

## Developing Global Executives

What are the fundamental qualities of an exemplary executive? Do you possess them? It's often easy for executives or aspiring executives to know what they need to do. But it's much harder to actually do what you know you're supposed to. Executive effectiveness—or success in any endeavor or profession that requires a developed set of skills—is built upon well-developed fundamentals and serious repetitions of those fundamentals to create unconscious competence. Leadership is no different. If you want to be good at something, you've got to earn it. Executive Fundamentals is an important, elegant guide designed to organize executive fundamentals into a general roadmap so that leaders at all levels can guide their development and take command of what they know they need to do—at any point in their careers. Purposefully brief, the book intersperses succinct and powerful quotes and information from stellar business books as counterpoints to the knowledge and experience presented by Fischer and Shin. The authors include worksheets developed from their years in business that will make it as easy for you to put their advice into action as practicing your favorite golf swing or tennis stroke. Nick Fischer is a seasoned executive with broad industry experience spanning consumer packaged goods, banking, retail, and business services. Nick has focused a significant portion of his career on redefining the traditional role of corporate finance as a true strategic partner at the center of business performance optimization, a topic he regularly addresses through various publications and public speaking engagements. Dan Shin is a data-driven executive with a background crossing multiple industries including retail, pharmaceuticals, and business services. Dan's executive management style and his ability to simplify analytics work flow to deploy actionable insights and recommendations has provided continued success in multiple contexts ranging from start-ups to middle-market and Fortune 500 companies.

Who Will Finance Innovation?

If you are to survive in today's competitive environment, you must have the leadership skills that make you a valued member of your organization's leadership team. Global Executive Leadership Inventory (GELI) is your in-depth development tool that offers guidance for understanding your leadership abilities and shows you how to take steps to improvement. The Inventory consists of 100 action- and behavior-based questions that are designed to measure your competency within twelve areas: Visioning, Empowering, Energizing, Designing and Aligning, Rewarding and Feedback, Team Building, Outside Orientation, Global Mindset, Tenacity, Emotional Intelligence, Life Balance, and Resilience to Stress. The Inventory includes an effective self-assessment tool as well as a 360-degree component that allows you to obtain feedback from subordinates, colleagues, and superiors. Once the assessment is completed and scored, the Participant Workbook guides you through the feedback and helps to create a development plan. As a result of the GELI process, when you complete this Workbook you will be able to State advantages of and concerns about 360-degree feedback Identify twelve key characteristics of successful global leaders Evaluate your strengths and weaknesses on each of the twelve key characteristics Develop an action plan that specifies what you will do to improve your leadership competencies An ideal tool for examining your leadership behavior roadblocks and then taking steps toward improvement, the GELI will serve you as an essential resource on your leadership journey.

The systematic management of executive talent is a key strategic challenge for most large corporations. This is an emerging field and, consequently, there is a lack of consensus about what is involved and a variety of approaches have been adopted. In Developing Executive Talent Jonathan Smilansky, Ph.D. summarises the key activities and concerns of large businesses in the USA and Europe that are focused around the identification, development and effective utilisation of executive talent. In doing so, he provides even the most experienced Human Resource executive with a much broader array of inputs about what today's leading organizations are doing in this area. What quickly becomes clear is that even the best businesses are still developing their talent management processes. There are no 'right' answers and different organizations, with different levels of commitment, at different stages of development and in different environments produce different approaches. Developing Executive Talent is a map that lets you compare your organisation's approach with what others are doing in this area. It also grants you a close-up view of alternative processes designed to identify and develop the leaders of tomorrow. By learning from the experience of others you can become an 'educated consumer' of talent management services, and help both your organization and your own career. With quotations from Heads of Human Resources describing their experiences and concerns, specific tools and processes used by large businesses to identify and manage the leaders of tomorrow, Developing Executive Talent offers the clearest and most coherent picture to date of how leading organizations are tackling this critical business challenge.

An essential reference book for you and your global organization, Executive Development and Organizational Learning for Global Business will guide you through the challenge of producing effective executives and masterminding learning organizations. In this cutting-edge overview, you'll share in the success stories of some of the most tried-and-true, top-selling authors in the world such as Peter Senge and Rosabeth Moss Kanter. Considered a "must-have" handbook for development managers, Executive Development and Organizational Learning for Global Business gives you a unique perspective on the major challenges you'll face when setting up your executive education program. Anyone creating a comprehensive game plan for a large global organization will want to be familiar with the informative practices in this book. In its concise and straightforward chapters, you'll read about: cross-cultural challenges of executive development tools and techniques for developing international executives experiential issues and action learning in global organizations anticipatory learning for global concerns Today, more than ever, piloting your global organization through a world of changing management systems and executive development programs can be overwhelming. But the unique perspectives you'll find in this time-saving collection will start you off right. So, whether you're a human resource development practitioner, a human resource executive, or an academic in human resource development, you'll profit from the bevy of intellectual insight and real-world experience that some of the world's most successful authorities have organized for you in the pages of Executive Development and Organizational Learning for Global Business.

Addresses the complex issues involved with the design, development, use, and management of global executive information systems.

Results from a study conducted to identify these issues are analyzed and discussed in the global business environment context.

Recommendations for developing a global executive information system are also proposed.

How to learn from job assignments, fellow workers, hardships, successful executives, and how to evaluate developmental value of a job.

Executive search, headhunting, is now one of the archetypal new knowledge intensive professional services, as well as a labor market intermediary bound up with globalization. In this book, the authors examine the key actors in the process of executive search globalization – leading global firms – and offer an interpretation of the forces producing the contemporary organizational strategies of global executive search. The Globalization of Executive Search documents the forms of institutional work that have legitimated the role of executive in elite labor markets and created demand for the services of global firms; this exposes not only the changing geographies of executive search, but also how executive search has established itself as a new knowledge intensive professional service. The authors reveal how the globalization of executive search is exemplary of the processes by which a range of new knowledge intensive professional services have come to be globally recognized, approaching the heart of contemporary capitalism.

This book identifies and addresses the seven transformation journeys that are reshaping corporations today. It integrates and builds on the collective experience and learning of IMD's professors, who work directly with many organizations around the world and observe their transformation struggles at close range. By taking a holistic and interdisciplinary view of how organizations are transforming themselves, IMD's faculty accompany global executives - as individuals and as leaders of global corporations - on their transformation journeys.

Global leadership is an emerging field that seeks to understand and explain the impact of globalization processes on leadership. This is the

first book to review the theoretical, empirical and conceptual literature on this important subject, and to analyze what this body of knowledge means for managers who lead in a global business context. Accessible to both student and practitioner alike, it explains how changes in the global context have created a demand for a distinctive set of qualities for effective leaders. This volume defines the skill set that global organizations are now looking for, highlighting the need to establish communities across diverse groups of stakeholders and initiate change as key aspects of global leadership. It also presents a critical analysis of the training and development of global leaders of the future. Global Leadership provides an important overview of a key emerging area within business and management. It is essential reading for students of leadership, organizational theory, strategic management, human resource management, and for anyone working and managing in the global arena.

Keywords: Global Executive, Global Leadership Development, Succession Leadership, Leadership Gap, Psychological Assessment.

Executive development programs have entered a period of rapid transformation, driven by digital disruption and a widening gap between the skills that participants and their organizations demand and those provided by their executive programs. This work delves into the objective functions of the executive development space, analyzes the demand characteristics of the learners and the organizations that pay for the programs, and the ways in which business schools and other providers deliver (or not) on the promises they make regarding skill development and the continued value of learning to the organization. They show how a trio of disruptive forces (disintermediation, disaggregation and decoupling) which have figured prominently in industries disrupted by digitalization, are reshaping the structure of demand for executive development. The authors look at the future of executive development in the era of self-refining algorithms (aka machine learning) and wearable sensors and computers, and offer a compass for making the right choice for CEOs and CLOs who are guiding executive program design. Ultimately, they offer a guide for to optimize the learning production function for both skill acquisition and skill transfer – the two charges that the new skills economy has laid out for any educational enterprise.

The follow-up to Marshall Goldsmith's 500,000-copy bestseller *The Leader of the Future*, *Global Leadership: The Next Generation* systematically identifies what tomorrow's leaders will need to know, do and believe in order to successfully lead the global enterprise of the future. Drawing on the results of an extraordinary 2-year Accenture study of emerging business leaders, this book shows why the skills of today's global leaders won't be enough--and why tomorrow's leaders won't resemble today's. Goldsmith and his co-authors first identify five new "factors of leadership" and their implications: global thinking, appreciation of diversity, technological savvy, a willingness to partner and an openness to sharing leadership. They explain what it will mean to lead in an era where intellectual capital is the dominant source of value; how to lead people whose backgrounds and values may be radically dissimilar from yours; and why achieving personal self-mastery is now a fundamental prerequisite for leading others. From the evolution of "federated," semi-autonomous organizational structures to the personal leadership challenges now arising from globalism, this book offers unprecedented insights into the new challenges of leadership--and what it will take to meet them.

*Mastering Global Business Development and Sales Management* focuses on the importance of companies and executives recognizing that their organization is sales driven, and that there is a definite pronounced connection between sales and all other aspects of how a company operates. It details the sales manager's role in developing sales personnel, delivering new business to the organization, and otherwise becoming a driving force for the overall prosperity of the company. This book differentiates itself by providing the essence of international sales management. Shows how to develop a marketing and sales strategy for globalization Details regional versus country-specific profiles Explains what all sales personnel need to know about export trade compliance, logistics, and supply chain operations Provides sales and negotiation skill sets

Most business leaders struggle mightily when transitioning from working in the U.S. or any modern country to working in Shanghai, Dubai, Nairobi or Pune. Despite organizational efforts to facilitate this transition through training and coaching, leaders often find themselves bewildered and frustrated by the unwritten and often unacknowledged cultural dictates of a given country. These leaders struggle with everything from motivating direct reports to getting deals done. They discover that their best practices have little to do with the practices that have been ingrained in societies for thousands of years. This book is written to provide inside information about working outside traditional business environments. It presents nine rules that will serve leaders well no matter where they're stationed - Asia, South America, the Middle East and elsewhere. As readers will discover, these rules are not taught in typical global leadership courses. Instead, they have emerged from the work of the authors with leading companies in foreign countries or from our efforts to coach others in all parts of the globe.

From *The Center on Creative Leadership*, comes an important that book helps to deepen the understanding of the subtle yet powerful gaps that separate successful managers from extraordinary leaders. Filled with tools, frameworks and processes that guide aspiring leaders (and those who mentor and support them) to begin filling those gaps. Topics covered include authenticity, credibility, emotional competence, social intelligence, developmental relationships, growth through connection, ability to learn, life stage development, and strengths overdone/fatal flaws. Offers wisdom from leadership experts including Jay Conger, David Dotlich, Peter Cairo, Lisa Lahey, and more.

In our borderless global economy, companies must ship their executives nearly as far and wide as their products. Whether these far-flung executives soar or land with a thud may make all the difference between a successful international enterprise or a world-class failure--and it is this crucial difference that *Developing Global Executives* defines. Based on a wide-ranging study of veteran global executives, leadership development experts Morgan W. McCall, Jr. and George P. Hollenbeck reveal what it takes for organizations to groom, and individuals to become, successful international executives. The answer sounds deceptively simple: People learn to "be global" from doing global work. But therein lies a tricky distinction--what specific types of career experiences are the ones that prepare global leaders for their roles? To what extent can individuals seek out--and companies help orchestrate--these experiences? In *Developing Global Executives*, leading global executives help answer these questions. Through their candid, rich, and varied stories, readers learn who global executives are, what distinguishes them from domestic leaders, and which experiences have been most critical to mastering their extremely demanding careers. In addition, these "lessons from the field" underscore the key requirements and challenges of effective leadership in a global environment: from the importance of continuous learning and the crucial role of mentors to the difficulties in overcoming "culture shock" and the warning signs of potential derailment. Practical and far-sighted, this book offers a wealth of firsthand insights for aspiring and current international executives and the organizations that employ them. AUTHORBIO: Morgan W. McCall, Jr., a Professor of Management and Organization at the Marshall School of Business at the University of Southern California, is the author of *High Flyers: Developing the Next Generation of Leaders*. He was previously the Director of Research at the Center for Creative Leadership in Greensboro, North Carolina. George P. Hollenbeck is an organizational psychologist based in the Houston, Texas area. He formerly served as an HR executive with worldwide responsibility at Merrill Lynch and at Fidelity Investments, and as Senior Director, Executive Education at the Harvard Business School.

*Developing Global Executives: The Lessons of International Experience* Harvard Business Press

Discover the skill set - and mindset - that great global leaders must have to succeed. What is global leadership? It turns out that many companies around the world are missing a key point: that global leadership is distinctly different from the leadership skills needed in a domestic operation. The global economy requires a new set of leadership skills--imbued with a global mindset, multi-functional and effective across cultures and nationalities--that were not as critical even a decade ago. In *What Is Global Leadership?*, the authors draw on cutting-edge research conducted by Aperian Global, including first-hand interviews with successful global leaders, which highlights ten key behaviors critical to international settings, such as cultural self-awareness, frame-shifting, and developing "third-way solutions." In addition to providing a

detailed description of each behavior, the authors demonstrate how these can be applied in the context of leadership development programs, executive coaching, global teams, and leader-led action learning. Whether one is leading an entire organization, a business unit, or a geographically dispersed team, this essential guide provides an important resource for developing global leadership talent.

This book delivers new IMD insights on an emerging challenge - how to deal with overwhelming complexity. Global organizations face a complex decision-making environment. On one side, diversity of cultures, customers, competitors and regulations creates complexity; on the other, competitive pressures cause expanding countries to extract more synergies across products and regions. In such a climate, a new way of thinking, acting and organizing is needed beyond the familiar 'control' mindset. Drawing together insights from across the expert faculty, *Managing Complexity in the Global Organization* presents IMD's framework on how to understand complexity and its four key drivers (diversity; interdependence; ambiguity and flux), along with solutions on specific issues in a variety of functions, industries and markets. The focus is on providing practical solutions based on real-life examples.

Executive coaching is a professional and personal development intervention that organizations introduce to address and improve those areas in managers and leaders behavior, attitude, and interactions with others that do not allow him/her to work at full potential and also to further improve one's own strengths. The end objective, besides the development of the managers and leaders, is for the organization to benefit in the long-run from the coachee's improved performance. The book provides a comprehensive overview of the executive coaching field both in terms of practice and in terms of relevant research on executive coaching outcomes. It assesses the empirical research on executive coaching outcomes and links the executive coaching field with the fields of leadership and leadership development. The book will be of value to both practitioners (coaches, HR professionals, executives, consultants etc.), academics and researchers with an interest in coaching or leadership development.

Many global companies have been focused upon strategic executive development within a competitive environment. Often this has resulted in complex theoretical models which have had little or no practical application or impact. Leading-edge companies worldwide have established best practice in this area. This book shows how action learning can result in the effective and successful implementation of strategic executive development.

Position your company for innovation and growth as a global leader. The most successful global leaders lead from the edge. They understand context and the changing landscape in ways most people don't. They understand that it's not only how valuable your products and services are to the global markets that you serve, but also how appropriate your organization is—in terms of its structure and operations—to the culture and setting in which you conduct business.

- Learn the 10 essential traits successful global leaders embody; each leader doesn't possess all 10, but each has a healthy mix.
- Learn how seven top executives used their strengths for global successes.
- Give your organization the edge in today's global market.

As the economies of many countries become more interrelated, international managers are facing huge challenges and unique opportunities associated with their roles. Now in its fifth edition, Sweeney and McFarlin's *International Management* embodies a balanced and integrated approach to the subject, emphasizing the strategic opportunities available to firms on a global playing field, as well as exploring the challenges of managing an international workforce. Integrating theory and practice across all chapter topics, this book helps students to learn, grasp, and apply the underlying principles of successful international management: Understanding the broad context of international business, including the critical trends impacting international management, the legal and political forces driving international business, and the ethical and cultural dilemmas that can arise Mastering the essential elements of effective interaction in the international arena, from cross-cultural understanding and communication to cross-border negotiation Recognizing and taking advantage of strategic opportunities, such as entering and operating in foreign markets Building and leading effective international teams, including personal and behavioral motivation, as well as taking an international perspective on the hiring, training, and development of employees These principles are emphasized in the text with current examples and practical applications, establishing a foundation for students to apply their understanding in the current global business environment. With a companion website featuring an instructor's manual, powerpoint slides, and a testbank, *International Management, 5e* is a superb resource for instructors and students of international management.

Global companies are facing a new, pressure to develop leaders with global mindsets. The war for managerial talent has never been so intense. Companies and business schools need not only to fine tune practices and models, but redesign current paradigms and create more effective and sustainable ways to invest in leadership development.

Today's large business organizations in India have a voracious need for effective managers and talented leaders; but demand far exceeds supply. This timely and practical book offers thoroughly-researched pointers on how Indian managers can become high-performing business leaders. The leadership development curriculum proposed in these pages is based on extracting lessons from on-the-job experience. Given that the workplace is the medium through which the essentials of leadership are learned, executives and managers at all levels need to know which experiences matter, what are the foremost lessons learned, and how learning occurs. *Developing Tomorrow's Leaders Today* offers a complete template for effective leadership, including: The seven experiences vital for developing leadership ability The 11 lessons in leadership essential for managerial effectiveness Over 50 stories and 100 wise quotations from today's senior executives that portray how leadership acumen sharpens over time Reflective exercises, self-assessments, and guidelines for self-improvement The underlying research was conducted in cooperation with the Tata Management Training Center in Pune, India, and captures the experiences and leadership lessons learned by over 100 senior Indian business leaders. As such, it offers readers both a compass and a map for traversing the terrain of leadership development. In these pages, early and mid-career managers will find a roadmap for steering their careers towards the higher echelons of executive leadership. Senior executives, at the top of their game, will find a systematic and proactive approach to cultivating the leadership talent that their organizations will require in the future. Global executives operating in India will find out how leadership and management are practiced in India.

This book is a practical, pragmatic "how to" book designed for hi-tech marketing operations, regional, and corporate marketing leaders at every level. This unique book takes you step-by-step through the disciplined, yet practical, process of architecting truly integrated marketing communications plans that work. In it, you will find a prescription for building a successful, repeatable campaign development process, including the necessary templates and helpful, practical techniques. This book is your guide that will show you how you can optimize your marketing efforts and achieve an even greater return on your marketing investment. While many of us will recognize a good, well-thought-out marketing campaign when we see one, the single, basic truth about world-class marketing campaign development is that it is easy to say, but hard to do. It is hard to do because we all like to take short-cuts. I hear the lament all too often: "I'm over-worked don't have the time to think strategically" or "Planning is overrated. I just need to get these projects done." As a result, we take short-cuts like "ready, fire, aim." Lack of planning is the slippery slope that leads to wasteful marketing. Then one day we get the call from the corner office to come and explain why our marketing efforts did not produce the desired results. Luckily, architecting world-class campaigns is achievable for any marketing team. Successful marketing requires following a disciplined, systematic approach to working cross-functionally and cross-regionally in order to prioritize marketing objectives, design a customer-engaging go-to-market strategy, and execute the plan.

Emphasizes the importance of acquiring and demonstrating global leadership competencies in today's fast-paced, multicultural business environment.

The economy is global, businesses are increasingly global, management has gone global and there is an increasing

demand (and reward) for truly skilled global leaders, managers and executives. Black and Morrison address this change by asking why and when globalization truly began and explain how businesses can adapt themselves to remain competitive in increasingly global markets. Written by authoritative experts and based on extensive, up-to-date research and interviews with leading global leaders, *The Global Leadership Challenge* provides practical tools to develop global leadership skills, laying down the capabilities that must be developed and the plans that must be made to meet the globalization challenge. This will be truly vital reading for middle managers who have ambition for more senior positions, senior managers that are already bumping up against the challenges of global leadership, and top executives who are in the midst of the challenges of global leadership.

In a field that's crowded with how-to coaching books and academic tomes on organization/leadership behavior, *Destined to Lead* breaks away from the crowd with its specificity and candor on how real cases unfolded in the hands in one of the world's most respected pioneers of executive coaching.

Every day as a global leader seems to be a paradox: balancing the needs of daily operations while creating conditions that drive success in the future. Rather than try to resolve that paradox, this book helps you think about how to live within it, by developing essential traits and hearing from leaders who succeed globally.

Taken from the pages of today's business leaders, this new ASTD title presents strategies for global-minded and agile companies to successfully set strategy, identify and solve complex problems, and guide their organizations. Learn how seven top executives shifted from individual thinkers to leading and growing organizations in an ever-changing global economy. Author Annmarie Neal defines the specific traits and model for business professionals to emulate and achieve success in global business enterprises.

This text focuses on leading across cultural, economic, social, national, and political boundaries simultaneously. *Global Leadership* presents the field's latest studies and practices in a succinct and engaging style that helps scholars, managers, and students grasp the complexities of being a global leader. The authors begin by explaining the conceptual differences between general leadership and global leadership before examining the various dimensions of the global leadership field, and how it will develop in the future. Users of previous editions will notice that the book has been restructured into five new parts to provide a better conceptual flow. Other new features include: A new chapter on talent management and its relationship to global leadership processes. Updates to the chapter on global leadership development, including material on international service learning approaches and other "best practice" examples. Significant updates to the chapters on responsible global leadership and leading global teams, accounting for recent advances in both disciplines. This edition will prove a useful guide for graduate students of global leadership, international business, and general leadership classes as well as scholars and managers seeking a thorough understanding of the field today. PowerPoint slides and a list of suggested cases are available to further assist instructors.

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