

# Compete and Connect: Developing Globally Competent Leaders

HCI

Human Capital Institute

The Global Association  
for Strategic Talent Management



UNC  
KENAN-FLAGLER  
BUSINESS SCHOOL

# Research Framework

- With quantitative and qualitative data, we address the following questions:
- How are organizations defining and operationalizing the global competence?
- What is the rationale for developing a global competence for leaders and for employees?
- How urgent and critical is the global competence for leaders?
- How are organizations selecting employees for global leadership development training? What levels of employees receive global leadership training?
- What methods are organizations using to prepare their employees for the global market? How are they successfully put into place?
- What are the individual and organizational outcomes of a global competence?

# Methodology

- **Secondary Research**
- **Qualitative Interviews**
  - Dyan Connolly, SPHR, CCP, Senior Vice President, HR Advisor at Citi
  - Elizabeth (Ellie) Gates, Sr. Director, Talent Development at box, inc.
  - Beth Jackson, President at Fluor University
  - Horace McCormick Jr. Global Executive Coach, SPHR, MBA, Program Director at Executive Development at UNC - Chapel Hill, Kenan-Flagler Business School
  - Martin Moehrle, Global Head of Talent, Managing Director at UBS
  - Susan Simmons, Director of Career Management at Michelin North America
- **Quantitative Survey**
  - n = 323 completed surveys
  - 75% report they are responsible for leadership development at their organization

# Respondent Breakdown

## Geographic Region

North America	63.8%
Western Europe	13.9%
Asia	9.6%
Middle East/Africa	7.1%

## Functional Responsibility

Human Resources / Talent Management	41.8%
Learning and Development	23.8%
Executive Management	9.6%
Operations	6.2%

## Level of Seniority

C-level (CEO, CHRO, CIO, etc.)	14.6%
VP-level	13.3%
Director-level	27.2%
Manager-level	28.8%
Individual contributor	11.8%
Independent consultant	4.3%

## Industry

Business/Professional Services	17.3%
Auto/Industrial/Manufacturing	11.8%
Financial Services/Real Estate/Insurance	9.0%
IT Hardware/Software	7.4%
Education	6.8%
Higher-Education	6.2%

## Sector

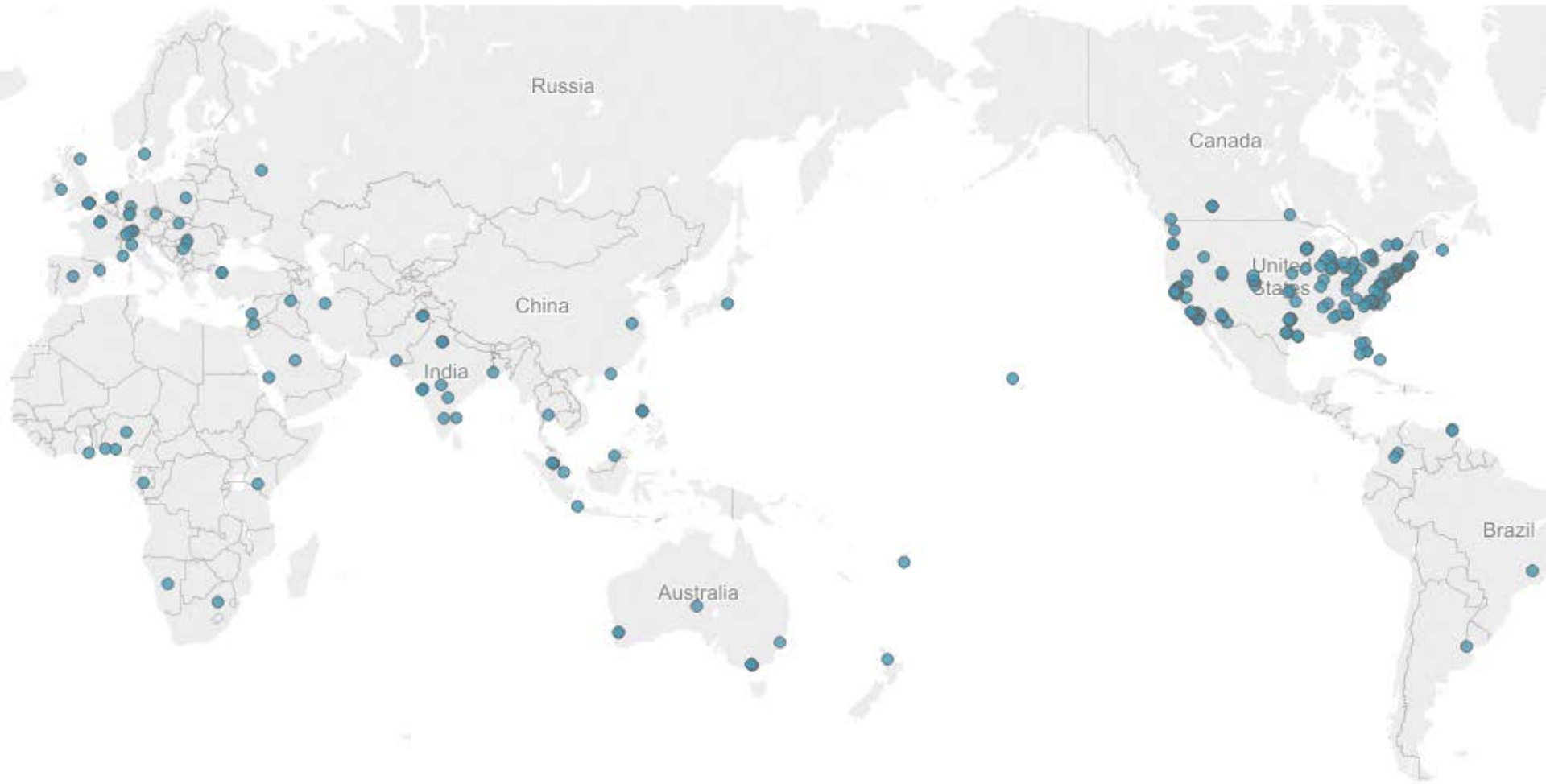
For-profit, privately-owned company	43.7%
For-profit, publicly-traded company	32.2%
Non-profit	13.3%
Public (e.g. government)	10.8%

## Number of Employees

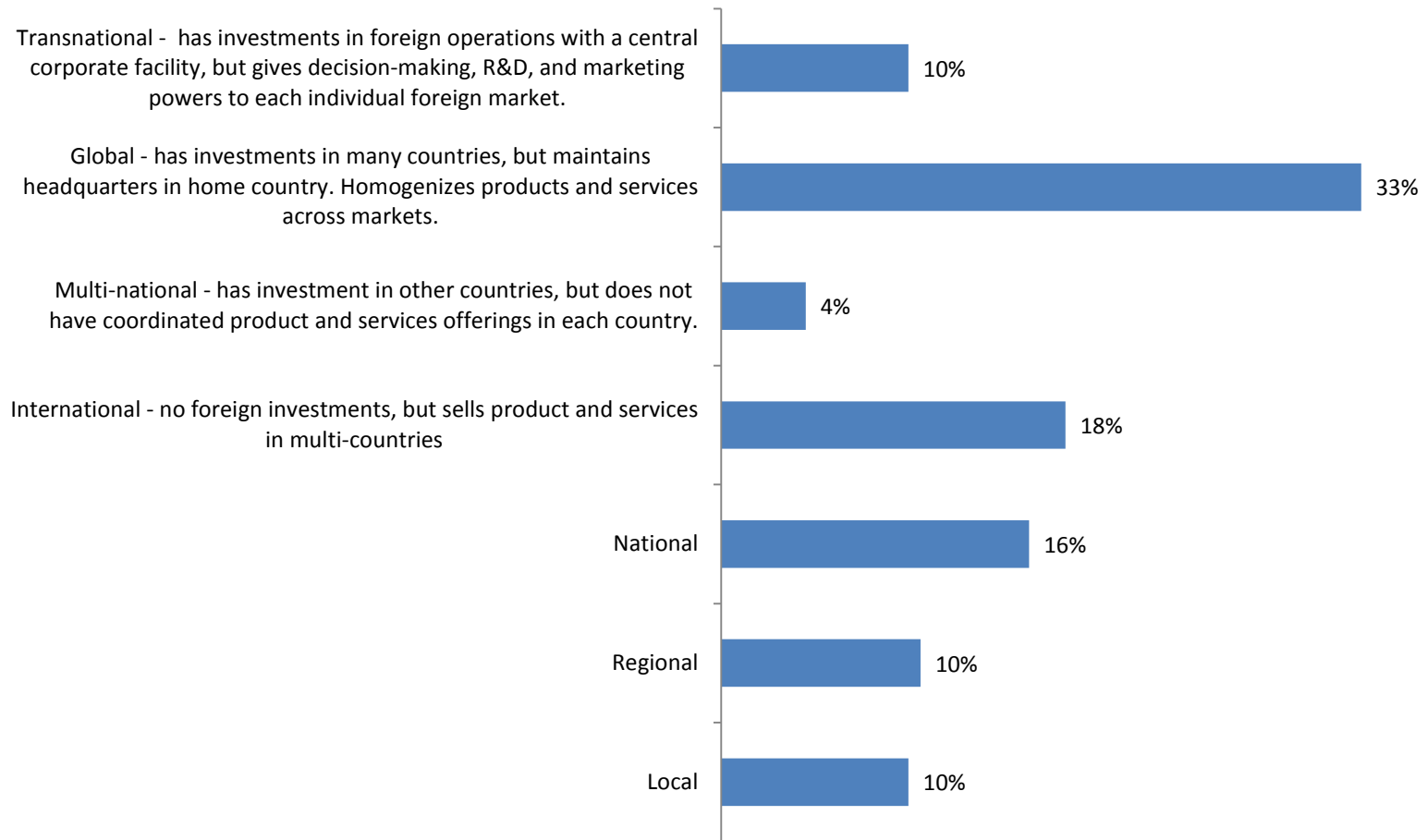
Less than 50	15.9%
≥ 50 and ≤ 100	4.7%
> 100 and ≤ 1,000	20.3%
> 1,000 and ≤ 10,000	27.2%
> 10,000 and ≤ 50,000	16.6%
> 50,000	15.3%

Note.  $n = 323$ . Only Percentages above 6% are displayed

# Respondents' Location



# Operations Type



# The Importance of Global Competence



# Leadership Readiness

Crosstab

			Our organization has a strong leadership pipeline.					Total
			Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
OpType	Local, Regional, National	Count	7	33	25	34	11	110
		% within OpType	6.4%	30.0%	22.7%	30.9%	10.0%	100.0%
	International, Multi-national, Global, Transnational	Count	10	74	55	53	11	203
		% within OpType	4.9%	36.5%	27.1%	26.1%	5.4%	100.0%
Total	Count		17	107	80	87	22	313
	% within OpType		5.4%	34.2%	25.6%	27.8%	7.0%	100.0%

34.8% agree that their organization has a strong leadership pipeline.

Crosstab

			Our high-potentials can meet our future business needs.					Total
			Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
OpType	Local, Regional, National	Count	4	24	27	44	9	108
		% within OpType	3.7%	22.2%	25.0%	40.7%	8.3%	100.0%
	International, Multi-national, Global, Transnational	Count	4	46	73	68	12	203
		% within OpType	2.0%	22.7%	36.0%	33.5%	5.9%	100.0%
Total	Count		8	70	100	112	21	311
	% within OpType		2.6%	22.5%	32.2%	36.0%	6.8%	100.0%

42.9% agree that their HiPos can meet future business needs.

Crosstab

			Senior leaders are satisfied with our bench strength.					Total
			Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
OpType	Local, Regional, National	Count	3	41	26	27	6	103
		% within OpType	2.9%	39.8%	25.2%	26.2%	5.8%	100.0%
	International, Multi-national, Global, Transnational	Count	9	90	61	32	6	198
		% within OpType	4.5%	45.5%	30.8%	16.2%	3.0%	100.0%
Total	Count		12	131	87	59	12	301
	% within OpType		4.0%	43.5%	28.9%	19.6%	4.0%	100.0%

23.6% agree that senior leaders are satisfied with bench strength.

Crosstab

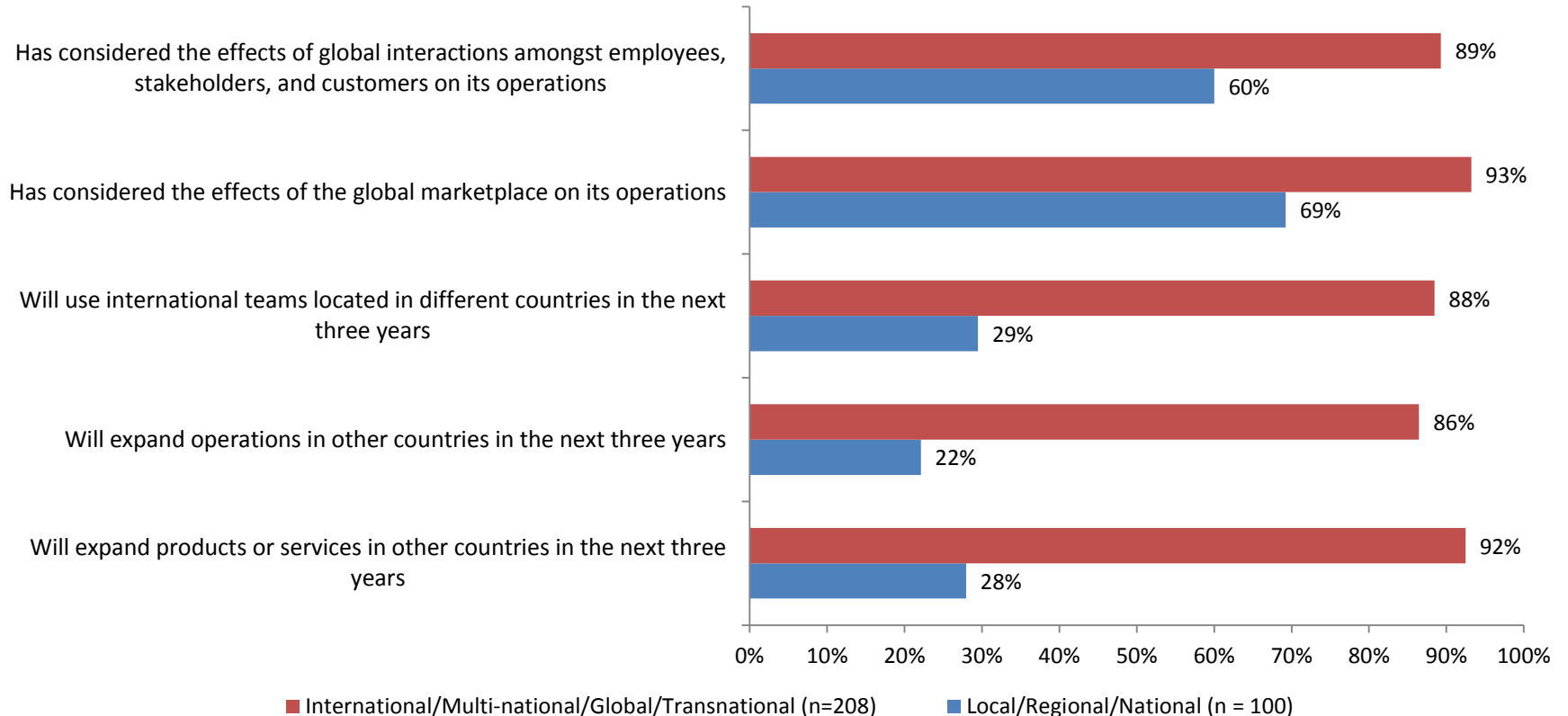
Statistically significant			Our organization struggles to place talent in global leadership positions.					Total
			Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
OpType	Local, Regional, National	Count	6	11	21	23	5	66
		% within OpType	9.1%	16.7%	31.8%	34.8%	7.6%	100.0%
	International, Multi-national, Global, Transnational	Count	3	42	49	82	18	194
		% within OpType	1.5%	21.6%	25.3%	42.3%	9.3%	100.0%
Total	Count		9	53	70	105	23	260
	% within OpType		3.5%	20.4%	26.9%	40.4%	8.8%	100.0%

49.2% agree that their organization struggles to place talent in global leadership positions.

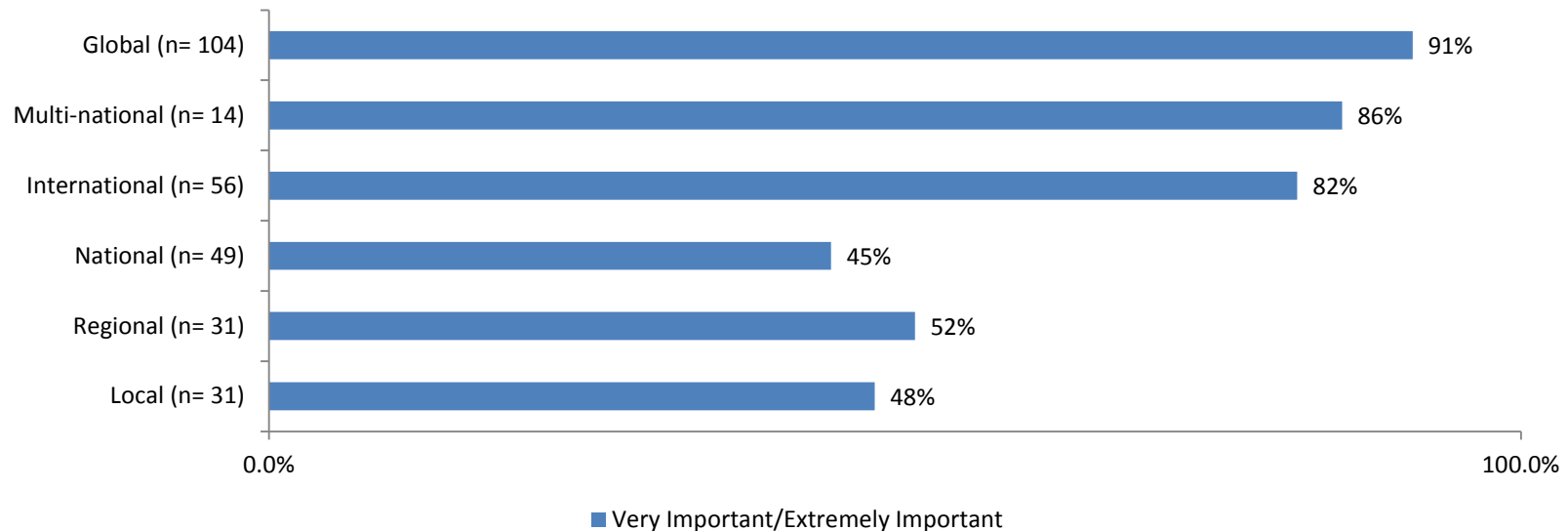




# Global Operations



# How important is global competence to the future success of your organization?



Western European companies (91.4%, n= 45) are more likely to value Global Competence compared to U.S. companies (69.5%, n = 200)

# Global Values

All Statistically significant

Crosstab

			Global Competence is important for effective leadership at our organization.					
			Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
OpType	Local, Regional, National	Count	9	15	17	34	19	94
		% within OpType	9.6%	16.0%	18.1%	36.2%	20.2%	100.0%
	International, Multi-national, Global, Transnational	Count	1	8	27	83	87	206
		% within OpType	0.5%	3.9%	13.1%	40.3%	42.2%	100.0%
Total	Count		10	23	44	117	106	300
	% within OpType		3.3%	7.7%	14.7%	39.0%	35.3%	100.0%

82.5% of global companies agree that global competence is important for effective leadership at our organization.

Crosstab

			Global Competence is important to be an effective team member at our organization.					
			Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
OpType	Local, Regional, National	Count	9	14	20	35	14	92
		% within OpType	9.8%	15.2%	21.7%	38.0%	15.2%	100.0%
	International, Multi-national, Global, Transnational	Count	1	19	35	99	50	204
		% within OpType	0.5%	9.3%	17.2%	48.5%	24.5%	100.0%
Total	Count		10	33	55	134	64	296
	% within OpType		3.4%	11.1%	18.6%	45.3%	21.6%	100.0%

73.0% of global companies agree that global competence is important to be a effective team member are our organization.

Crosstab

			Developing Globally-Competent leaders is important to our organization's success					
			Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
OpType	Local, Regional, National	Count	9	6	17	45	21	98
		% within OpType	9.2%	6.1%	17.3%	45.9%	21.4%	100.0%
	International, Multi-national, Global, Transnational	Count	2	4	7	94	97	204
		% within OpType	1.0%	2.0%	3.4%	46.1%	47.5%	100.0%
Total	Count		11	10	24	139	118	302
	% within OpType		3.6%	3.3%	7.9%	46.0%	39.1%	100.0%

93.6% of global companies agree that developing globally-competent leaders is important to our organization's success.

# Diversity Values

**Crosstab**

			Our senior leadership is a culturally-diverse group.					Total
			Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
OpType	Local, Regional, National	Count	13	35	24	25	12	109
		% within OpType	11.9%	32.1%	22.0%	22.9%	11.0%	100.0%
	International, Multi-national, Global, Transnational	Count	21	64	39	60	23	207
		% within OpType	10.1%	30.9%	18.8%	29.0%	11.1%	100.0%
Total		Count	34	99	63	85	35	316
		% within OpType	10.8%	31.3%	19.9%	26.9%	11.1%	100.0%

**Crosstab**

			Our organization is inclusive to diverse talent by welcoming/valuing these individuals.					Total
			Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
OpType	Local, Regional, National	Count	6	13	22	44	21	106
		% within OpType	5.7%	12.3%	20.8%	41.5%	19.8%	100.0%
	International, Multi-national, Global, Transnational	Count	6	21	45	99	32	203
		% within OpType	3.0%	10.3%	22.2%	48.8%	15.8%	100.0%
Total		Count	12	34	67	143	53	309
		% within OpType	3.9%	11.0%	21.7%	46.3%	17.2%	100.0%

**Crosstab**

			We believe ideas can come from all over the world.					Total
			Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
OpType	Local, Regional, National	Count	1	6	14	48	39	108
		% within OpType	0.9%	5.6%	13.0%	44.4%	36.1%	100.0%
	International, Multi-national, Global, Transnational	Count	2	9	28	84	81	204
		% within OpType	1.0%	4.4%	13.7%	41.2%	39.7%	100.0%
Total		Count	3	15	42	132	120	312
		% within OpType	1.0%	4.8%	13.5%	42.3%	38.5%	100.0%

No differences between national and global companies in valuing diversity at their organizations.

# Ranked reasons for investing in the development of Globally-Competent leaders

## Local/Regional/National

Because of planned expansion of business operations to more regions

To increase the long-term sustainability of organization

Because some managers have difficulty leading cross-cultural teams

To attract culturally diverse talent

For easier identification of new business opportunities

To enhance collaboration among cross-cultural teams

Because of the difficulty operating in matrixed-work environments

## International/Multi-national/Global/Transnational

To increase the long-term sustainability of organization

Because of planned expansion of business operations to more regions

For easier identification of new business opportunities

To enhance collaboration among cross-cultural teams

To attract culturally diverse talent

Because of the difficulty operating in matrixed work environments

Because some managers have difficulty leading cross-cultural teams

Both National and Global companies cite the same reasons for investing in the development of Globally-competent leaders.

# Defining Global Competence



What attitudes, knowledge, skills, abilities, and behaviors are most important for your leaders to work effectively in a global business environment? (Select no more than 10.)

Local/Regional/ National	(n = 115)
Strategic thinking	40.0%
Communicates effectively	31.3%
Ethics and integrity	31.3%
Multi-cultural sensitivity/awareness	30.4%
Adaptable in new environments	30.4%
Collaborative	28.7%
Leadership, influences others	27.8%
Respect for differences	25.2%
Flexibility, willingness to change	25.2%
Open to new ideas	25.2%

International/Multi-national/Global/Transnational	(n = 208)
Multi-cultural sensitivity/awareness	56.7%
Communicates effectively	49.0%
Strategic thinking	47.1%
Leadership, influences others	44.7%
Respect for differences	44.2%
Ethics and integrity	42.3%
Flexibility, willingness to change	41.4%
Adaptable in new environments	39.9%
Collaborative	37.0%
Decision-making ability	35.6%

Both National and Global companies share 9 of 10 the same competencies, both agree on what is important.

All percentages

	Local (n = 31)	Regional (n = 33)	National (n = 51)	International (n = 51)	Multi-national (n = 14)	Global (n = 106)	Transnational (n = 31)	Total
Multi-cultural sensitivity/awareness	22.58	36.36	31.37	64.91	64.29	59.43	29.03	47.37
Strategic thinking	45.16	33.33	41.18	36.84	57.14	48.11	58.06	44.58
Communicates effectively	32.26	27.27	33.33	43.86	42.86	55.66	38.71	42.72
Leadership, influences others	29.03	27.27	27.45	22.81	57.14	49.06	64.52	38.70
Ethics and integrity	32.26	21.21	37.25	43.86	42.86	40.57	45.16	38.39
Respect for differences	12.90	36.36	25.49	42.11	42.86	47.17	38.71	37.46
Adaptable in new environments	29.03	30.30	31.37	43.86	21.43	42.45	32.26	36.53
Flexibility, willingness to change	19.35	30.30	25.49	40.35	42.86	43.40	35.48	35.60
Collaborative	22.58	27.27	33.33	35.09	21.43	38.68	41.94	34.06
Decision-making ability	25.81	18.18	21.57	33.33	28.57	36.79	38.71	30.65
Business acumen	9.68	21.21	27.45	31.58	50.00	32.08	38.71	29.41
Open to new ideas	19.35	27.27	27.45	36.84	14.29	33.02	19.35	28.79
Political skill, leveraging and maximizing relationships	22.58	18.18	27.45	36.84	42.86	24.53	32.26	27.86
Big-picture perspective	29.03	9.09	21.57	29.82	28.57	33.02	22.58	26.63
Cognitive complexity, forge links among multiple perspectives	12.90	9.09	23.53	24.56	57.14	29.25	38.71	26.01
Active listening	12.90	21.21	19.61	36.84	35.71	20.75	29.03	24.15
Deep industry and cross-cultural knowledge	16.13	15.15	23.53	29.82	35.71	27.36	9.68	23.53
Self-awareness	16.13	33.33	11.76	19.30	28.57	19.81	41.94	21.98
Diverse team-oriented	9.68	18.18	15.69	17.54	14.29	30.19	19.35	20.74
Committed to development	19.35	24.24	21.57	10.53	50.00	23.58	9.68	20.43
Leads through ambiguity	0.00	12.12	15.69	24.56	21.43	21.70	32.26	19.20
Functional competence	19.35	9.09	17.65	12.28	14.29	19.81	22.58	17.03
Resourcefulness	19.35	9.09	11.76	26.32	14.29	15.09	19.35	16.72
Risk-taking ability	6.45	18.18	13.73	21.05	14.29	15.09	19.35	15.79
Negotiation skills	12.90	12.12	17.65	24.56	7.14	14.15	12.90	15.79
Resilience	22.58	15.15	11.76	14.04	28.57	13.21	22.58	15.79
Humility	19.35	12.12	9.80	19.30	35.71	10.38	25.81	15.48
Excitement towards cultural diversity	6.45	18.18	9.80	10.53	0.00	17.92	16.13	13.31
Empathy	16.13	12.12	7.84	19.30	7.14	12.26	12.90	13.00
Bilingualism or multilingualism	6.45	3.03	13.73	21.05	7.14	14.15	9.68	12.69
Curiosity	3.23	12.12	3.92	12.28	21.43	16.98	9.68	11.76
Self-confidence	16.13	9.09	7.84	14.04	0.00	9.43	12.90	10.53
Optimism	0.00	9.09	5.88	10.53	0.00	0.94	9.68	4.95
Cosmopolitanism	0.00	6.06	0.00	7.02	0.00	1.89	6.45	3.10
Reflecting on past experiences	3.23	3.03	1.96	3.51	0.00	2.83	0.00	2.48
Ambition	6.45	3.03	3.92	3.51	0.00	0.00	3.23	2.48

Competencies in blue are from UNC's Study





What attitudes, knowledge, skills, abilities, and behaviors are most important for your leaders to work effectively in a global business environment? (Select no more than 10.)

All Respondents

Top 10	North America (n =206)
Multi-cultural sensitivity/awareness	47.1%
Ethics and integrity	40.8%
Strategic thinking	39.8%
Communicates effectively	39.8%
Respect for differences	37.9%
Leadership, influences others	36.4%
Adaptable in new environments	34.5%
Collaborative	32.5%
Flexibility, willingness to change	30.6%
Business acumen	27.2%

Top 10	Asia (n =31)
Strategic thinking	54.8%
Collaborative	54.8%
Multi-cultural sensitivity/awareness	48.4%
Communicates effectively	48.4%
Flexibility, willingness to change	45.2%
Decision-making ability	45.2%
Respect for differences	41.9%
Adaptable in new environments	38.7%
Risk-taking ability	38.7%
Business acumen	35.5%

Top 10	Western Europe (n =45)
Strategic thinking	57.8%
Communicates effectively	53.3%
Multi-cultural sensitivity/awareness	51.1%
Leadership, influences others	51.1%
Flexibility, willingness to change	46.7%
Collaborative	40.0%
Respect for differences	40.0%
Business acumen	40.0%
Decision-making ability	35.6%
Adaptable in new environments	35.6%

Companies HQ'ed in different regions mostly agree on what's important for global leadership.

What attitudes, knowledge, skills, abilities, and behaviors are most important for your leaders to work effectively in a global business environment? (Select no more than 10.)

**International/Multi-national/Global/Transnational Companies only**

Top 10	North America (n =127)
Multi-cultural sensitivity/awareness	56.7%
<b>Ethics and integrity</b>	50.4
Communicates effectively	48.8
Leadership, influences others	46.5
Respect for differences	46.5
Strategic thinking	44.9
Adaptable in new environments	41.7
Flexibility, willingness to change	37.8
Collaborative	37.8
Decision-making ability	34.7

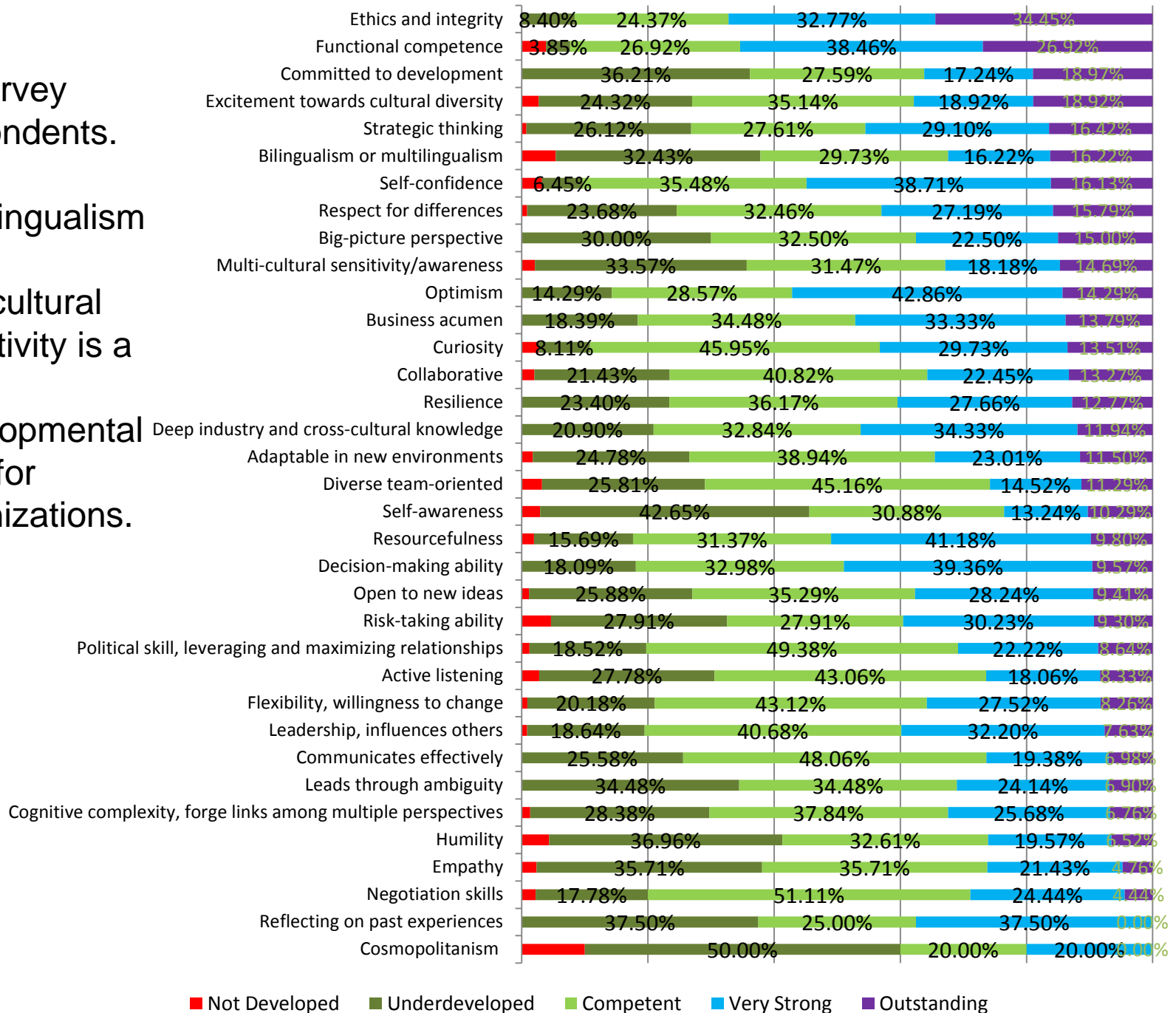
Top 10	Asia (n =19)
Multi-cultural sensitivity/awareness	73.7%
Flexibility, willingness to change	57.9
Communicates effectively	47.4
Strategic thinking	47.4
Collaborative	47.4
Respect for differences	42.1
Decision-making ability	42.1
Diverse team-oriented	42.1
Business acumen	36.8
Deep industry and cross-cultural knowledge	36.8

Top 10	Western Europe (n =43)
Communicates effectively	55.8%
Strategic thinking	55.8
Multi-cultural sensitivity/awareness	53.5
Leadership, influences others	48.8
Flexibility, willingness to change	46.5
Respect for differences	41.9
Collaborative	39.5
Business acumen	37.2
Adaptable in new environments	37.2
Open to new ideas	37.2

Companies HQ'ed in different regions mostly agree on what's important for global leadership.

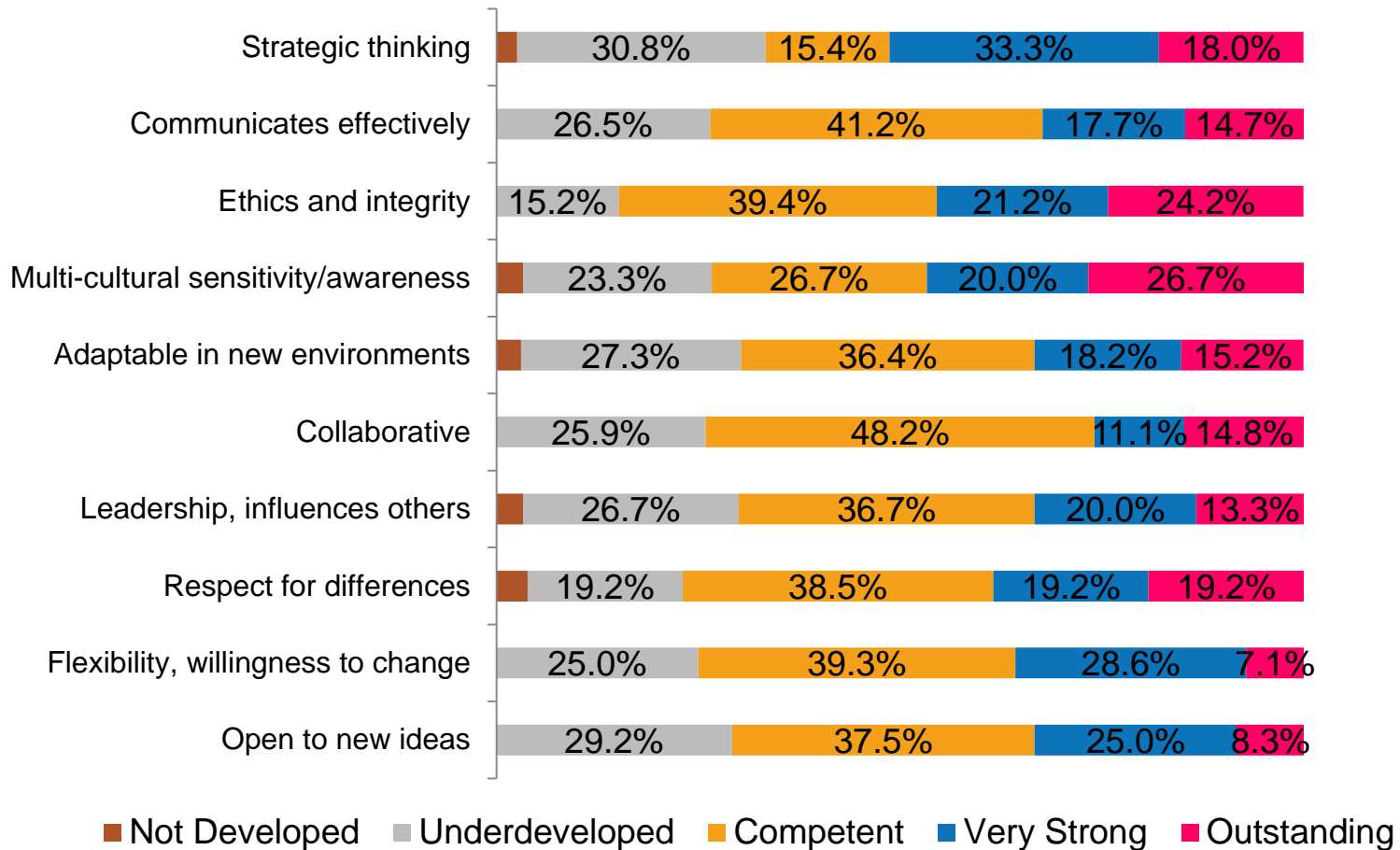
All survey respondents.

Multilingualism and multicultural sensitivity is a huge developmental area for organizations.



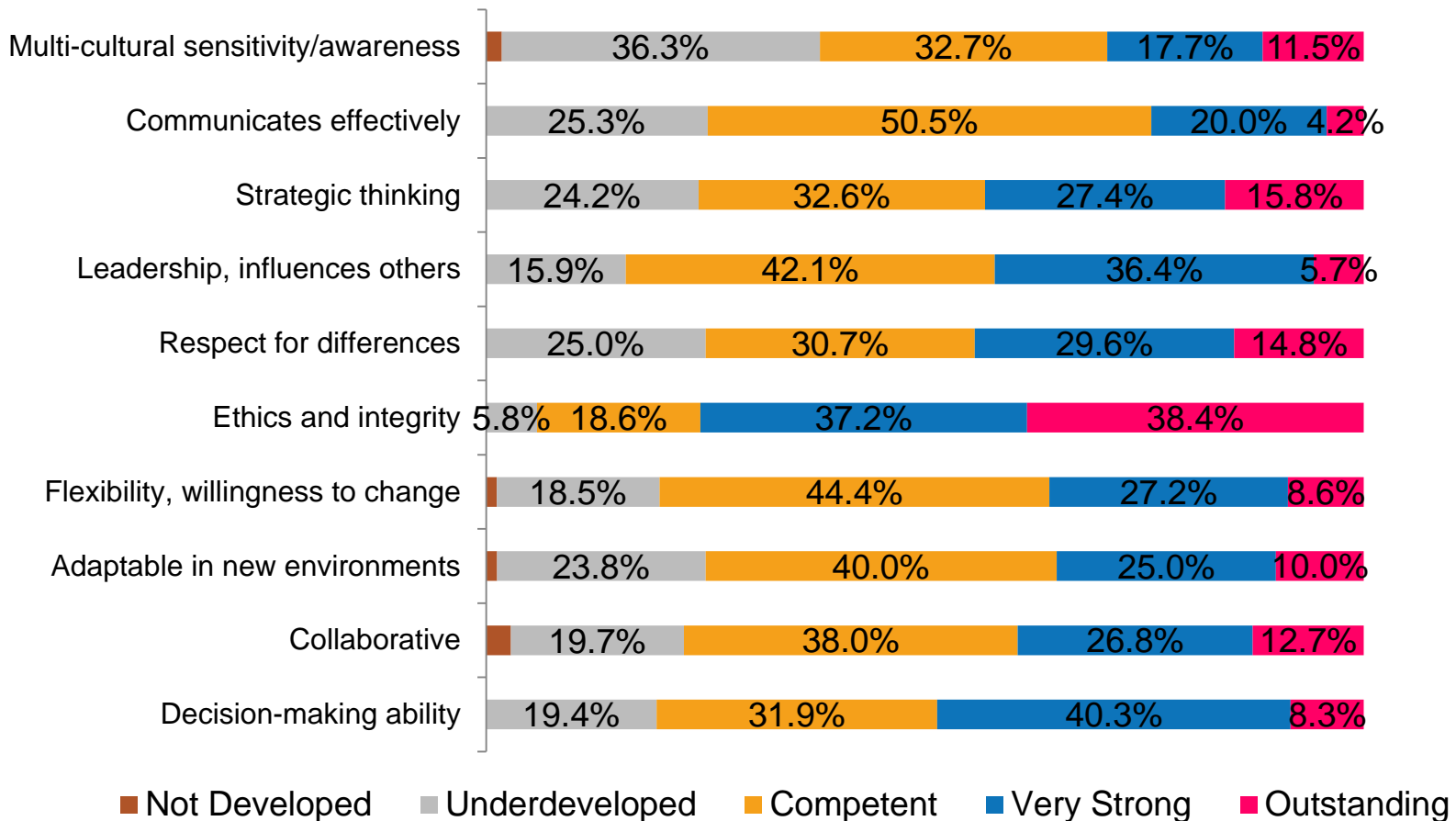
# How would you rate your leaders, on average?

## Local/Regional/National



# How would you rate your leaders, on average?

## International/Multi-national/Global/Transnational



# How would your organization define global competence in its leaders? Please address the attitudes, knowledge, and skills needed.

- Not important
  - Global competence in our arena (hospice) is not a necessity. Our services are local and community based (and non-profit). We are very much in touch with national happenings within our industry. The competencies needed in our case is change management/resiliency, savvy fund sourcing, regulatory knowledge.
- Getting started
  - I honestly have no idea. Leadership development - organizationally speaking - is a relatively new focus for us.
- More established
  - Flexibility. Willingness to learn. Non-judgmental attitudes and actions. Thoughtful. Willingness to take the time to understand the culture, people and the history of its development.
  - Ability to understand dynamics of how things are interrelated and interconnected in the world, and how society can best address global issues.
  - Global competence is essential for our corporate leaders. We are a global marketing agency with multi-national clients and offices around the world. Our leaders must be able to work with our multi-national clients in understanding their global needs and determining how our offering can support those needs. Our leaders need to be knowledgeable of what our clients' challenges are for managing global businesses and what the business factors are that impact their daily decision-making. Our leaders must be open-minded and global in their thinking - not allowing a bias in their thinking based on their home country which could result in their inability to see good ideas or precepts from another country.

# How would your organization define global competence in its leaders?

## Please address the attitudes, knowledge, and skills needed.

- Being aware of the different opportunities that exist across the globe, but also aware of the risks, including cultural differences in both the markets and marketing approaches.
- Builds a collective identity by instituting teams that transcend boundaries to achieve the shared vision.
- Anticipates emerging market scenarios in order to set strategic direction for the business, effectively articulating vision of the desired future state.
- Global Competence: The ability to understand, develop, and utilize knowledge of the global marketplace to benefit their companies.
- Learning Agility as a predictor for potential.
- The ability to effectively lead and manage the business and people across borders, environments and cultures.
- Leveraging local knowledge and decision making while maintaining brand integrity and honoring the company mission and guiding principles.
- Personal independence that will permit relocation to anywhere in Africa or the Middle East with a realistic expectation of success in the new geography.
- Emotional Intelligence - knowing when you're sending the wrong signal and knowing the impact of your actions in other cultures. and vice versa.
- Attitude - Friendly, Open to Feedback

# How would your organization define global competence in its leaders? Please address the attitudes, knowledge, and skills needed.

- Ability to embrace diversity, understand the regulatory /legal requirements in each of the country we operate and the different cultures that can support or inhibit our success to grow the market we operate.
- Global competence is the ability to operate fluidly between borders, understanding the intricacies of culture and in particular, unique business environments, in order to build revenue-generating businesses that are sustainable.
- In addition to understanding global events and their impact, global competence involves the strategic approach to managing people and processes in today's complex business world. It includes: the ability to adjust behavior to be successful in different cultural environments, to see beyond current facts and figures and estimate possible trends, and to use a holistic view in problem-solving.
- Global competence means understanding the socioeconomic, political, and religious influences that contribute to cultural beliefs and knowing when and how to use this understanding to achieve business success. It means having leaders who bring out the best in the workforce so they in turn best meet the wants and needs of customers. Global competence involves being comfortable operating in complex and diverse environments and applying the knowledge, skills, and abilities needed for the situation.
- Know who to go to In Each region, open to bringing local people on board to provide expert local knowledge. Demonstrate ability and confidence in working with colleagues from other regions.
- Leaders that are most self aware, attuned to needs of stakeholders, and are able to adapt their leadership style accordingly to enable them to communicate, influence and drive people towards ultimate goals.



# Developing Global Competence in Your Workforce



# Urgent Need to Develop Globally-Competent Leaders

Crosstab

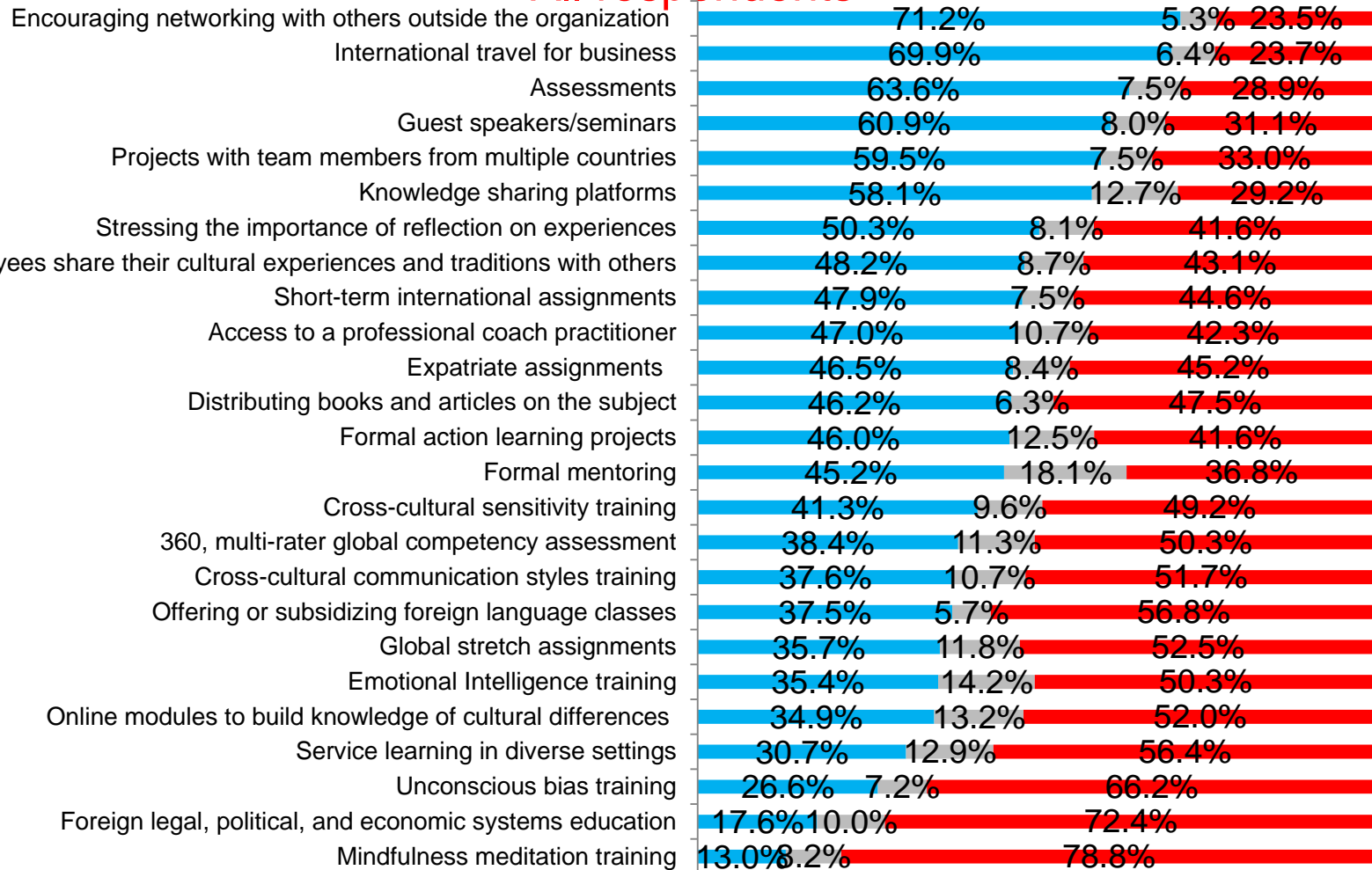
			There is an urgent need to develop globally-competent leaders at our organization.					Total
			Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
OpType	Local, Regional, National	Count	13	17	22	28	24	104
		% within OpType	12.5%	16.3%	21.2%	26.9%	23.1%	100.0%
	International, Multi-national, Global, Transnational	Count	3	14	43	83	62	205
		% within OpType	1.5%	6.8%	21.0%	40.5%	30.2%	100.0%
Total		Count	16	31	65	111	86	309
		% within OpType	5.2%	10.0%	21.0%	35.9%	27.8%	100.0%

## Statistically significant differences

- 70.7% of global companies Agree/Strongly Agree
- 50.0% of national companies Agree/Strongly Agree
- 63.7% of all surveyed organizations Agree/Strongly Agree
- 92.1% agree that Global Competence can be trained and developed.

# What development practices at your organization aimed to build Global Competence in your leaders?

## All respondents

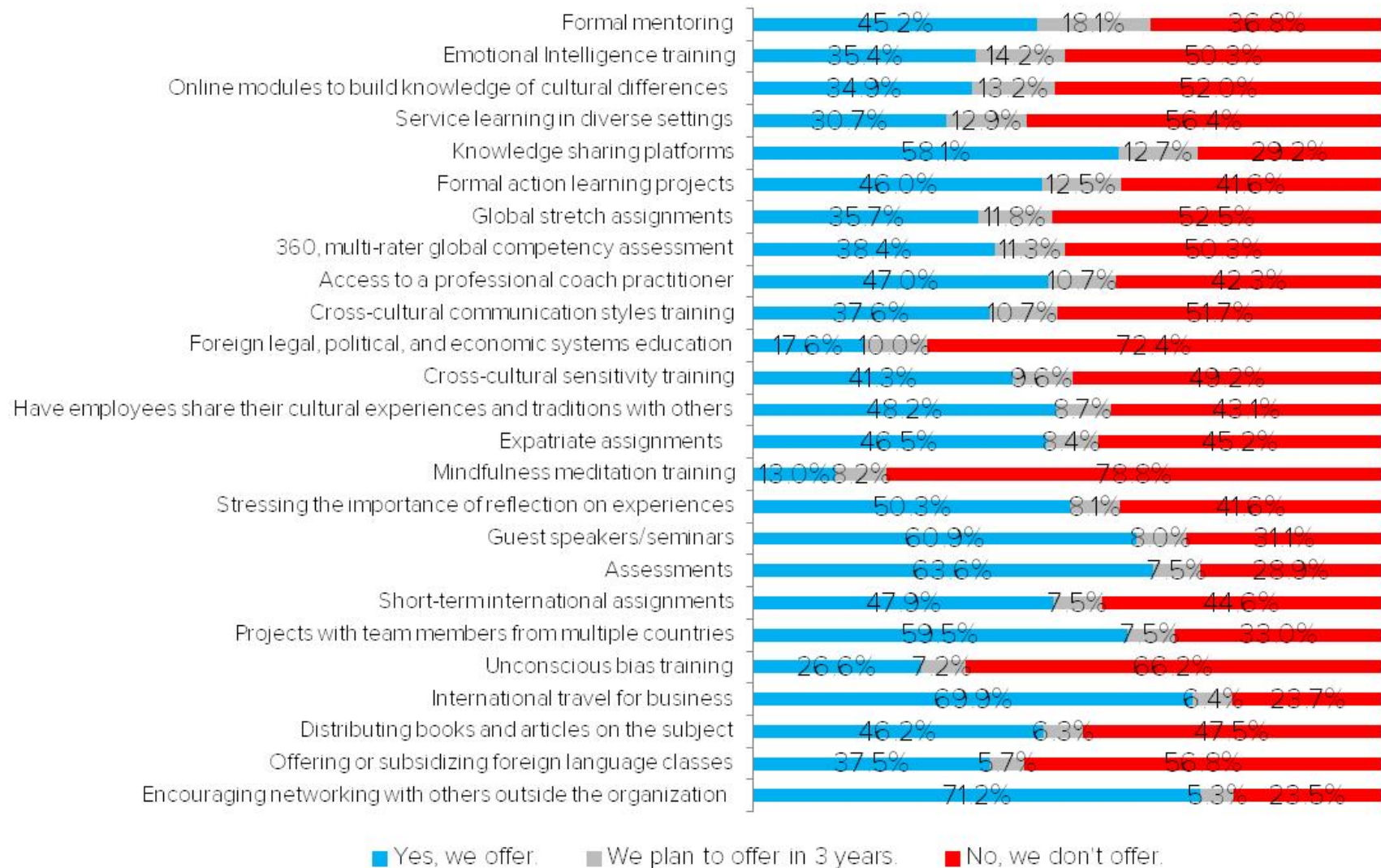


■ Yes, we offer.    
 ■ We plan to offer in 3 years.    
 ■ No, we don't offer.



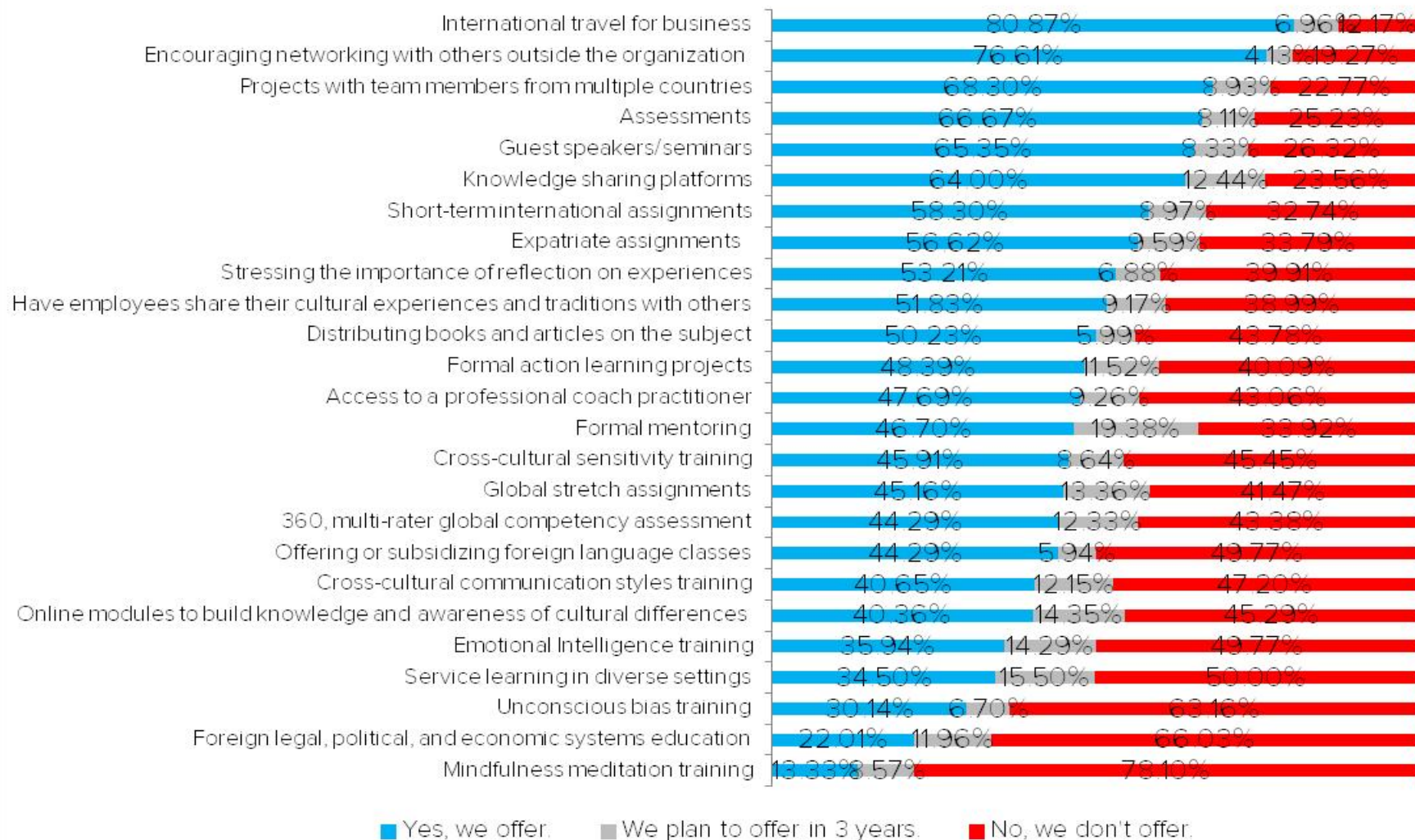
# What development practices at your organization aimed to build Global Competence in your leaders?

## International/Multi-national/Global/Transnational Companies only



# What development practices at your organization aimed to build Global Competence in your leaders?

Of those who rated Global Competence as Very Important and Extremely Important for their business success



# Training Programs that Will Grow the Most in 3 Years

Question	Yes, we offer	We plan to offer within 3 years
Formal mentoring	45.2%	18.1%
Emotional intelligence training	35.4%	14.2%
Online modules to build knowledge of cultural differences	34.9%	13.2%



# What development practices at your organization are aimed to build global competence in your leaders?

Developing global competence is Extremely important/Very important to the future success of our organization (n= 218)	
International travel for business	80.9%
Encouraging networking with others outside the organization	76.6%
Projects with team members from multiple countries	68.3%
Assessments	66.7%
Guest speakers/seminars	65.4%

Developing global competence is Not at all important/very unimportant/neither important nor unimportant to the future success of our organization (n= 40)	
Assessments	63.4%
Encouraging networking with others outside the organization	58.5%
Guest speakers/seminars	50.0%
Formal mentoring	47.5%
Stressing the importance of reflection on experiences	47.4%

Will expand operations in the next three years (n=184)	
International travel for business	83.9%
Encouraging networking with others outside the organization	75.5%
Projects with team members from multiple countries	75.5%
Assessments	69.9%
Short-term international assignments	64.6%

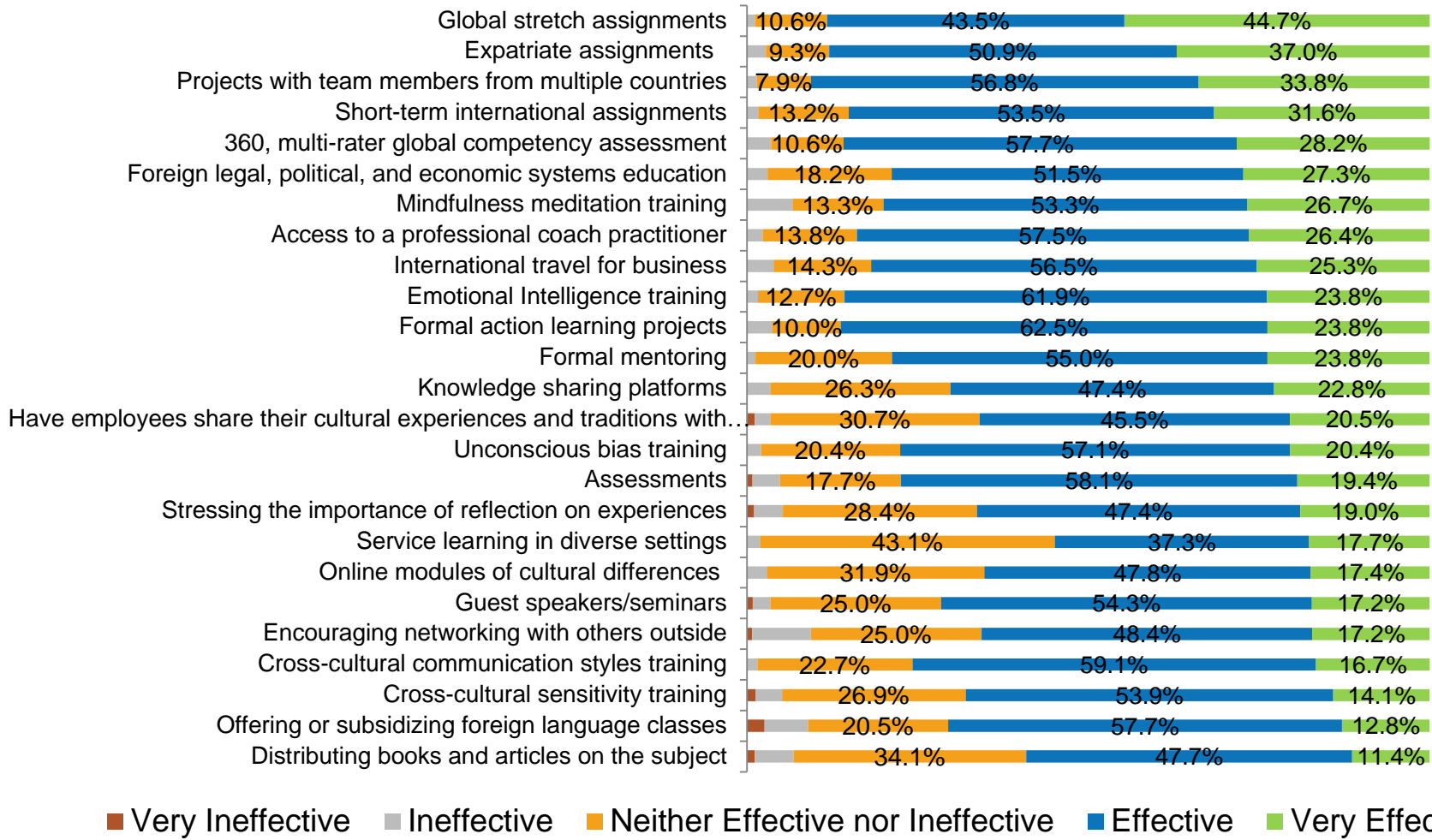
Will NOT expand operations in the next three years (n=75)	
Guest speakers/seminars	59.7%
Encouraging networking with others outside the organization	57.3%
Assessments	48.0%
Formal mentoring	44.7%
Knowledge sharing platforms	44.7%

# Effectiveness of Training

Training	n	Effective/Very Effective
Projects with team members from multiple countries	175	89.1%
Expatriate assignments	127	88.2%
Short-term international assignments	135	85.9%
Global stretch assignments	99	85.9%
360, multi-rater global competency assessment	113	85.8%
Formal action learning projects	123	84.6%
Emotional Intelligence training	103	82.5%
Access to a professional coach/practitioner	129	81.4%
Formal mentoring	127	81.1%
Foreign legal, political, and economic systems education	46	80.4%
International travel for business	202	80.2%
Unconscious bias training	71	77.5%
Assessments	181	77.4%
Mindfulness meditation training	30	76.7%
Cross-cultural communication styles training	103	75.7%
Guest speakers/seminars	179	73.7%
Knowledge sharing platforms	167	72.5%
Offering or subsidizing foreign language classes	101	70.3%
Have employees share their cultural experiences and traditions with others	137	70.1%
Stressing the importance of reflection on experiences	137	70.1%
Cross-cultural sensitivity training	118	68.6%
Online modules to build knowledge and awareness of cultural differences	92	67.4%
Encouraging networking with others outside the organization	196	66.8%
Service learning in diverse settings	70	64.3%
Distributing books and articles on the subject	127	59.1%



## Of those planning to expand operations in the next three years, below is how they rated their training effectiveness:



# Training Global Competence

## Plan

Our workforce's developmental needs are assessed regularly through strategic workforce planning. (40.3%)

## Design

The training forces participants outside of their comfort zone. (60.3%)

The training is customized to local perspectives specific to key markets. (47.5%)

The training is realistic to the challenges found in working in a global scale. (48.8%)

The training encourages reflection on the experience. (65.5%)

The training includes opportunities for knowledge transfer to the job and others. (61.4%)

## Measure

The training is effective in building a global attitudes in leaders (e.g., open, respectful). (60.5%)

The training is effective in building a global skills in leaders (e.g., adaptability, collaborative). (50.2%)

The training is effective in building a global knowledge in leaders (e.g., cross-cultural and business knowledge). (49.6%)

The training is effective in building a global functional expertise in leaders. (39.5%)

Training efforts are tied to behavioral outcomes that can be successfully measured. (40.7%)

(Percentage Strongly Agree/Agree)

n = 266

“The development of cultural skills is more than attending a seminar, taking a cultural 360, or participating in a cultural roundtable - it is a combination of many activities. Developing the vision for cultural skill needs within companies must come from top management to develop awareness and subsequently provide the tools and opportunity for individuals and work collectives to develop and nurture skills. Cultural skills require daily "care and feeding" and should be part of an ongoing knowledge curiosity diet to learn about and successfully communicate with others. It is through this process of ongoing awareness and development that one becomes culturally "agile.”

– Survey Respondent

# Appendix

## SME Interviews Approved Quotes



**Dyan Connolly, SPHR, CCP, Senior Vice President, HR Advisor, Citi**

- **Why is a global competence and high global competence important?**
- If you want to be a major player you have to go into the emerging markets. So much is placed on the quality customer experience and you need to have purposeful communications and a commitment through your practices to keeping that customer experience at desired levels. Part of the global conversation that gets missed is the need for local expertise on the ground that has the ability to take the corporate directive and implement locally. In recent years this has been about talent management, succession planning and global rewards.
- **How to do develop it?**
- A best practice I have seen is a monthly corporate communication of highlights across the globe. It names people and projects to keep global thinking and one company in the forefront.
- Since the recession, I don't see expatriate assignments as the way. It's more about using technology such as, conference calls, web chats, and international projects where teams work through and gain exposure and experience This is supported by talent management programs and mentoring relationships that cross geographies



**Elizabeth (Ellie) Gates**, Sr. Director, Talent Development at box, inc.

- **What are the behaviors exhibited of someone with a global competence and high global competence?**
- A strong EQ (Emotional Intelligence Quotient) is essential for successfully navigating the global landscape. Understanding yourself and your impact on others and the differences in communication preferences is key. For example Asia is a very high context culture and they need to understand details around how the so you can tailor your communication appropriately to each situation.
- **How do you develop it?**
- Experience. This is the first company I worked in where I had to work with India and I had to learn how to work with that culture. The best way to learn that was to visit India and to get to experience the culture first hand. However, not everyone has that luxury. However, in a country like India, face to face relationships and trust are so important. A lot of the success I've had with my leadership programs there would never would have happened if I hadn't build those relationships directly, as they wouldn't have trusted me completely. Trust is established in this culture face to face and had I never made the trip there my work would have had great difficulty getting off the ground.
- It's so important to seek to understand what is needed to be successful in each culture you work with and tailor your approach. There is a lot of research and tools available to help today, but there is no substitute for experiencing it directly and building relationships to help you. If you can't travel, leverage your colleagues who are from there and ask them for the best ways to communicate and what's important to do and avoid. We are all human beings and talking to each other helps a lot.
- **Why is it important?**
- There are three important outcomes. From the business driver perspective if you understand the global economy and culture your products are going to land better in the marketplace. That is a huge benefit financially. Secondly, collaboration is the gateway to innovation. If we can learn to leverage the different perspectives around the globe, our products and services become better. Lastly, there is a joy of working with different people. The things we accomplish are more fun because we worked together and the differences make it both challenging and rewarding while coming from many different places.

**Beth Jackson**, President at Fluor University

- Fluor continues to drive the importance of global project execution. This is a priority for our company because it one of the most effective ways to serve our clients' needs and grow our business. We have offices and projects on six continents; why not use the combined brain power of these individuals to provide 24/7 service to our clients? At the same time, clients want to work with local resources and leaders and they no longer accept multiple ex-patriots on their projects when we can train and grow those who live in the region.
- In order to compete in the global economy, companies, no matter where they are based, must use all their resources to their maximum potential. Collaborative learning is vital to their development. A company that is US-centric in its approach will find it hard to be successful on a global basis in the future. That business model is fading rapidly. Companies that embrace a global learning approach, as well as a global execution model, are the ones that will be successful going forward.
- If a training course is created in the United States, we used to assume it would be effective in locations around the world, but we know today that is not necessarily always the case. We actively pursue feedback from participants in all our locations to ensure we are delivering courses can that meet the needs of our employees in a variety of cultures. Instructors are taught to be sensitive to different audiences and learning styles and to change their teaching style depending on the makeup of the participants.



**Horace McCormick Jr. Global Executive Coach, SPHR, MBA, Program Director at Executive Development at UNC - Chapel Hill, Kenan-Flagler Business School**

- The tendency for leaders (especially the first time they expatriate) is to arrive in the country and automatically focus on how everything and everybody is different. Initially, what we fail to understand (unless we've gone through some preparation) is that the people in the host country are not different, we are! It is our responsibility to adapt. It's really about understanding yourself and how you are different and how these differences might be an obstacle or an advantage. It's important to leverage your differences and similarities, rather than becoming a victim of differences.
- What you need to be most careful about is interpreting communication; a leader has to test for receptivity. By asking: Am I seeing it wrong? Am I seeing this from your point of view or do I only have an American lens on this? Do I have a blind spot? All leaders need to be self-questioning and work in a transparent, self-disclosing way. Otherwise, you work in a fool's paradise thinking you are doing all the right things, but people are hesitant to challenge you as the authority figure.
- When leaders find themselves in roles requiring global competence, traditional approaches to learning and development are less effective. A better way to learn is to identify more customized approaches, or one-on-one ways to help leaders with his or her specific needs as it relates to the culture they are working with. What that often means is connecting with a leader who has successful experience with the culture, or better, connecting with the right type of coach and self-assessment tool.





## Susan Simmons, Director of Career Management at Michelin North America

- **Why is a global competence, global competence in important?**
- Global competence is important for all employees. Even on the factory floor we ask the U.S. employees to train the future factory workers for a new facility in India. In order for us to be successful, we need for people to be open, to be welcoming, and to build relationships and trust across cultures.
- **How can it be developed?**
- We have different cross-cultural training programs customized to what people need. Everything from spouse and family support when families expatriate to cultural awareness and language training. For executives, there is training on how to develop relationships cross-culturally and etiquette. For global teams, we have less formal training compared to leaders, but we share knowledge of cultural backgrounds.
- It is important when you choose people for global assignments that they are personally motivated and interested in living somewhere that is not like home. You don't have to have a global assignment to have a terrific career. First, you need to take a step back and make sure it is right.
- To facilitate knowledge transfer from global assignments, formally we have an expatriate newsletter. However, the most interesting thing to see is the informal networking, connection, and knowledge sharing that arises among leaders.

