

Integrating a Global Perspective Into Your Organization



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AGENDA

- ▶ Understanding a global perspective/global mindset.
- ▶ Understanding global leadership.
- ▶ Cultivating global mindset & global leaders.
- ▶ Facilitating a culture of global mindedness.
- ▶ Building relationships across cultures.



- ▶ What are 3 important issues facing HR and organizations in the increasingly global environment?



THE WORLD MAY BE FLAT, BUT...

- It is More Complex
- It is More Diverse
- It is More Uncertain



See world air traffic during a 24 hour period in 2010:
https://www.youtube.com/watch?v=yx7_yzypm5w&list=PLC70229043BEFD5F8

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Businesses Must Consider:

- ❑ Diverse cultural systems
- ❑ Diverse political and institutional systems
- ❑ Time and geographic distance



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CHALLENGES IN EXPANDING GLOBALLY

Global Executives:

- ❑ Readiness of the business unit/company to expand

HR/Talent Development Pros:

- ❑ Shortage of global leadership talent

(Smith, Caver, Saslow, Thomas, "Developing the Global Executive, 2009)



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Why a global perspective?

- ▶ <http://www.youtube.com/watch?v=LR093vZ3zUU>

Companies Integrating a Global Perspective

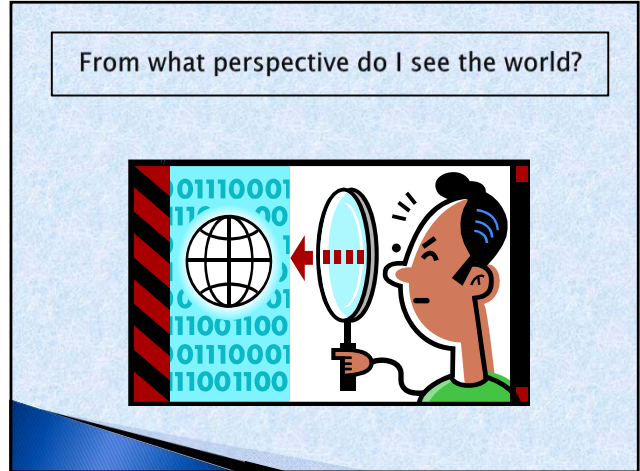
- ▶ AT&T
- ▶ Phillips
- ▶ Johnson & Johnson
- ▶ ConocoPhillips
- ▶ Scotia bank global mindset:
<https://www.youtube.com/watch?v=RhGHqNlq2dA>



GMI NEEDS ASSESSMENT (SHORT FORM)

Statement	AGREE	DISAGREE
Over the next 5 years, your corporation's opportunities, in terms of markets and supplies, are mostly outside of your country.		
Over the next 5 years, managers at your firm will increasingly need to work with people from other parts of the world.		
Over the next 5 years, managers at your firm will increasingly need to work with direct reports who are located in different parts of the world.		
Your company believes that a key to its sustainable competitive advantage in the future resides in its capability to manage cross cultural complexity in its value chain of suppliers, managers, employees, distributors, and customers better than its competitors.		
Influencing people who are different from you is harder than influencing people who are like you.		

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Global Perspective = Global Mindset

- ▶ “Global Mindset is a set of attributes and characteristics that help [one] better influence individuals, groups, and organizations unlike themselves.”

(Javidan, 2013)

Global Perspective = Global Mindset

- ▶ Recognize differences & similarities, & adapt.
- ▶ Integrate diverse perspectives.
- ▶ See “big picture” & details.
- ▶ Recognize tradition & future opportunity.

(Javidan, 2013; Rhinesmith, 1993)

Domestic	Global
<ul style="list-style-type: none">▶ Encourage individual responsibility.▶ Need to prioritize in step-by-step fashion.▶ Eliminate surprises.	<ul style="list-style-type: none">▶ Emphasize diversity & teamwork.▶ Need to balance contradictions & recognize paradoxes & challenges.▶ View change as an opportunity.▶ Build in opportunities for surprise.

(Rhinesmith, 1993)


Which Line Is Longer?

Muller-Lyer Illusion

- ▶ <http://d1435t697bqi2o.cloudfront.net/wp-content/uploads/2013/02/mullerlyercomparison2.jpg>

Global Perspective = Global Mindset

- ▶ Being comfortable with being uncomfortable in uncomfortable environments.
- ▶ *When was the last time you were in an uncomfortable situation? How did you deal with it?*



GLOBAL LEADERSHIP



GLOBAL LEADERS:



Individuals who possess a global mindset and who think, lead, and act from a global perspective.

(Kim, 1997)

Global leaders: <https://www.youtube.com/watch?v=nzQVrgc53jE>

Characteristics of Global Leaders

- ▶ Flexible / Adaptable
- ▶ Tolerant
- ▶ Openness to integrating new experience
- ▶ Performs well in complex situations
- ▶ Inquisitive / curious
- ▶ Embrace uncertainty
- ▶ Cross cultural communication skills
- ▶ Conflict management
- ▶ Cultural literacy
- ▶ Global networking
- ▶ Cognitive complexity
- ▶ Humility
- ▶ Global mindset

Downie, R. & Useem, R.H. (2012). *Writing Out of Limbo*. Newcastle:UK. Cambridge Scholars Publishing

How can organizations develop a global workforce?

- ▶ Ongoing development opportunities
 - Coaching
 - Mentoring
 - Training
- ▶ Selecting candidates with global mindset
- ▶ Developing global mindset video:

<http://www.youtube.com/watch?v=Lbq4dcRnxEI&list=P1k2alnxGad9dXIU7AHP-U4zPpWC6oBMOX>

▶ Global Mindset's 3 Capitals

Intellectual Capital	Psychological Capital	Social Capital
<ul style="list-style-type: none"> • Global business savvy • Cosmopolitan outlook • Cognitive complexity 	<ul style="list-style-type: none"> • Passion for diversity • Quest for adventure • Self-assurance 	<ul style="list-style-type: none"> • Intercultural empathy • Interpersonal impact • Diplomacy

Note. Adapted from "Global Mindset's Three Capitals," Najafi Global Mindset Institute website. Copyright 2012 by the Thunderbird School of Global Management.

Downie, R. & Walker (2013). *Developing Your Global Mindset*. Edina, MN. Beaver's Pond Press.

Global Mindset Development Suggestions

Development Activity

- ▶ Read, watch, listen to world news from different sources
- ▶ Learn about dynamics of countries in same region
- ▶ Learn about nonverbal behaviors
- ▶ Learn the language

Suggested Resources

- ▶ World news network
- ▶ BBC World News
- ▶ CNN International
- ▶ NPR World News
- ▶ Aljazeera
- ▶ Compare cultures using Dr. Geert Hofstede's dimensions
- ▶ Use app "Don't Get Me Wrong"
- ▶ www.berlitz.com: courses offered in various formats

Development Suggestions

Development Activity

- ▶ Understand one's own culture
- ▶ Assess personal global mindset/global competency
- ▶ Create a personal development plan
- ▶ Visit other countries: Get to know the culture

Suggested Resources

- ▶ Take Global Mindset Inventory
- ▶ Read *Developing Your Global Mindset: The Handbook for Global Leaders*
- ▶ Study the culture before leaving

KEYS TO BUILDING RELATIONSHIPS CROSS CULTURES

- ▶ Recognize and learn cultural tendencies & norms
- ▶ Acknowledge overgeneralizing & stereotyping are counterproductive
- ▶ Recognize individuals are unique & complex

https://culturaldetective.adobeconnect.com/_a825033077/cdseriesandmethod/

BUILDING RELATIONSHIPS CROSS CULTURES

- ▶ Understand one's own culture
- ▶ Understand another culture
- ▶ Bridge the cultural gap
- ▶ Build a global network





PLAN OF ACTION

- ▶ Name one thing you can do in your organization to integrate a global perspective.
- ▶ Commit to one thing you can do for yourself to develop your global mindset.



Global Leaders are Bridge Builders



“Truly global leaders act as bridge builders, connectors of resources and talent across cultural and political boundaries — relentlessly dedicated to finding new ways of creating value. They don't just think and act global, they are global.”

Cabrera, A. (April 2012). *What being global really means*. *Harvard Business Review Blog Network*. Retrieved from: http://blogs.hbr.org/cs/2012/04/what_being_global_really_means.html

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