

**DEVELOPING GLOBAL LEADERS  
FOR TODAY'S ORGANIZATIONS –  
AND FOR TOMORROW'S**

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# CHALLENGES AND OPPORTUNITIES EVERYWHERE



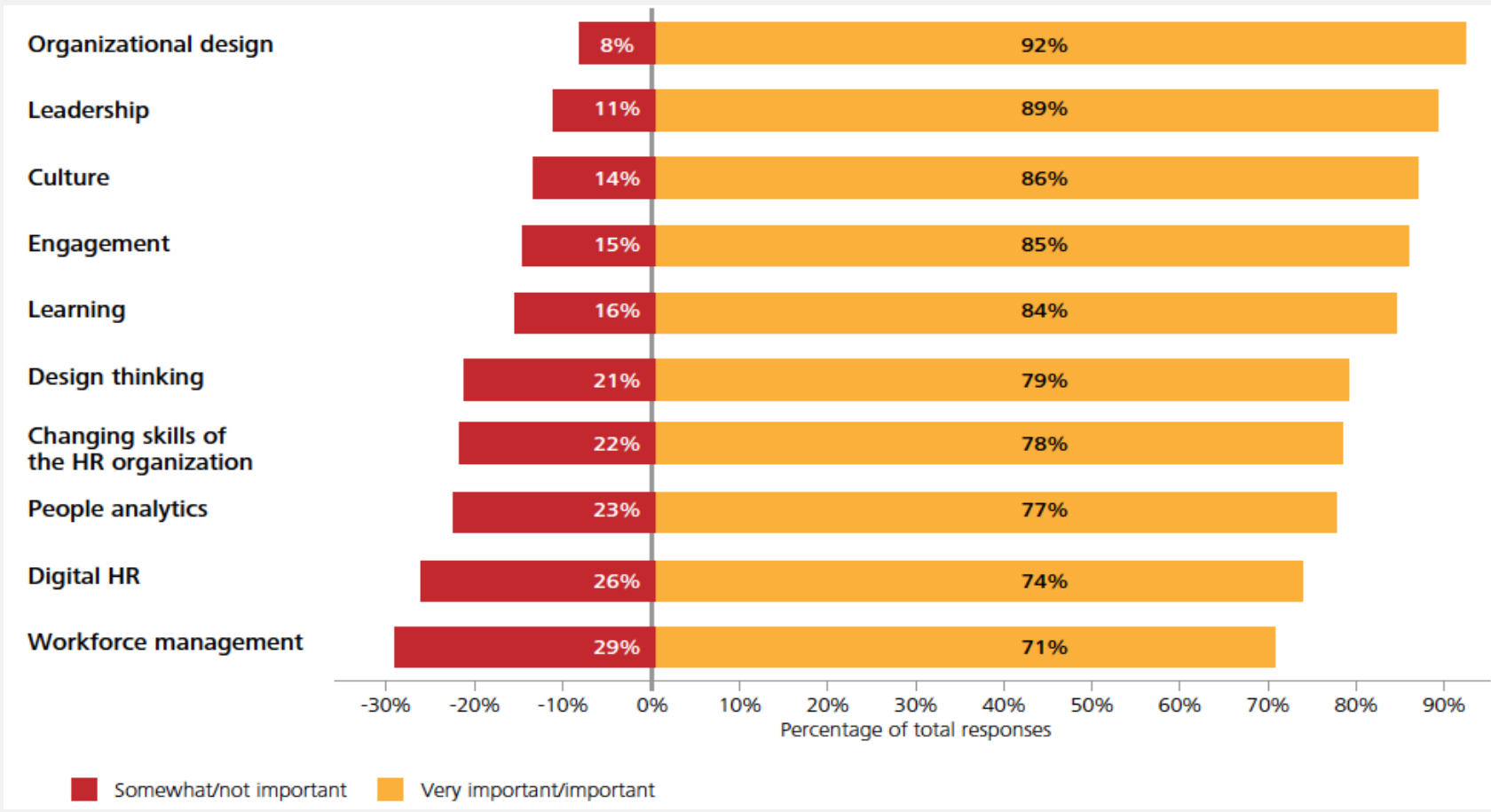
“YOU MUST BE THE CHANGE  
YOU WANT TO SEE IN THE  
WORLD”

Mahatma Gandhi



# DRIVERS OF THE INTERNATIONALIZATION OF BUSINESS





Source: Deloitte, Global Human Capital Trends 2016

# GLOBALIZATION

- Free movement of goods, services, capital, information, and people across national borders



# GLOBAL INTERDEPENDENCIES



- Countries, companies, and workers interconnected as never before
- Global labor markets are fueling both company and worker mobility
- Challenge: Become an “employer of choice”

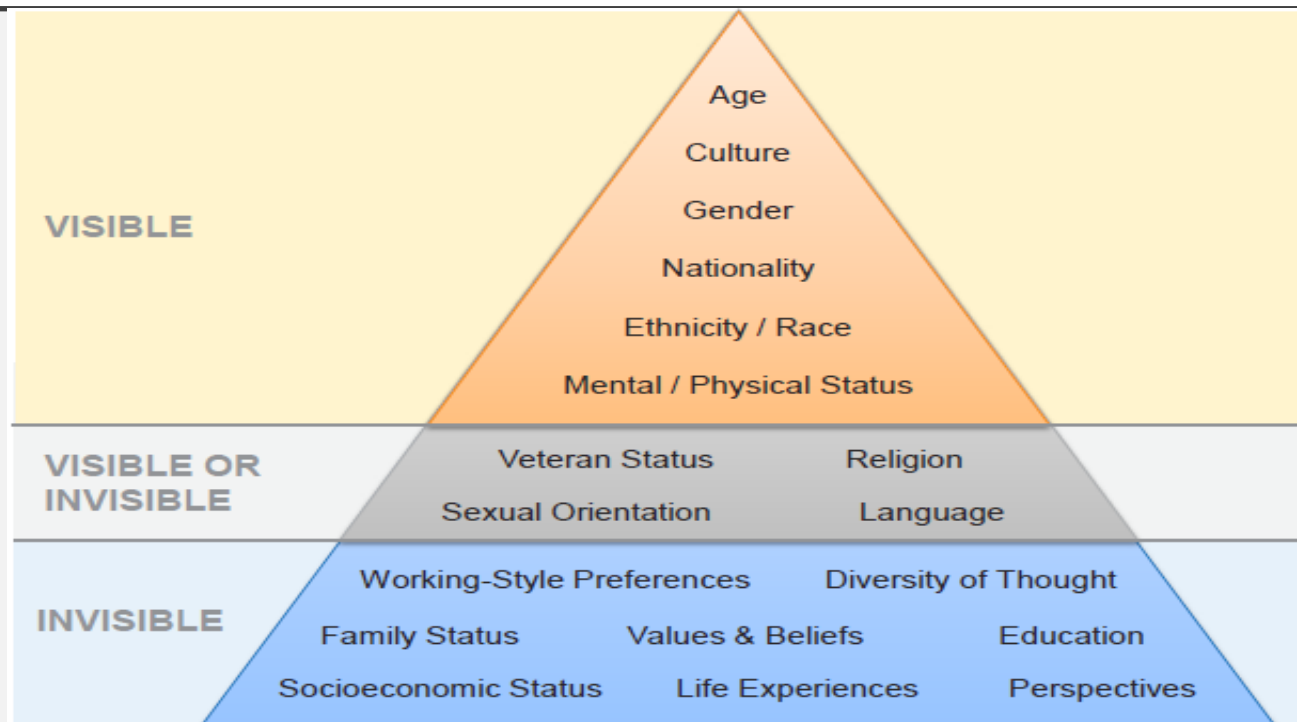
# GROWING WORKER MOBILITY



- 500M people, double the number today, will legally work outside their home countries in the next 20 years; why?
- Conflict, natural disasters, climate change, economic opportunism
- Implication: Great need for cross-cultural skills, adaptability, and flexibility



# RESULT: MORE DIVERSITY THAN EVER



# Employers Find ‘Soft Skills’ Like Critical Thinking in Short Supply

Companies put more time and money into teasing out job applicants’ personality traits



Above, a career fair in Louisville, Ky. Many jobs that can't be automated or outsourced require such 'soft skills' as critical thinking, empathy, or other abilities that computers can't easily simulate. *PHOTO: LUKE SHARRETT/BLOOMBERG NEWS*

By **KATE DAVIDSON**

Aug. 30, 2016 5:30 a.m. ET



**ESSENTIAL SKILLS** for **SUCCESS**

# WHAT ARE ESSENTIAL SKILLS?\*

COMMUNICATION • ORGANIZATION  
CRITICAL THINKING • PROBLEM-SOLVING  
TEAMWORK • FLEXIBILITY • TOLERANCE  
NETWORKING • POSITIVE ATTITUDE  
DETERMINATION • DEPENDABILITY  
PROFESSIONALISM • LEADERSHIP  
LISTENING • MANNERS • CREATIVITY  
WILLINGNESS TO LEARN • PATIENCE  
BEING ON TIME • PERSEVERANCE  
MANAGING MULTIPLE PRIORITIES  
MOTIVATION • FOLLOW-THROUGH  
ATTENTION TO DETAIL



\*Also known as "soft skills," which is in contrast to "hard skills" — quantifiable and directly related to a career (e.g. software knowledge, plumbing skills)

# IMPLICATIONS OF GLOBALIZATION 2.0

- Strategic decisions must be localized to adapt to the demands of different markets
  - Leaders need contextual awareness
- Great need for cross-collaboration between functions and across countries
  - Task for leaders: Manage effectively across functions, regions, countries, nationalities, cultures, and markets
- Need more diverse teams to improve local sensitivity and contextual awareness
- Become an “employer of choice”, because top talent will always be in demand
  
- Source: *Leadership 2030* by Vielmetter and Sell (2015)

# LEADERSHIP

- **Essence:** working through people to execute desired strategies and goals

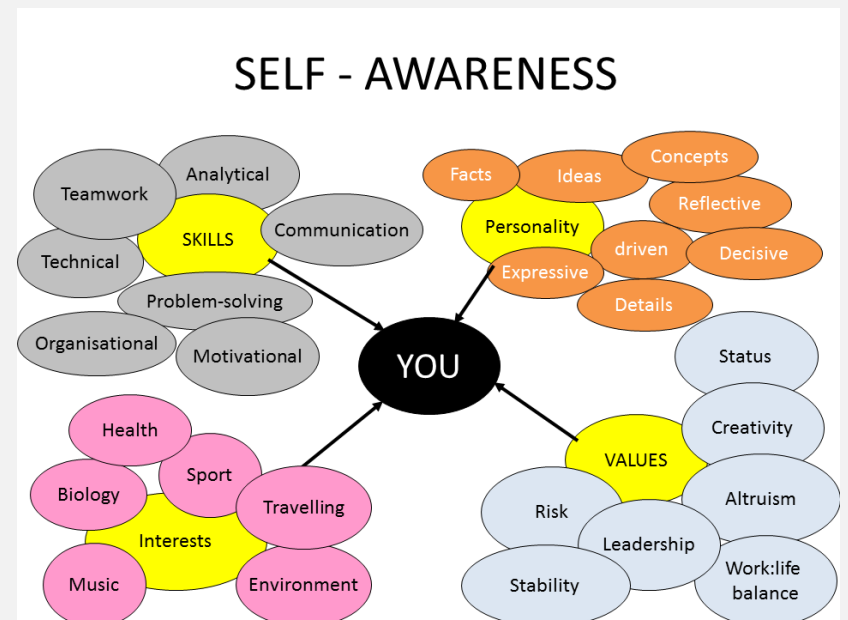


## EFFECTIVE LEADERS DO 4 THINGS WELL

- Help a group establish some sensible direction
- Get people aligned with, buying into, believing in the direction they have set
- Create conditions that energize and inspire people to act, and
- They have a business model that makes sense
- Ralph Larsen, Former CEO, Johnson & Johnson: “It isn’t leadership until you somehow touch people in a way that makes them want to contribute to the maximum.”

# EXCEPTIONAL LEADERS CONTINUALLY SEEK WAYS TO GROW AND DEVELOP THROUGHOUT THEIR LIVES

- “Self-awareness is the pivot on which a person’s development depends”
- Source: George, B., Craig, N., McLean, A., & Snook, S. (2008).
  - The Discover Your True North Fieldbook: A Personal Guide to Finding Your
  - Authentic Leadership (p. 63). NY: Wiley)

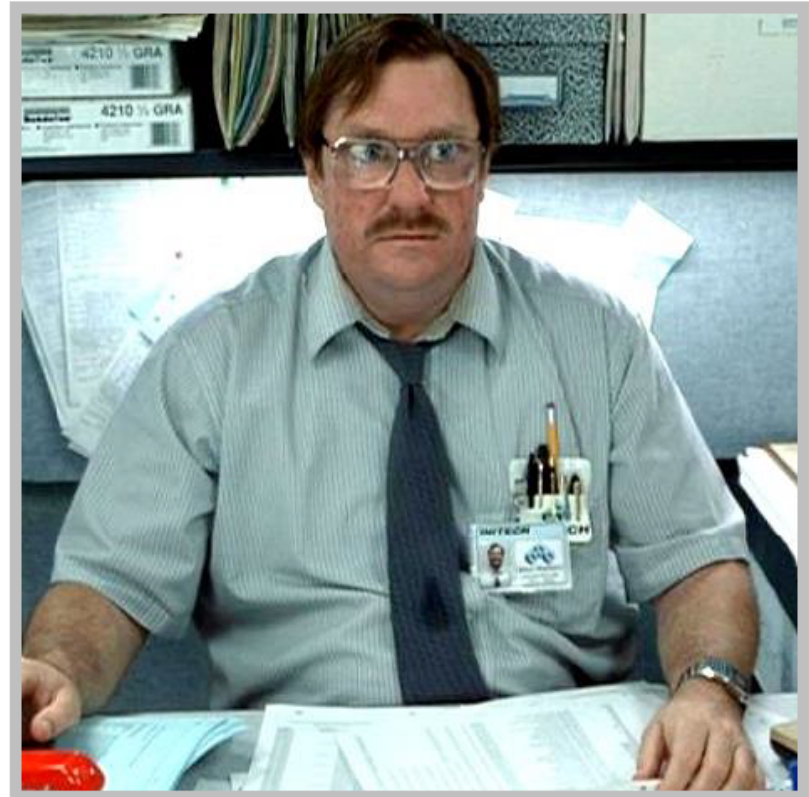




## What millennials likely want (and need)

# The mentor next door

- Many companies are desperately looking for ways to build leaders from Millennials
- Mentors and mentor programs are often among the hottest programs to build new leadership
- When asked “how would you like to learn to lead,” more than 60% of Millennials surveyed say “I’d like a mentor.”
- Salesforce found that 95% of leaders who have mentors were promoted within 18 months



Copyright: Office Space, Judge, Mike, US, 20<sup>th</sup> Century Fox

## *HARVARD BUSINESS REVIEW'S* 4 ATTRIBUTES OF EFFECTIVE GLOBAL LEADERS

- **Project credibility** – earn the trust and respect of your team
- **Be inclusive** – Ask questions and listen carefully, offer actionable feedback, facilitate constructive arguments, maintain regular contact with team members, and share credit for team success
- **Communicate effectively** – speak well, deliver a compelling message, command a room. In Asia, effective female leaders command a room by facilitating others' dialogue

## *HARVARD BUSINESS REVIEW'S* 4 ATTRIBUTES OF EFFECTIVE GLOBAL LEADERS

- **Seek the support/guidance of a sponsor** – one who challenges high-potential talent, selects them for development and stretch assignments, and secures a future for them at the company beyond their own borders



Become A Sponsor

# WHAT TO WORK ON

- Identify cultures where you would function best
- Understand how to shift your approach to connect meaningfully with others in less-familiar environments
- Practice cross-functional collaboration
- Learn how to manage a virtual team, and how to build trust across cultures
- How to give feedback and to provide recognition