those practices you will try. So, therefore in that case you will develop the skills and when you are able to adopt and manage the skills you will go for

the administration that is the heart set affective dimension, tolerance in ambiguity. So, that will be measured and developed by the leader is there.

(Refer Slide Time: 20:47)

Whenever you are talking about developing intercultural competence, four-level of cultural awareness, unconscious competence so that is blindness is there. So, we are not aware actually what is really the change are required, what changes and how they are different from others, conscious incompetence that is once we know that this type of behaviour is required this is the culture of this particular country and then sensitivity consciously we are making the unaware.

Then on the conscious competence and so, therefore, our ability consciously making yourself aware to do that particular job and finally the proficiency, unconsciously aware is there and therefore in that case that blindness, sensitivity, competence, and proficiency will be developed.

(Refer Slide Time: 21:35)

The Intercultural Development Continuum
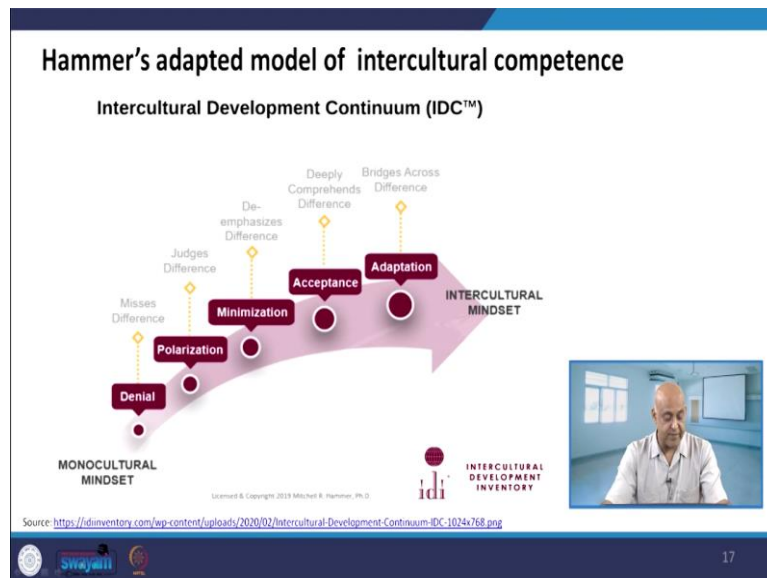
The Intercultural Development Continuum describes a set of knowledge/attitude/skill sets or orientations toward cultural difference and commonality that are arrayed along a continuum from the more monocultural mindsets of Denial and Polarization through the transitional orientation of Minimization to the intercultural or global mindsets of Acceptance and Adaptation.

The capability of deeply shifting cultural perspective and bridging behavior across cultural differences is most fully achieved when one maintains an Adaptation perspective. This continuum is adapted from the Developmental Model of Intercultural Sensitivity originally proposed by Milton Bennett.

(Source: https://idiinventory.com/generalinformation/the-intercultural-development-continuum-idc/

The intercultural development continuum describes the set of knowledge, attitude, and skills set or the orientations toward the cultural differences and commonalities that are arrayed along a continuum for the more monocultural mindset are there. So, therefore in that case whatever the monocultural mindset of their denial and polarization is there and that will be making the transitional orientation of minimization.

So, you can make a global mindset of acceptance and adoption is there. The capability of the deeply shifting cultural perspective now that is the deeply shifting. So, once you know the culture and then you are getting deeply involved into that particular culture and bridging the behaviour across cultural differences. So. therefore suppose there is a culture A and there is a culture B.

Now you have to bridge so therefore you are real so you know that how you can bridge the A and B and this will be the common parameters. So, it is mostly achieved when one maintains and adaptation perspective this is a adaptation perspective. This continuum is adopted from the developmental model of intercultural sensitivity originally proposed by the Milton Bennett.

So, therefore this is the one and this is the another these are the two. So, a developmental model of the intercultural sensitivity of these two. So, in spite of the fact what you are doing you are getting involve. So, therefore in that case it is that whenever we are talking about that deeply shifting cultural perspective, we are able to develop by the Milton Bennett particular model.

Now whenever these models of the intercultural competences talked these Hammer's adapted model that we will see how it works and therefore you can learn that is how to bridge the distance between the global leadership and the domestic leadership is there. So, normally what happens monocultural mindset is there so there will be denial will be there while in the intercultural mindset it will be adaptation will be there in the monocultural polarization then justice differentiation will be there.

Here the acceptance will be there and deemphasizes differences that is the minimization will be there and from monocultural minimization is there it will go to the maximization of the intercultural mindset is there. So, right from the denial that conversion that is the leadership dear friends. So, it is not the journey by step by step very easily rather than it requires a lot of leadership qualities are there. If those leadership qualities are there then definitely, we will be able to go for that.

Bennett framework of intercultural competence

"A framework for analysing the potential response to cultural difference..."

Underlying assumption: "...as one's experience of cultural difference becomes more complex and sophisticated, one's competence in intercultural relations increases."

- Denial
- Defense
- Minimization
- Acceptance
- Adaptation
- Integration(not included in Hammer's adapted model)

(Source: J. Bennett, 2004, p. 158)

Image Source: https://blog.culturaldetective.com/2013/10/15/developmental-icc/

When we talk about the Bennett framework of the intercultural competence so it is the ethnocentric stages and then the ethno relative stages are there. So, analyzing the potential response to the cultural difference. So, as one's experience of cultural difference becomes more complex and sophisticated. Once competency and intercultural relation increase that is the if he is the competence enough so it will be making the effect in the ethnocentric stages of the denial difference and minimization.

Similarly, the acceptance and adoption and integration the depth will also be a part of that is how fast the person is able to experience the differences and when there are such differences are fast then there will be definitely there will be adaptation of the culture.

(Refer Slide Time: 25:33)

GLOBE Study

- GLOBE is an acronym for a research program called the Global Leadership and Organizational Behavior Effectiveness Research Program. It is the most comprehensive study of leadership and culture ever attempted, involving data collected from over 17,000 managers representing 950 companies in 62 countries.

- **Future orientation :** The degree to which individuals in organizations or societies engage in future-oriented behaviors like planning and investing in the future.
- **Collectivism :** The degree to which individuals express pride, loyalty, and cohesiveness in their organizations, families, or similar small groups.

Source: https://aai-assessment.com/services/leadership-assessment

So, globe is an acronym for a research program called the global leadership in the organizational behaviour effectiveness and it is the most comprehensive study of leadership and culture ever attempted, involving the data collected from over 17,000 managers representing 950 companies in 62 countries. So, the future orientation degree to which individuals in organization or societies engage in future oriented behaviors like planning and less investing in the future in case of India.

The degree to which individuals express pride, loyalty and cohesiveness in their organizations families as the smaller groups are concerned then we will say that is collectivism is there.

(Refer Slide Time: 26:16)

Now this is a very good example of representatives' societal differences on the two globe dimension. One is a societies higher on collective tend to the societies higher on the individual tend. So, individual versus collectivism is there. So, have a slower pace of life collectivism, have a lower heart attack rate, assign less weight because there is a less risk, assign less weight to love in marriage and decisions are taken, have fewer interactions but interactions tend to be longer and more intimate is there, collectivism is there.

While in the case of individualism have a faster pace of life, have a faster heart attack rate, assign greater weight to love in marriage decisions, have more special interactions, but interactions tend to be shorter and less intimate is there and therefore in that case the societal higher on individualism it will not work as compared to the society higher on the future orientation.

So, why this is required to achieve the economic success, have flexible and adoptive organization and managers, flexibility will increase, adoptability will increase, emphasize visionary leadership that is capable of seeing patterns in the face of chaos and uncertainty so that visionary leadership can be seen. As far as the future orientation lower are concerned have lower rates of economic success.

Have inflexible and maladaptive organization and managers, emphasize leadership that focus on the repetition of the reproducible and the routine sequences are there and therefore in that case this will be the future orientation.

So, culturally endorsed the implicit theories of leadership are there, the heart of the conceptual model in the globe research is what is called implicit leadership theory and this theory holds that individuals have implicit beliefs and assumptions about the attributes and behaviours that distinguish leaders from followers, effective leaders from ineffective leaders and the moral from immoral leaders are there.

The globe model further posits that relatively distinctive implicit theories of leadership characterize different societal cultures from each other as well as the organizational cultures within the societal cultures. So, globe calls these culturally endorsed implicit theories of leadership is there. So, here we will understand that is whenever we are talking about these globe model and then it is the characterize different societal culture.

So that we understand that is what differences are there and therefore not only that implicit theories of the leadership characterize societal culture, but it is also as well as the organizational culture because that we have discussed earlier that is every organization is having the different culture. So therefore, societal cultural differences that national cultural differences and organizational cultural differences. So, global call these culturally endorsed implicit theories of leadership is there.
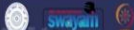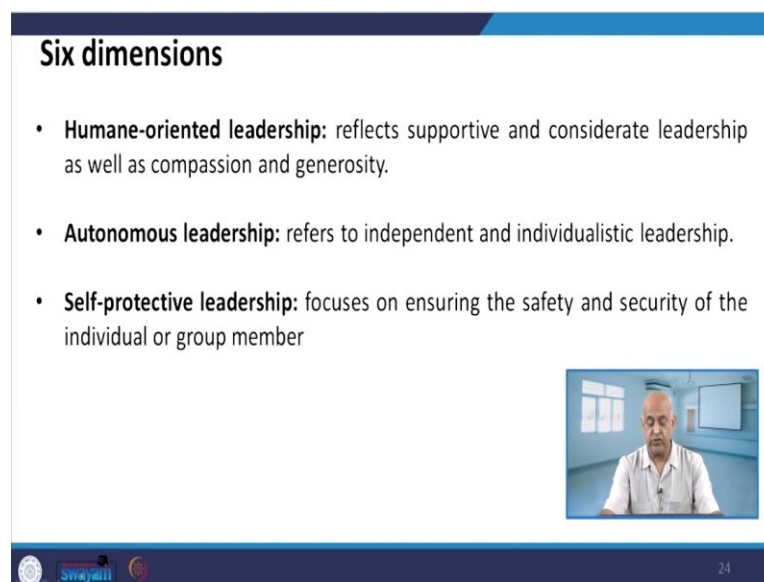
(Refer Slide Time: 29:15)

There are the six dimensions that were determined after a detailed analysis of finding the globe finally researchers identified six dimensions. So, charismatic value-based leadership is there that ability because you see from where we have started, we have started from local to global so the distance that requires a charismatic leadership and value-based leadership is

required. People should able to inspire others, motivate others and expect the high performance from others on the basis of firmly held core.

Now this is also very important dear friends that is what is required the high performance from others that is to be required. Team oriented leadership is there that is effective team building and implementation of a common purpose of the goal among the team members is required and the participating leadership is required the managers and other in making and implementing the decisions are required.

(Refer Slide Time: 30:09)

The humane-oriented leadership reflects supportive and considerate leadership as well as compression and generosity. So, autonomous leadership refers to independent and individualistic leadership. The self-protective leadership focuses on ensuring the safety and security of the individual or group members.

(Refer Slide Time: 30:29)

Universal Leadership Attributes

GLOBE researchers identified 22 specific attributes and behaviors that are viewed universally across cultures as contributing to leadership effectiveness.

1. Trustworthy
2. Just
3. Honest
4. Foresighted
5. Intelligent
6. Plans ahead
7. Encouraging
8. Informed
9. Excellence oriented
10. Communicative
11. Team builder
12. Positive
13. Dynamic
14. Decisive
15. Motive arouser
16. Effective bargainer
17. Confidence builder
18. Win–win problem solver
19. Motivational
20. Administratively skilled
21. Dependable
22. Coordinator

Adapted from House et al., Cultural Influences on Leadership and Organizations: Project Globe. Advances in Global Leadership, vol. 1 (JAI Press, 1999), pp. 171–233.

Then it identified 22 specific attributes are there so that what we have seen is these all such dimensions that is self protective leadership, humane oriented leadership, autonomous leadership and the charismatic team leadership, participating leadership. So, these three we have already discussed into our earlier studies, but these three leaderships which they have given on the basis of their research that is a self-protective leadership.

So, here the safety and security of the individual and group member that is becoming very, very important because when you are making the changes you should be sustainable otherwise, they will find it difficult. 22 specific attributes, trustworthy, just honest, foresighted, intelligent, plans ahead, encouraging, informed, excellence oriented, communicative, team leader, positive, dynamic, decisive, motive arouser, effective bargainer, confidence builder, win-win problem server, motivational, administratively skilled, dependable and the coordinator is there.

So, therefore in that case all these traits actually that we have talked about the leadership across and these all we all talked about the bargain, negotiation also we have talked about the number 16 that is the effective bargainer that is a negotiation how to do the negotiation is there. Inspiring and then the confidence builder is required leader. So, all these universal leadership attributes that have been summarized here by the globe is there.

(Refer Slide Time: 32:01)

Universal Leadership Attributes

Examples of Leader Behaviors and Attributes That Are Culturally Contingent

- Ambitious
- Cautious
- Compassionate
- Domineering
- Independent
- Individualistic
- Logical
- Orderly
- Sincere
- Worldly
- Formal
- Sensitive

Eight characteristics that are universally viewed as impediments to leader effectiveness

- Loner
- Asocial
- Noncooperative
- Irritable
- Nonexplicit
- Egocentric
- Ruthless
- Dictatorial

Whatever the culturally contingent this list is very, very important because ultimately it is the adoptability of culture. So, ambitious, cautious, compassionate if you are not compassionate then difficult to adopt then the domineering and independent, individualistic, logical, orderly, sincere, worldly, formal and sensitive is there. So, therefore these attributes that will be leading according to the globe towards the culturally contingent is there.

Eight characteristics universally viewed as impediment to the leader effectiveness that is the loner, asocial, non cooperative, irritable, non explicit, egocentric, ruthless and dictatorial. So, therefore this will not work dear friends earlier might have worked in some context but not now.

(Refer Slide Time: 32:52)

Research Paper

Developing a global mindset: learning of global leaders

European Journal of Training and Development
Vol. 37 No. 5, 2013
pp. 489-499
© Emerald Group Publishing Limited
2046-9012
DOI 10.1108/03090591311327303

Received 19 April 2012
Revised 1 October 2012
Accepted 25 March 2013

Maria Cseh
Human and Organizational Learning Department,
The George Washington University, Washington, DC, USA
Elizabeth B. Davis
University of New Haven, West Haven, Connecticut, USA, and
Shaista E. Khilji
Human and Organizational Learning Department,
The George Washington University, Washington, DC, USA

Purpose

The purpose of this qualitative research study was to explore the requirements of leading in a global environment as perceived by the leaders participating in this study as well as the way these leaders learn and develop their global mindset.

And this is usually a research paper developing a global mindset, learning of the global leaders so I am sure you will find it very interesting and therefore this qualitative research study was to explore the requirement of leading in a global environment especially leaders participating in this study. These leaders learn and develop their global mindset is there this is the approach and finding are there.

(Refer Slide Time: 33:16)

These are the implication of the study that we may talk about how to develop the global leadership is there.

(Refer Slide Time: 33:23)

As usual this is the case study how Google and IBM develop the global leaders.

(Refer Slide Time: 33:28)

Case Study: (Cont.)

For both companies, the outworking of their individual circumstances carved two different methods of global leadership development.

Google: Quick and Dirty Field Training Champions

The approach that Google took was to send their brightest minds out into the fields they were hoping to get a foothold in. They needed their global leaders to know how to navigate different cultures but they didn't have the resources or the time to really get into depth. So Google got specific. Fledgling leaders were sent on missions to understand cultures from a business perspective.

3 Pros of Google's Approach

1. Highly Flexible: When Google was a much smaller organization, it had the advantage of being able to respond quickly in a market that was constantly changing. Their training program was no different. They could add training exercises and placements even on a project-specific basis, which made their program truly bespoke and highly focused on the individuals involved.

And therefore, in that case quick and dirty field training champions by the Google and the pros of the Google approaches the highly flexible.

(Refer Slide Time: 33:35)

Case Study: (Cont.)

2. **Very Focused:** In addition, Google cherry-picked every element of their program. Doing this means there's less waste; why repeat work if it's not necessary.
3. **Require fewer Company Resources:** The commitment to focus and flexibility ultimately reduced the number of company resources required.

2 Cons of Google's Approach

1. **An Ulterior Motive?:** In Google, focus on specific markets in mind, the leaders risk being less well-versed in their approach to cultural diversity, with a truncated view of how culture permeates into spheres that are both personal and professional. The foundational principles that help to make a leader culturally intelligent aren't present here.
2. **The Danger of Inconsistency:** If the global leaders haven't had the same opportunity to embark on internalizing the character traits required to become competent in the many skills required, then you end up with inconsistency and a return to the 'sink or swim' mentality.

Very focused and if fewer researchers are there because you see every style of leadership, every practice that will have the pros and cons both. So, cons of the Google approach will be in the ulterior motive the danger of inconsistency.

(Refer Slide Time: 33:53)

Case Study: (Cont.)

IBM: A Thorough In-House Training Program

IBM's approach was to take their global leaders on an internal process that would finetune their ability to work within diverse cultures. As a result, leaders who completed the program came away with so much more than field skills. They came away with an entirely different perspective on cross-cultural management and diversity.

2 Pros about IBM's Approach

1. **The Depth**: This program facilitates a deeply internal shift within the participant. Global leaders in this program are fully immersed in the principles that underpin the effective management of diversity

2. **The Ethics :** The training program teaches leaders to appreciate cultural differences as part of a core value system. What makes this so powerful is that it makes cultural appreciation and effective culture management a goal *in its own right*. No ulterior motive. No sly focus on the bottom line.

While the IBM a thorough in house training program. So, pros about the IBM's approach is the depth, the ethics.

(Refer Slide Time: 34:01)

Case Study: (Cont.)

3 Cons of IBM's Approach

1. **Resource Intensive:** IBM's chosen method of training requires a lot of resources at all levels of the organization. They've built a bespoke program that draws from a wide range of experience; just collating all of the information required to build it is a huge project requiring lots of finances and time.

2. **Not as Practical:** There's a lot of theory in this program which focuses on changing the leaders' mindsets and expanding their appreciation for many different cultures. All well and good, but what is the practical outworking of that mindset change?

3. **Not as Flexible** : It has taken a long time to get the training to this point, and everything that has been added has been done so after plenty of careful thought. This is brilliant, but that means if a new contextual challenge presents itself, more time will be needed to assess and build a response to that challenge. In other words, such an established program is not as agile as it could be.

The cons about the IBM approach the resource intensive not as practical and not as flexible is there.

(Refer Slide Time: 34:09)

And finally, this is the book that is the global leadership the next generation that has been suggested by the Marshall Goldsmith for further reading. I am sure by this reading you will be able to learn about these how the global leadership has been developed. The case studies have been given two-year Accenture study of the emerging business leaders that has been shared.

(Refer Slide Time: 34:33)

And these are the references which we can use for your further references and for your detail studies you can take these references so that you can be a global leader and going from the local to global for the business by remaining Glocal. Thank you.