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The **AMA** TM HANDBOOK of

LEADERSHIP



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THE AMA HANDBOOK OF LEADERSHIP

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THE AMA HANDBOOK OF LEADERSHIP

- Marshall Goldsmith
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Foreword by James M. Kouzes

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About AMA

American Management Association (www.amanet.org) is a world leader in talent development, advancing the skills of individuals to drive business success. Our mission is to support the goals of individuals and organizations through a complete range of products and services, including classroom and virtual seminars, webcasts, webinars, podcasts, conferences, corporate and government solutions, business books, and research. AMA's approach to improving performance combines experiential learning—learning through doing—with opportunities for ongoing professional growth at every step of one's career journey.

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FOREWORD

Imagine you're sitting in a meeting with a group of your colleagues. The door to the conference room opens, in walks a person you've never met before, and she says, "Hi, I'm your new leader."

What questions do you immediately want to ask this person?

My coauthor, Barry Posner, and I regularly present this scenario to people as part of our ongoing leadership research. People have lots and lots of questions, but by far the most frequently asked is: Who are you?

If you are the leader who walks into that room one day, it's the first question you must be prepared to answer.

People want to know about you. They want to know about your values and beliefs, what you really care about, and what keeps you awake at night. They want to know who most influenced you, what prepares you for the job you're doing, and what you're like as a person. They want to know what drives you, what makes you happy, and what ticks you off. They want to know why you want to be their leader and why they ought to be following you. They want to know if you play the piano—or something else—and they want to know something about your family. They want to know your personal story.

Wanting to know who you are isn't about prying. It's about learning to trust. We're just more likely to trust people we know, and the more we know about our leaders the more likely we are to trust them as human beings. Of course, before you can share any of this with others, you have to have clarity about it yourself. You have to know you before others can truly know you.

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The second question people most frequently want to ask a prospective leader is, “Where are you going?”

People want to know about your vision of the future, your aims and aspirations, and your hopes and your dreams. They want to know where you’re taking them, and what’s in store down the road. They want to know why it’s important to you if they move in that direction. They want to hear your story of the future.

According to the data we’ve collected, over 70 percent of working professionals expect a leader to be forward-looking. And being forward-looking, we have learned, is the quality that most differentiates a leader from individual contributors.

What all this means is that leadership development is self-development. The quest for leadership is first an inner quest to discover who you are. Other people can’t tell you what you value. You have to discover that for yourself. Other people can’t tell you what you dream for the future. You have to discover that for yourself. Other people can’t tell you why they ought to be following you. You have to discover that for yourself.

Engineers have computers; painters, canvas and brushes; musicians, instruments. Leaders have only themselves. The instrument of leadership is the self, and the mastery of the art of leadership comes from mastery of the self. Self-development is not about stuffing in a whole bunch of new information or trying the latest technique. It’s about leading out of what is already in your soul. It’s about liberating the leader within you. It’s about setting yourself free.

The intent of this handbook is to provide you with the most current knowledge and tools to more effectively forge ahead, develop people, engage people, facilitate change, and take the lead. Your challenge in moving from the page to practice is to make the lessons genuinely yours. It’s essential that you do that, because making them yours is the only route to authentic leadership. Making them yours is the only route to becoming the kind of leader others will want to follow.

I wish you a safe, enjoyable, and successful journey.

James M. Kouzes

James M. Kouzes is the Dean’s Executive Professor of Leadership, Leavey School of Business, Santa Clara University, and the coauthor with Barry Posner of the internationally award-winning and best-selling book *The Leadership Challenge*.

ACKNOWLEDGMENTS

We want to acknowledge the great influences on our thinking, especially Peter F. Drucker, who continues to have a great impact on leaders across the globe. We want to acknowledge the generosity of the thought leaders who contributed their time and writings and shared their ideas with us. Without them, this book could not exist. We also want to acknowledge Christina Parisi and her dedicated team at AMACOM for all of their assistance and support in creating *The AMA Handbook of Leadership*. AMACOM went above and beyond the call to make this book a success. On a personal note, we are moved by and grateful for the help and support of our families, especially Hugh, Sally, Scott, Gail, and Lyda.

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ABOUT THE EDITORS

MARSHALL GOLDSMITH

Dr. Marshall Goldsmith is a world authority on helping successful leaders get even better—by achieving positive, lasting change in behavior for themselves, their people, and their teams. *What Got You Here Won't Get You There* is a *New York Times* best seller, *Wall Street Journal* #1 business book, and winner of the Harold Longman award for Best Business Book of the Year. It has been translated into 23 languages and is a top 10 best seller in seven different countries.

The American Management Association named Dr. Goldsmith as one of 50 great thinkers and leaders who have influenced the field of management over the past 80 years. Major business press acknowledgments include *BusinessWeek*—most influential practitioners in the history of leadership development; *The Times* (UK)—50 greatest living business thinkers; *Wall Street Journal*—top 10 executive educators; *Forbes*—five most respected executive coaches; *Leadership Excellence*—top five thinkers on leadership; *Economic Times* (India)—five rajgurus of America; *Economist* (UK)—most credible executive advisers in the new era of business; and *Fast Company*—America's preeminent executive coach.

Dr. Goldsmith received his PhD from UCLA. He teaches executive education at Dartmouth's Tuck School and frequently speaks at leading business schools. He is a Fellow in the National Academy of Human Resources

(America's top HR honor) and his work has been recognized by almost every professional organization in his field. In 2006, Alliant International University honored Marshall by naming their schools of business and organizational studies the Marshall Goldsmith School of Management.

Marshall is one of a select few advisers who have been asked to work with over 100 major CEOs and their management teams. He is cofounder of Marshall Goldsmith Partners, a network of top-level executive coaches. He served as a member of the board of the Peter Drucker Foundation for 10 years. He has been a volunteer teacher for U.S. Army Generals, Navy Admirals, Girl Scout executives, and International and American Red Cross leaders, where he was a National Volunteer of the Year.

Marshall's 24 books include *The Leader of the Future* (a *BusinessWeek* best seller); *Coaching for Leadership*; and his latest best seller, *Succession: Are You Ready?* Over 200 of his articles, interviews, columns, and videos are available for viewing and sharing online (for no charge) at www.MarshallGoldsmithLibrary.com. Visitors to this site have come from 188 countries and have viewed over 2.8 million resources.

JOHN BALDONI

John Baldoni is an internationally recognized leadership consultant, coach, author, and speaker. He has taught what it means to inspire at the top of a mountain in the Canadian Rockies. At sea level in Orlando, Florida, John spoke to nearly 1,000 USAF/JAG commissioned and noncommissioned officers on leadership and communication. In 2007, John was named one of the world's top leadership gurus by Leadership Gurus International.

John began his business career in a 15th-floor office with a view of a private golf course. Around the corner was a commanding view of the Pacific Ocean. In between was a recording studio where John produced and edited corporate radio spots. But John gave that all up to start his own business in the spare bedroom of a beachfront rental more than three decades ago.

In time, John established a career as a highly sought-after communications and leadership consultant and coach, where he has had the privilege of working with senior leaders in virtually every industry from pharmaceutical to real estate, packaged goods to automobiles, and finance to health care.

John speaks widely to corporate, professional, military, and university audiences. Those who attend John's keynotes and workshops find his advice to be practical and inspirational. Mixed with stories of great men and women leavened with lighthearted humor is down-to-earth practical advice that individuals can apply immediately. John's presentations blend his passion for leadership with genuine enthusiasm for helping people achieve their leadership ambitions.

John is the author of eight books, including *Lead Your Boss: The Subtle Art of Managing Up* and *Lead by Example*, which was named a "best leadership book" of 2008 as well as a Book of the Month (December 2008) selection by Entrepreneur.com. John also wrote the *Great Leaders* trilogy on communications, motivation, and results. Over the years, John's many books have been translated into multiple languages, including Mandarin, Indonesian, Japanese, and Korean.

John has created a video coaching series for AthenaOnline and a series of coaching podcasts for CXO Media. These forms of media give John the opportunity to reach a wider audience with his leadership insights designed to help managers become effective leaders.

John writes a weekly "Leadership at Work" column for *Harvard Business Publishing*, which is syndicated by Bloomberg.com. John's articles have appeared on Businessweek.com, FastCompany.com, and WallStreetJournal.com as well as in *Leader to Leader* and the *Wharton Leadership Digest*.

Readers are welcome to visit John's leadership resource Web site at www.johnbaldoni.com.

SARAH McARTHUR

Sarah McArthur is founder and president of *sdedit. With nearly 20 years' experience in the publishing field, Sarah has edited and written numerous books and articles with such influential clients and best-selling authors as Marshall Goldsmith and Anthony Robbins.

A distinguished fellow of the Global Leadership Development Center at the Marshall Goldsmith School of Management of Alliant University, Sarah's experience as the managing and developmental editor of 13 business and leadership books has made her an expert in the fields of management, lead-

ership, executive coaching, and human resources. Her expertise has furthered the success of the best-selling management classic *Coaching for Leadership* as well as the Amazon.com, *USA Today*, and *Wall Street Journal* #1 best seller *What Got You Here Won't Get You There* and a score of other books.

Sarah is Marshall Goldsmith's editorial partner; editor of *Business Coaching Worldwide*, a forum for leadership and management experts and theorists; advertising copywriter for various clients; and a highly sought-after freelance editor of business and leadership books.

Prior to founding *sdedit, she held the positions of advertising coordinator, media manager, managing editor, and copywriter. She holds degrees in English and Environmental Studies from the University of Oregon. Sarah can be reached at sarahmc@sdedit.com and www.sdedit.com.

THE AMA HANDBOOK OF LEADERSHIP

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INTRODUCTION

“The Chinese use two brush strokes to write the word ‘crisis.’ One brush stroke stands for danger; the other for opportunity. In a crisis, be aware of the danger—but recognize the opportunity.”

—JOHN F. KENNEDY (1917–1963), Speech in Indianapolis,
April 12, 1959

Leading people has never been an easy task. And today, leaders have the immensely difficult job of forging a path into uncharted territories of global proportion. Amid a constantly changing business environment, sometimes confusing and often overwhelming information, and a requirement to please a variety of stakeholders, leaders are understandably often uncertain as to the right thing to do, the best avenue to take, the precise decision to make that will lead to success—and during some periods, especially of late, even survival.

As participants in and scholars of this world of incredible change, we put our heads together to see how we might contribute to—help forge, if you will—a path to a bright future. This contemplation on the crises of today, which leaders navigate on a daily basis, led us to consider where the opportunities lie. We discovered the opportunity in our great network of thought leaders. We decided to ask the world’s greatest thought leaders in the fields of management and leadership to give us their ideas on the current state of the world. More specifically, we asked them: In your area of expertise, what are the trends, issues, and challenges facing leaders today and how can they lead through them successfully? Their insightful and visionary answers are encapsulated in the pages of this book.

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The AMA Handbook of Leadership is a timely, timeless, informative, and important book for its readers, who must continually study and explore the world, leadership, business, and management. In it, we have brought together in one collection a global group of thought leaders who have made significant contributions to the fields of leadership and management; who run major corporations; and who advise the CEOs, managing directors, and presidents of the leading organizations and countries worldwide.

The AMA Handbook of Leadership encompasses a wide range of thoughts, practices, and theories aimed at expanding the knowledge of its target audience—primarily leaders and those in positions in which they help others lead, such as organizational development professionals, consultants, and executive coaches. Middle managers and those in different parts of the organization, such as the HR manager, the head of organizational development, and the Executive Vice President of HR, will also find this book of great interest and value.

As a reader, you will find no need to follow the chapter sequence. You may start with a favorite author, a particular issue, or even a titillating title. The place to begin is with what is most important to you!

The AMA Handbook of Leadership is divided into five parts. In Part One, “Forging Ahead: The Global Picture,” our book begins with a vision of leadership for the future from Frances Hesselbein, founding president and chairman of the Leader to Leader Institute, formerly the Peter F. Drucker Foundation for Nonprofit Management. This extraordinary woman’s chapter, “Diversity: The Imperative for Today’s Leaders,” brought tears to the eyes of one editor—what will it do for you? Long at the forefront of developing and implementing innovative concepts and strategies for maximizing organizational and individual potential through diversity management, Dr. R. Roosevelt Thomas follows Frances’s train of thought in his chapter, “Leadership and Diversity Management: Unfinished Business.” Maya Hu-Chan’s chapter, “360 for Global Leaders: Coaching Through a World Lens,” provides essential coaching practices and practical skills all global leadership should embrace. Rounding out Part One with “Asian and Western Executive Styles,” D. Quinn Mills, the Albert J. Weatherhead Jr. Professor of Business Administration Emeritus at Harvard Business School, and Luke Novelli, the Chief of Intellectual Capital at Leadership Development Resources Global, describe the differences in characteristic leadership styles between Asia and the West. The authors provide implications for the development of leaders who will be able to lead effectively across global regions.

Part Two, “Developing People: The Key to the Future,” begins with the insights of behavioral change expert Marshall Goldsmith. “Passing the Baton: Developing Your Successor” offers candid advice on succession from the outgoing executive’s perspective. Strategic executive development expert James F. Bolt delineates 12 characteristics or success factors that can be used to develop and implement great leadership and executive talent in organizations in his chapter, “Developing Exceptional Leaders: Critical Success Factors.” An internationally recognized authority on career issues and retention and engagement in the workplace, Beverly Kaye lays out step-by-step guidelines for facilitating the growth and development of new leaders, especially in a down economy, in her chapter, “The Leader’s Role in Growing New Leaders.” With a human resources focus on the challenges of talent management, vice president of Talent Management for Avon Products Marc Effron and PepsiCo senior manager of human resources Miriam Ort discuss the lack of status of the field of talent management and suggest ways to improve it so as to make it a more vital branch of human resources in their chapter, “Talent Pool or Talent Puddle: Where’s the Talent in Talent Management?” The final chapter in Part Two is “The Cost of Investing in People Leadership Negatively Affects the Bottom Line: Fact or Fiction?” a case study by Howard J. Morgan, Manager Director of Leadership Research Institute, and Qwest executive Paula Kruger that demonstrates the benefits of “people investment.”

Part Three, “Engaging People: The Force of Change,” shows how a leader who engages people can create the energy to compel positive change in a forward direction. On the other hand, inertia and apathy, by-products of poor leadership, suck the life force out of any potential for positive change. If a company is fortunate, a good product or service may help maintain the organizational status quo; if not, the organization will likely fail miserably. Beginning this part is “Leadership’s Silver Bullet: The Magic of Inspiration,” a chapter about the value of inspiration and motivation as effective leadership behaviors by John H. (Jack) Zenger, world expert in the field of leadership development. Highly regarded management thinker Judith M. Bardwick combines cutting-edge psychological research with practical business applications to give us a clear-cut outline for change in her chapter, “Create Awareness; Create Change.” With extensive expertise in the areas of survey research and change management, renowned psychometrician Joseph Folkman identifies behaviors that may cause employees to perceive a leader as uncaring. Folkman offers suggestions for becoming aware of and changing these behaviors in his chapter, “I Really Do Care!” Executive Education Professor of Strategic Leadership for the Smeal College of Business at Penn

State, Dr. Albert A. Vicere introduces us to the “DNA model” of organizations in his chapter, “The Real Legacy of Leadership: Aligning Rhetoric with Reality.” Based on strategy, culture, and leadership, Dr. Vicere provides suggestions to leaders seeking to “align rhetoric to reality” by engaging employees at all levels of an organization. Finally, in this part, Dr. Paul Hersey, internationally renowned behavioral scientist and highly regarded authority on training and human resource development, discusses challenges that Generation Y workers pose to today’s leaders (often from the Generation X and Baby Boomer generations) in “What Do Leaders Need to Know About Generation Y in Order to Lead Successfully?” Dr. Hersey outlines the skills, education, and expectations that Gen Yers bring to the workplace and identifies some leadership techniques for channeling these most effectively.

Part Four, “Facilitating Change: The Leader’s Role,” begins with a chapter by Norm Smallwood, cofounder of The RBL Group, and top business coach Dave Ulrich, ranked #1 most influential person in HR by *HR Magazine*. Their chapter, “What Is an Effective Leader? The Leadership Code and Leadership Brand,” offers a clear, empirically based framework—the Leadership Code—that depicts elements that make up a good leader. Next is “Leading the Emotional Side of Change: The New 21st-Century Leadership Capability.” And, who better to explore the new challenges facing 21st-century leaders and provide a fresh approach to them based on the incorporation of emotional, not just cognitive, strategies than internationally recognized psychologist Dr. Robert H. Rosen? Introducing the interesting concept “political temperature” to describe team functioning, Dr. Gary Ranker, top executive coach, and Colin Gautrey, internationally recognized thought leader in the practical use of power and influence in the workplace, give us their ideas in “Adjusting the Political Temperature of Your Team.” With extensive expertise in leadership development, executive coach Patricia Wheeler helps smart executives become better leaders. Her chapter, “Making Successful Transitions: The Leader’s Perspective,” addresses the complicated subject of how leaders can make successful transitions from position to position and organization to organization. The final chapter in this part is by John Baldoni, internationally recognized leadership consultant, coach, speaker, and author. “A Question of Leadership: What Does the Organization Need Me to Do?” offers a fresh way of looking at leadership from the perspective of a manager’s value to the organization. Baldoni emphasizes the need to engage with subordinates and the importance of values.

Part Five, “Taking the Lead: The X Factors,” includes the ideas and philosophies of extraordinary thought leaders who “think outside the box” into



realms that may hold the key to the future success of leadership, organizations, and possibly even humanity. Beginning this part is “Situational Intelligence,” by acclaimed expert in organizational transformation Laurence S. Lyons. Lyons shares the concept of *situational intelligence*—ensuring that a business strategy is correct for the particular situation while appreciating its wider context. S. Bronfman Chair in Management at McGill University and artist in her own right, Nancy J. Adler discusses the opportunity to use the arts for creativity, inspiration, and to develop new forms of leadership in her chapter “The Arts and Leadership.” The leading authority on client relationships and the skills and strategies required to earn lifelong client loyalty, Andrew Sobel introduces us to the concept of “client leadership,” distinguishes it from “organizational leadership,” and details its key characteristics and importance in business-to-business types of companies in his chapter, “Client Leadership: Leading in the Marketplace.” And, finally, Fons Trompenaars, foremost authority on cross-cultural management, and Peter Woolliams, senior partner with Trompenaars Hampden-Turner Consulting, complete our book with “Leading for Sustainability.” Outlining the “golden dilemmas” facing contemporary organizations, the authors explore the value of a cross-cultural approach to leadership both for individuals and for the “sustainability” of the organization.

We are confident that *The AMA Handbook of Leadership* will provide business leaders with the critical insights, perspectives, and frameworks to successfully navigate through today’s uncharted global business arena. We hope you enjoy this book, and we hope that you will gain more understanding of leadership as it must transform to meet with our changing times.

Sarah McArthur
San Diego, CA

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Forging Ahead

➤ The Global Picture

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Diversity: The Imperative for Today's Leaders

► Frances Hesselbein

When John Baldoni, Marshall Goldsmith, and Sarah McArthur invited me to write a chapter on “hot topics of leadership,” I knew my topic instantly, and it is not only “hot,” it is imperative. I have chosen for my chapter the topic “Diversity: The Imperative for Today’s Leaders.” Today, if we are not developing a richly diverse organization, led by a wonderfully diverse team of leaders, then we are already an organization of the past, led by leaders of the past.

As CEO of the Girl Scouts of the USA for 13 exuberant years, I never had a bad day in the nearly 5,000 days during which I led the organization. Six weeks after I left the Girl Scouts, I found myself President and CEO of the Peter F. Drucker Foundation for Nonprofit Management.

For 31 years now, I have had a philosophy, passion, and imperative for leadership that is as powerful in its impact as it is in its results, whether I was working with a Girl Scout Council in Pennsylvania or with a Drucker Foundation/Leader to Leader Institute partnership with a great corporation, university, or the military. I have encapsulated my learnings in the more than 26 books that I have written or edited.

The message is very simple:

We manage for the mission.

We manage for innovation.

We manage for diversity.

We are mission-focused, values-based,
demographics-driven.

These are the imperatives I have tattooed on my shoulders—in invisible ink, of course, but they are there. They are a daily reminder to me. Over the years, I have been testing these imperatives and documenting the results with leaders and organizations in all three sectors.

From July 1976 until I left on January 31, 1991, the Girl Scouts of the USA grew to a workforce of 788,000 women and men (1 percent employed staff). Coming into the position, I knew that this, the largest organization of girls and women in the world, had to take the lead in this society. We had to be an example to our own country and to the world. I believed that if we mobilized around a powerful mission; made innovation part of every deliberation, plan, and action; and developed the richly diverse, inclusive organization at every level, we could be a model to a society that in 1976 did not have “the healthy, diverse, inclusive society that cares about all of its children” as its battle cry. Building a richly diverse organization can never be seen as a challenge; it is the most remarkable opportunity for relevance, viability, and success. It is always opportunity!

The Girl Scouts board, staff, leaders, and donors were inspired with a fiery passion for change when we developed our big question: “When they look at us, can they find themselves?” That meant that when leaders, parents, and girls with richly diverse backgrounds in the major racial and ethnic groups in our country looked at our Girl Scout National Board and staff, my management team, our visuals, and the four handbooks, they could find themselves.

When I talked to the four artists who would illustrate the new handbooks, I said, “When any little girl or young woman in the United States opens her own handbook, she must be able to find herself. If I’m a little girl in a Navajo village, I open my Brownie handbook, and I can find myself. If I’m a girl in inner-city Detroit, my handbook is not filled with only New England picket fences. I can find myself in my own Girl Scout handbook.” One artist asked, “Did you say ‘any’ little girl?” I replied, “I should have said ‘every.’” The artists shared our vision and determination, and one year later, when the four Girl Scout handbooks came out, not only did they generate enormous excitement but we received prizes for “best multicultural resources for children.”

We were pioneers in those days, for “diversity” wasn’t everybody’s favorite subject. Yet to the volunteers and staff of this great movement, “diversity-inclusion” was not only “a hot leadership topic” but also part of their vision of a bright future for our children and our country.

Along the way, a business leader took me aside and gave me some advice: “Frances, you know I really care about you and the organization, but if you don’t stop this diversity stuff, you’ll never raise any money.” I politely thanked him. Then with John Creedon, the new president of MetLife, as our campaign chairman, we went out and raised \$10 million and built a wonderful conference center near Briarcliff Manor in Westchester County, New York, on 400 deeply wooded acres that we had inherited long ago. A wonderfully diverse board and staff welcomed those Girl Scout leaders as they came to learn, to innovate, and to change lives.

In a short time, we more than tripled racial-ethnic membership at every level. We had asked ourselves, “When they look at us, can they find themselves?” The answer was a resounding “Yes!” at a time when diversity and equal access were not high on many organizations’ list of imperatives. In fact, a leader from a large organization told me I was wasting my time. “Diversity will take care of itself,” he said.

That was long ago. This is 2009, and it has been projected that by 2020, the majority in the United States will be the minority, and the minority will become the majority. How smoothly the change will take place will depend on how well we have built the diverse leadership organization of the future with remarkable leaders at every level who are richly representative of our country of the future. I fervently believe that if we are not “managing for diversity” today, we already are part of the past, and sadly so, for the opportunity is here now.

When we met Peter Drucker in 1981, the Father of Modern Management cheered our “mission, innovation, and diversity” focus, and he gave us some wonderful definitions as he spurred us on: “Mission is solely why we do what we do. It is our reason for being and it should fit on a T-shirt.” I always say, “A mission should be short, powerful, and compelling.” Which definition do you think people remember? What will fit on a T-shirt, of course.

As we worked with Peter, he gave us two or three days of his time each year. He studied us, and told the *New York Times* that we were “the best managed organization in the country. Tough, hardworking women can do anything.” We took to heart Peter Drucker’s philosophy, his study, and his definition of innovation: “change that creates a new dimension of performance.”

As those remarkable people were transforming the largest organization for girls and women in the world, the mantra “Innovation: change that creates a new dimension of performance” made change more palatable, more reason-

able. A new dimension of performance became part of the vocabulary of transformation.

I began this chapter by focusing on “diversity” as my “hot leadership topic,” and then as I wrote I realized that my hot topic has three parts to it. You can’t “do” just two: mission, innovation, and diversity are one powerful message. The initiative, the imperative for a bright future, is grounded by values that are palpable. With values that we live by, as mission-focused, values-based, and demographics-driven, we lead into the future. This is the organizational life we are building, the leadership life we are leading. We are the future.

Now, I can’t write about my adventure in leadership with the Girl Scouts and the Drucker Foundation/Leader to Leader Institute, and meeting Peter Drucker in 1981, without adding mention of another great leader who has had an enormous impact on my life. In 1982, another man arrived at my Girl Scout office in New York. His name was Marshall Goldsmith, and he had an unusual new product he had developed that he wanted to give to the Girl Scouts—his 360-degree assessment tool. He would come to New York, begin with me, then my management team, and then move it with staff across the organization.

I was intrigued, excited, and gratified, and that began our Marshall-Frances adventure in significance that continues to this moment (1982–2009 is not a bad record for two people who think their bottom line is changing lives). We began the 360-degree assessment first with me and then my management team, which made it more acceptable to those who might be reluctant to receive feedback from their peers. Marshall’s gift moved across our staff at headquarters and in the field, making an enormous difference and changing lives.

When I was taking a team to Poland for a great training opportunity, I asked, “Marshall, will you go?” Silly question! The answer was always yes. He was there when I said good-bye to the best people in the world, to the best organization in the world. And six weeks after I left the Girl Scouts, the Peter F. Drucker Foundation for Nonprofit Management was born. Marshall was the first board member to be invited, and he serves to this moment. The Drucker Foundation/Leader to Leader Institute has published 26 books, and Marshall Goldsmith and I have coedited many of them.

It is only the beginning to have a vision of “a society of healthy children, all children, strong families, good schools, decent housing, safe neighborhoods, work that dignifies, all surrounded by a healthy, diverse, cohesive communi-

ty that cares about all of its people.” It is quite another to find great thought leaders: leaders of quality, character, and generous hearts who share the vision, who help build the organization, who write, speak, inspire, and are always there. I think it’s called “for the greater good.” “Mission, innovation, diversity” began a long time ago—the imperative that is more critical than ever before measured against the darkness of our times.

When “mission-innovation-diversity” is our rallying cry, we shine a light. To serve is to live.

ABOUT THE AUTHOR

Frances Hesselbein is the Chairman of the Board of Governors of the Leader to Leader Institute (formerly the Peter F. Drucker Foundation for Nonprofit Management) and its Founding President. She was awarded the Presidential Medal of Freedom, the United States’ highest civilian honor, in 1998, and serves on many nonprofit and private sector corporate boards. She was the Chairman of the National Board of Directors for Volunteers of America from 2002 to 2006 and is the recipient of 20 honorary doctoral degrees. In 2009, the University of Pittsburgh introduced The Hesselbein Global Academy for Student Leadership and Civic Engagement. Among many other awards, Frances was inducted into the Enterprising Women Hall of Fame at the 7th Annual Enterprising Women of the Year Awards Celebration and was named a Senior Leader at the U.S. Military Academy, 2008 National Conference on Ethics in America. She is Editor-in-Chief of the award-winning quarterly journal *Leader to Leader*, and a coeditor of a book of the same name. She is a coeditor of the Drucker Foundation’s three-volume *Future Series* and of *The Organization of the Future 2: Visions, Strategies, and Insights on Managing in a New Era*, published in 2009. Author of *Hesselbein on Leadership and Be, Know, Do: Leadership the Army Way*, introduced by General Eric K. Shinseki, Frances is the coeditor of 26 books in 28 languages.

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Leadership and Diversity Management: Unfinished Business

➤ R. Roosevelt Thomas, Jr.

Over the past 40 years, our society has become better at mainstreaming people previously excluded. Whether labeled as desegregation, integration, pluralism (representation), diversity, or inclusion, the reality is that we have had some notable success in identifying and accessing talent and developing leadership profiles that look like our communities.

Nowhere was this success more evident than in the election of Barack Obama as the 44th president of the United States. His election represents a giant step in creating a political leadership profile that looked like America with respect to race. Further, he appointed a cabinet that was pluralistic (representative) not only in terms of race but also of gender, ethnicity, political affiliation, ideology, experience, style, education, and other attributes. Because these people cared deeply about the United States and its challenges and opportunities, they held the potential not to be simply a pluralistic (representative) mixture but also a source of diverse behavior. President Obama expected his cabinet to generate and passionately present a multitude of diverse prescriptions for their various policy areas.

In support of his administration's priorities, the diversity management challenge for Mr. Obama became that of fostering quality decision making in the midst of these significant and critical pluralistic and behavioral differences and similarities. His leadership task has been to

create an environment that minimizes distractions and divisiveness, and yet encourages the acceptance, consideration, and incorporation of multiple points of view in pursuit of effective decision making. His ultimate success, or lack of in this regard, may well determine his ability to lead in these perilous times.

Mr. Obama's diversity management challenge parallels that of a CEO whose organization has convened a demographically pluralistic (representative) workforce. As the workforce's pluralism generates diverse behavior, the diversity management task will be to ensure that a capability exists to make quality decisions in the midst of that diversity (differences and similarities). Creation of environments that facilitate effective diversity management will be a critical and urgent leadership role as our organizations and communities become more diverse and complex.

THE IMPORTANCE OF LEADERSHIP

Leadership from senior officials has always been important to the success of diversity efforts. When I first became active in the diversity arena, I regularly encountered CEOs and other senior executives exercising leadership with respect to diversity. These individuals routinely immersed themselves in details about managing workforce diversity and provided an example of involvement and exploration. They embraced the notion of pioneering a path beyond representation ("the numbers") and relationship sensitivity ("getting along").

Many of these pioneering leaders saw themselves, 25 years ago, as having made substantial progress in creating a pluralistic workforce with respect to race, gender, and ethnicity, and in fostering harmonious relationships among members of this heterogeneous workforce. Sadly, a quarter of a century later, many of these organizations and their current leaders are still celebrating pluralism (representation) and relationship gains—and still seeking guidance as to "where do we go from here."

This situation exists in many organizations perceived as diversity wise. Not long ago, a chief diversity officer said, "We're getting all kinds of awards and are on 'best practices' lists, but I don't feel as good as I should. Something is missing." Still another noted that recent analysis suggested that utilization of minorities remained an issue in his corporation. "They simply are not moving up the promotional ladder in proportion to their presence."

These comments easily could have been made 25 years ago. What has been going on in the interim? What accounts for such limited progress? In part, one contributing factor has been that, in reality, the focus has not been on diversity nor on diversity management but, rather, on creating pluralism (representation) and calling it “increasing diversity.” This mislabeling has stemmed from a common conceptual confusion that results in pluralism’s being equated with diversity. As a result, most organizations have not focused on diversity defined as behavioral variations, nor on diversity management capability (the ability to make quality decisions in the midst of differences and similarities). In essence, this misconception has caused many leaders to miss out on the potential benefits of diversity and diversity management.

What also has been a contributing factor is the decline of leadership in the diversity arena. Moving beyond the current limited state of progress and achieving a diversity management capability will require that today’s leaders do something akin to what I saw 25 years ago at the CEO level. Those CEOs were personally involved in the managing-diversity process. Today, CEOs frequently delegate this responsibility to Chief Diversity Officers and they participate only in a limited—often ceremonial—fashion. This delegation may indeed be necessary or desirable, but it has an important caveat. CEOs must continue to display substantial leadership and involvement in the diversity management arena—even in the midst of delegation. Delegation must not be abdication in disguise.

What tasks are involved in providing the required leadership for effective diversity management? For me, leadership refers to the sum total of efforts to ensure that an enterprise has an appropriate mission, vision, strategy, and culture, and that these elements are manifested in all of the organization’s activities. Leadership provides the “macro” context for “micro” managerial activity (daily efforts to achieve organizational objectives). Responsibility for creating these contextual variables and ensuring adherence to them can be a shared one throughout the organization, but it usually begins with senior executives.

One of my favorite examples of the practice of shared leadership is the story of a church janitor who, when greeting a minister scheduled to be guest preacher in the near future, first introduced himself and then launched into an hour’s monologue about the church’s history and traditions, its current activities, and its hopes for the future. Recollecting this experience in a discussion on leadership, the minister recognized that the janitor had acted as a leader. He wanted to make certain that the minister had an understanding of

the church's mission, vision, strategy, and culture as background for preparing a suitable sermon.

In this example, obviously the senior minister had established the leadership parameters and implicitly or explicitly assigned the janitor the leadership task of reaffirming these parameters whenever possible. He had enlisted the janitor in the leadership process.

The question for this discussion is, "How can senior executives such as Mr. Obama and organizational CEOs provide this quality of leadership in energizing quests for diversity management capability?" The discussion is not academic. Many organizational leaders have not mastered the art of fostering diversity management within their organizations.

FOUR CRITICAL LEADERSHIP TASKS

Over the years as a researcher, an author, and a consultant, I have learned that the tasks detailed in this section must be dealt with if an organization is to develop a diversity management capability. Each discussion reflects my experiences in guiding leaders through their development of diversity management capability.

Task 1: Establish a conceptual milestone by which to gauge future progress. Leaders must seek specificity and agreement with respect to at least diversity and diversity management, and must strive to differentiate these concepts from the frequently pursued goal of pluralism. As senior executives talk to colleagues, practitioners, and experts in the field, they will encounter multiple definitions for diversity. It can be tempting to say, "Diversity means what we say it means." However, saying does not make it so.

Instead, executives must take the time and energy to survey meanings from what has been said, written, and done about diversity over the years. Their task is to ferret out the core essence of the definitions being used, to rationalize their differences and similarities, and to consolidate this analysis into—at the least—specific definitions of diversity and diversity management.

Here, I am calling for more than benchmarking as frequently practiced. Leaders cannot simply assume that "best practices" are best for them. Surveying, rationalizing, assessing, and integrating are all critical steps in developing conceptual milestones. Action-oriented leaders often short-change this task because it does not feel like "taking action." But indeed it

is. Surveying, ferreting, rationalizing, and integrating are all “actions.” Further, once leaders have agreed on definitions, they must infiltrate them throughout their organizations—another “action” step of great magnitude. Establishing conceptual milestones requires pulling together cohesive definitions and then embedding them in the enterprise. When CEOs and others give short shrift to this task, they set the stage for ongoing conceptual confusion.

What happens when there is conceptual confusion? An organization cannot even say with confidence to what it is committed. Pluralism (representation)? Behavioral diversity? Diversity management? None of the above? All of the above?

Task 2: Differentiate between capability and activity. Diversity management is not an activity or even a program but, rather, a capability. One completes or carries out an activity or a program, but uses or applies a capability. An activity has a beginning and an end, but a capability can exist indefinitely and can be used whenever, wherever, and as often as necessary. The challenge once a capability is acquired is to maintain it—to continuously improve it through practice. The old axiom applies: Use it or lose it.

Typically, we think of diversity management not as a craft to master, but more as a program, an activity, a set of tactics, or skills. However, capabilities can be approached as a craft. If individuals are asked what comes to mind when the word *craft* is mentioned, they cite items like the following: concepts, principles, skills, tactics, art, continuous learning, and the necessity of practice. Implicit in the idea of craft are the notions of practice and mastery.

Without mastery of the craft of diversity management, leaders and their colleagues lack the ability to persevere and remain focused in the midst of differences and similarities. Their ability to make quality decisions amid differences and similarities is diminished, and they go through cycles of creating pluralism (representation), floundering in representation and behavioral diversity, losing the representation and behavioral diversity, and returning to creating representation. Key to breaking this cycle is the capability to make quality decisions in spite of the tensions and complexity of diversity.

Back to Mr. Obama. Not only have he and his cabinet been charged with meeting a multiplicity of challenges characterized by different and sometimes conflicting priorities, they have had to collectively work through the mixture of their own differences, similarities, and related tensions and complexities. Going forward in the absence of a diversity management capability means their success will be less likely.

Task 3: Relate your milestone concepts to your organizational realities. Your purpose here is twofold: (1) To determine why diversity management is important for your organization, and (2) to flesh out what your diversity management aspirations should be. For more than 20 years, I have coached senior executives and diversity councils through this task by helping them to address the following questions:

- *How has your external environment changed in the last five years? How is it likely to change over the next five years? What, if any, implications do you see with respect to diversity?* Typically, participants cite various environmental forces and how these influences have shifted or are likely to change. They also note how the changes are likely to affect their diversity agenda. For example, one food manufacturer's expectations described how changing consciousness about health and preventive medicine would necessitate changes in the nature of the products the company offered. They predicted that this shift would generate product diversity issues for the company.
- *How has your mission changed over the last five years? How is your mission likely to change over the next five years? What, if any, implications do you see with respect to diversity?* Here, participants cite their corporation's purpose or provide descriptions of what the company does and why it exists. Anticipated change may range from how the company goes about its purpose to fundamental modifications around its mission.

An example of the former would be a regulated company that finds itself in a deregulated environment with different requirements for success. On the other hand, a corporation might find that a series of acquisitions has intentionally or unintentionally changed the nature of its mission. With respect to diversity, a deregulated company with different requirements for success might find itself struggling with functional diversity and integration issues as the different functions seek to adapt to the new environment. The company growing by acquisition likely would see integration issues in its future for some time.

- *How has your organization's vision changed over the last five years? How is your organization's vision likely to change over the next five years? What, if any, are the implications with respect to diversity?* By vision, I mean the executives' view of how things would look if they were successful in achieving their organiza-

tion's mission. A frequently reported shift in visions has been with respect to geography. One company's leaders traced shifts from a regional focus to a national and, finally, to a global focus. In this instance, the implications for diversity often centered on customer variations. One CEO noted, "We not only do not know how to deal with people outside of the United States; we also do not know how to deal with people in the United States outside of the region where we are located."

- *How has your company's strategy changed over the last five years? How is it likely to change over the next five years? What, if any, are the implications with respect to diversity?* By strategy, I mean what the company is going to do to achieve competitive advantage. Executives often don't know what their sources of competitive advantages are. One set of company representatives reported 20 sources; however, upon closer examination, none survived scrutiny. Though all were critical necessities for business success, none was a source of competitive advantage. Diversity issues noted here often concern management of workforce diversity, global diversity, and acquisition diversity. Participants usually begin this task focused on workforce diversity and complete it with an awareness of multiple forms of diversity with strategic implications for their corporation.
- *How has your organizational culture changed over the last five years? How is it likely to change over the next five years? What, if any, are likely to be the implications for diversity management?* To fully address this question will require some formal research. Such research is often called a *cultural audit*. Another option is structured discussion designed to ferret out the basic cultural assumptions that drive an organization. The purpose of assessing organizational culture is to determine whether there are deeply rooted barriers to diversity management. In several organizations, we have found that the basic assumption "We are family" worked against diversity management; this assumption favored "members of the family." Outsiders (individuals without some significant connection to the family) were not welcomed. New employment and promotional opportunities went to members or friends of the family. This analysis suggests where gaining diversity management capability might require cultural change.

Task 4: Develop a formal diversity management mission and vision. This vision and mission will constitute the heart of diversity management aspirations and should be directly linked to the organization's overall mission, vision, and strategy. Indeed, the stronger this link and the more it is articulated, the more compelling will be your rationale for moving forward with diversity management.

The diversity management mission should describe what the leaders hope to achieve with diversity management and their purpose for building a diversity management capability. The diversity management vision should describe the conditions that will be generated by accomplishing the diversity management mission. The clearer leaders can be about this mission and vision, the clearer they can be about their diversity management aspirations and supporting rationales.

BARRIERS TO LEADERSHIP

The tasks described in the previous section constitute the leadership work required to facilitate the building of a diversity management capability. Where CEOs and other leaders have given serious attention to these tasks, their diversity management efforts have had greater vitality and success. Yet, many organizations routinely fail to garner the necessary enthusiasm and support for these tasks.

First, a critical source of resistance has been the perception that diversity and diversity management fundamentally are civil rights and corporate social responsibility issues. As such, they are common sense, “no big deal,” and/or a “done deal.” In any event, the reasoning here is that they don't require what I have called the leadership tasks.

Second, the perception that diversity and diversity management should not really be the focus has been another source of resistance. Individuals with this view accurately see the difference between pluralism (representation) and behavioral diversity, and they believe that the center of attention should be on creating a pluralistic workforce with respect to race and gender. While this pluralism *may* lead to behavioral diversity and the need for diversity management, until that happens advocates of this perspective argue that to shift focus would result in a distraction from the critical issue of fostering pluralism. Proponents of this view do not recognize or appreciate the reality that diversity management can contribute to sustained desired pluralism.

A third source of resistance is the perception that the leadership tasks represent a delay in “taking action” on diversity. This becomes especially critical when individual contributors do not trust senior management’s commitment. They fear that company leaders may decide not to go beyond the leadership tasks, and indeed, this does happen. So, they argue that “we must strike with vigorous, concrete action before the window of opportunity closes.”

Finally, leaders may bypass the leadership tasks simply because of the time requirements. A common explanation is, “My senior executives believe deeply in diversity and want to move forward, but they cannot devote this kind of time to establishing ‘macro’ parameters. There is just too much on their plate.” These leaders often do support major diversity efforts, but without the grounding provided by performing the leadership tasks. A common consequence of bypassing the leadership work is gross conceptual confusion with respect to pluralism (representation), diversity, and diversity management.

A MATTER OF URGENCY: GETTING TRACTION

Key to getting traction with diversity and diversity management is addressing what I have called the leadership tasks. If these tasks are not carried out in a quality fashion, leaders and their organizations risk being ineffective in their decision making in the midst of differences and similarities. This would be at a time when our society and its organizations are becoming increasingly diverse and complex. Accordingly, there is some urgency to getting leadership in the diversity arena back on track.

ABOUT THE AUTHOR

Over the past 25 years, **R. Roosevelt Thomas, Jr.**, has been at the forefront in developing and implementing innovative concepts and strategies for maximizing organizational and individual potential through diversity management. Founder of the American Institute for Managing Diversity (AIMD), a nonprofit research and education enterprise, and Roosevelt Thomas Consulting & Training, Dr. Thomas is the author of six published books and numerous articles.

In 1998, the National Academy of Human Resources elected R. Roosevelt Thomas as a Fellow. He has also been recognized in the *Wall Street Journal* as a top business consultant, cited by *Human Resource Executive* as one of HR's Most Influential People, and awarded the Distinguished Contribution to Human Resource Development Award by the American Society for Training and Development. Dr. Thomas has served as a consultant to numerous Fortune 500 companies, corporations, professional firms, government entities, nonprofit organizations, and academic institutions. Dr. Thomas can be contacted at RThomas@rthomasconsulting.com and www.rthomasconsulting.com.

360 for Global Leaders: Coaching Through a World Lens

► Maya Hu-Chan

Anyone who has purchased a new flat-screen TV or called a customer-service line for a major U.S. company only to be forwarded to a representative in India already knows how the global economy has immersed itself in our daily lives. The question now is no longer how a global economy will affect a leader but how a leader can best manage in the global economy.

THE LEADER OF TOMORROW

One simple analogy for the challenges leaders face in a global economy is to imagine that the owner of a roadside diner comes in to announce to the short-order cook that, along with meat loaf, pot roast, and hamburgers, he will immediately start serving Cambodian fish curry, Tunisian *brik à l'oeuf*, Botswanan *chotlho*, and 50 other exotic cuisines. The cook will likely greet him with a blank stare and many of the “regulars” at the diner will subsequently raise their eyebrows. *Bon appétit!*

As many a good chef can attest, having a specific recipe on hand is far less important than understanding the origins, preferences, and expectations of a beloved dish. Before learning the basic steps for cooking it, a chef needs to be open to understanding what makes it special. For example, as a connoisseur of won ton, I know that

any noodle house worth its salt will have noodles that aren't too soft and that even "bite back" a little with each flavorful nibble. Once the chef learns the right texture and the staff learns the menu, the regulars go global. Welcome to the Global Leadership Café.

In this chapter, with the broth of survey results from actual global leaders in business, the spice of anecdotal information received through 14 extensive interviews with leaders throughout the world, and some noodles of insight from my coauthored book, *Global Leadership: The Next Generation*,¹ I will offer ingredients or perceptions that leaders have of themselves and their strengths and weaknesses in various fields. Based on our findings, I will recommend some essential coaching practices and practical skills all global leaders should embrace. These skills, if used correctly, will enable leaders to successfully manage teams from abroad, communicate effectively, and make appropriate decisions based on the uniqueness of a particular workforce. The workplace, like the café, embraces the new flavors of the clientele, and business gets bubbling.

THE DATA AND THE DESIGN FOR GLOBAL LEADERSHIP

Let's pull out the first pot and begin the boil. The survey, as implemented by Assessment Plus,² was designed to rate 187 leaders from 45 different companies around the world on their leadership abilities. In order to get a comprehensive understanding of the strengths and weaknesses of these leaders, the survey questioned 2,535 direct reports, peers, direct managers, and customers in 15 management categories as related to the performance of the 187 leaders. All questions were answered on a scale of 1 to 5, with 1 representing a rating of "extremely dissatisfied" and 5 being "highly satisfied."

By and large, the 187 leaders scored well in setting good examples for others but needed improvement in how they managed others. The managers had an average score of 4.45 in terms of their ability to "demonstrate honest, ethical behavior in all interactions" and a score of 4.27 that they "ensure that the highest standards for ethical behavior are practiced throughout the organization."³ However, in terms of creating constructive dialogue with those around them, the leaders scored significantly lower (3.86) on whether they "ask people what he/she can do to improve."⁴

Thus, there is success in laying forth the recipe of integrity, but the soup needs salt. The successful global leader must add self-awareness, solicit feedback, and work to ensure ongoing communication. To be self-aware, the leader must know himself or herself. In our survey, scores were low (3.79) on the degree to which the leader “understands her/his own strengths and weaknesses.”⁵ They don’t know, and they don’t ask. This is a recipe for trouble.

An example from a recent Asian coaching client showed that neither he nor his supervisor was in tune with what it would take for the two of them to engage in constructive dialogue. The client himself was known to be highly introverted. Though he was supremely competent in his analytical abilities, among his colleagues he was perceived as lacking confidence. When speaking with him in a coaching setting, however, it became clear that he was actually a person of high ability with great self-confidence. The supervisor, equally unaware of how his own blunt communication might undermine his message, assumed that his supervisee was meek and simply told him, “You need to think out loud.” To better boost performance, this global manager might have perceived the cultural factors involved and, rather than demanded instant extroversion, worked with his supervisee to share information in a way that suited them both.

Continuing in this vein, many of the survey results show that leaders excel in terms of their own attitudes and practices but do less well in how they encourage the best from those around them. They scored a high rating of 4.30 in their ability to “consistently treat people with respect and dignity”⁶ and 4.3 in “embracing the value of diversity in people (including culture, race, sex or age),”⁷ but scored a lower rating of 3.82 in their ability to “provide developmental feedback in a timely manner.”⁸ They did not “provide effective coaching to their direct and indirect reports and colleagues” (3.82)⁹ nor “take risks in letting others make decisions” (3.85).¹⁰ This ties back to not getting feedback from direct reports on what could be improved in the leader’s style, and round we go.

Disconnects occur at multiple levels. For example, the leaders showed a strong ability (4.22) to “recognize the impact of globalization on their business,”¹¹ but did not fare as well (3.93) in “helping others understand the impact of globalization.”¹² Also, the leaders scored high (4.28) on “communicating a positive, can-do sense of urgency toward getting the job done,”¹³ but in the category of “creating a shared vision” failed to “develop strategy to achieve the vision” (3.82) or “inspire others to achieve the vision” (3.84).¹⁴ These results are consistent with the findings that show leaders’ inclination

to perform somewhat more within themselves (without awareness of their own strengths and weaknesses, and without feedback) versus projecting a message outward that will help team members and subordinates define a clear objective for a team or company.

What these results further suggest is that the leaders of today have developed a strength of “self” and develop their skills as they navigate through their day. They have the skills and judgment needed to tackle any obstacle that lands on their desks and they can do it in an ethical, respectful manner. The question that remains is an obvious one: Can a leader truly be a leader if the only person she or he has managed to develop and inspire is herself or himself?

If this “development” includes no feedback from direct reports, colleagues, and supervisors, is it headed in the right direction? The answer is no, of course, and any inability on the part of a leader to be able to successfully interact and motivate those around him is only magnified when working in a global economy. Successfully interacting with those around one is hard enough; developing a strong, meaningful working relationship with colleagues across oceans is that much harder when the challenges of distance, time zones, languages, and cultures are thrown into the mix. For North Americans, this may create a particular challenge. My recent interviews¹⁵ have shown that for executives from countries as varied as Germany and India a relationship must be as deep as it is wide, and what might be a “friendship” in one culture might be considered nothing more than an acquaintanceship in another.

Returning to our culinary metaphor, as the diner becomes a global café, new menu items are required. New recipes must be savored. Not only will the burger of the past take some Dijon mustard today, but in the future the chef will have to develop the confidence to serve burgers and wonton at the same table!

In the research for our book *Global Leadership: The Next Generation*, we asked the 200 leaders to rank the most important success factors for global leadership in the past, present, and future. For leaders of the past and present, “demonstrating self-confidence as a leader” was ranked as most important. For leaders of the future, however, the top-ranking success factors were “consistently treating people with respect,” followed by “understanding the impact of globalization on his/her business” and “creating and communicating a clear vision for her/his organization.”¹⁶ In other words, the global leaders of the future need to move beyond themselves and focus on those around

them. Fundamental as this may seem, it signals a significant shift in awareness toward a realization that in a global environment the human element (e.g., respect for others) becomes even more important.

RECOMMENDATIONS FOR THE FUTURE

As leaders move beyond themselves and widen the lens through which they see others, the true recipe for global leadership begins to develop. Successful leaders make decisions by navigating through the global village and removing any preconceptions of how others are supposed to behave. As human beings, it is natural that everybody judges others; the important point is to be aware of whether our judgment is determined by informed observation or preexisting, culturally based assumptions.

With the global context and its challenges in mind, I've developed a list of five recommendations designed to elicit some of the inherent skills leaders already possess, honing them to enable team members and subordinates to benefit from a shared vision and sense of purpose. Within each recommendation, multiple elements are included. Not every ingredient applies in every situation, of course; the idea is to select that which is most applicable to your situation.

1. Create a vision and share it with others.¹⁷

- With confidence and enthusiasm, inspire stakeholders with your new recipe (vision), giving as much foundational information as possible.
- After analyzing key factors in the relevant context, schedule meetings to review and update the vision.
- In setting goals, be specific and include the whole group, not just individual performers.
- Move from vision to mission and strategies, all the while remaining true to the overarching vision of the company and inspiring staff to refine strategies at the local level.

As you begin to know yourself and your lens, look for the lens of your global counterparts. Find the point of intersection. Carefully observe others and do your best to understand what makes them tick. What motivates them? Where can you find a point of common understanding? Be adaptable.

2. Give developmental feedback in a timely manner.¹⁸

- Design a development plan in conjunction with your direct report, and follow up with feedback on performance. Become a coach.
- When you give feedback, refer back to clearly established performance standards.
- After completion of each project, ask what went well and what could be done differently next time.
- Have stakeholders develop awareness of their own strengths and development needs.

Understand that your success, as well as the success of the company, depends on how you can improve the performance of those around you. By simply showing an interest in those around you, not only do you increase their chances for success but they will see that they truly are part of a team, regardless of time zones or language barriers.

3. Let people make decisions.¹⁹

- Determine where power might be shared, evaluating the pluses and minuses in each area.
- Ask the teams themselves for ideas about how they might create goals and do their jobs.
- Follow up with meetings to review progress, adjusting where necessary.
- Continue to empower stakeholders to solve their problems and make decisions independently.

Shared leadership is one of five emerging competencies from the *Global Leadership: The Next Generation* research. Creating a shared vision and empowering stakeholders with feedback and other forms of effective communication will set in motion the momentum necessary to work in a virtual environment. By encouraging others to take responsibility for a specific task or project, they also assume an ownership role and have a stake in the success of their work.

4. Empower others to take risks.²⁰

- Help your staff to assess the risks and benefits of a decision.

- Work with them as you clarify, affirm, and respect their talents to make moves that require a stretch.
- Develop the boundaries or action areas for new ideas where staff can try them out without violating any nonnegotiable requirements.
- Identify assignments that could be used for development.

Your willingness to let staff take risks ties directly into the degree to which you respect them for who they are. Set aside all assumptions and ask questions until you have a clear understanding of their ideas, questions, and concerns; then you can delve deeper to try to understand the basis of these, what motivates them, and how it influences them. Keep at it and oftentimes you will be pleasantly surprised by the results.

5. Recognize the importance of globalization and reinforce its impact on business.²¹

- Analyze the supply chain of your company or the global network of your organization to gain an understanding of its reach.
- Share your learning and inspire staff curiosity about globalization and its potential benefits.
- Make meaningful forecasts based on profit within a global financial context.
- Explore opportunities for innovation and business among your staff and stakeholders.
- Place yourself and your company into the future, asking “What can we do that we couldn’t before?” Then come back to the present, seeing that the future is now; the globe is at your doorstep.

Congratulations! Now you’re a chef at the Global Leadership Café. By creating a vision to bring others on board, giving feedback along the way, sharing leadership, helping your staff take risks, and bringing home the message of globalization, you are setting in motion a formula that will equip your team for the challenges of the 21st century. In this chapter, we have set forth the premise that a global leader is like a good cook: one flexible enough to incorporate new recipes and adjust them to ensure the quality of the mix and a successful dish.