

Transglobal™ Leadership for the New Millenium

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What's Changing in the World

Black Swan events – the unexpected is the new normal

- 9/11
- Tsunami
- Arab Spring
- In today and out tomorrow



It is the unexpected that changes everything

Some important global trends with a big impact on leadership thinking!



- Social media explosion
 - Rise of the bricsa countries
 - Economic crisis
 - Demographic tsunami –age and immigration
 - 4 generations in workforce
 - Talent war for skilled labor
 - Failed global leader costs \$5mm
- **Fast** • **Faster** • **Fastest**

Changing Times and Global Faux Pas

	Censorship
	Leadership Issues
	French Rebellion
	Almost Bankrupt

Fast,
unforgiving,
complex,
ambiguous and
very
interconnected

Four Classic Global Leadership Syndromes



❖ Egocentric -	my way or the highway – my rules not yours
❖ Language -	they speak my language they must be good
❖ Western -	we know how to do things better
❖ Cultural Assumption -	believing you understand how things are done when you don't

Reflection on Organizations

- Current leadership models are insufficient
- New approach is required



Foundation of Transglobal™ Leaders



The Six Facets of Intelligence Necessary for Transglobal™ Leadership

1	Cognitive	Sheer intellect
2	Emotional	Empathizing and connecting with others
3	Business	Levers for successful business
4	Cultural	Critical cultural norms and mores
5	Moral	Clear ethical compass
6	Global	Legal, economic, governmental and procedural environment

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Transglobal™ Leadership Model

Leadership Behaviors

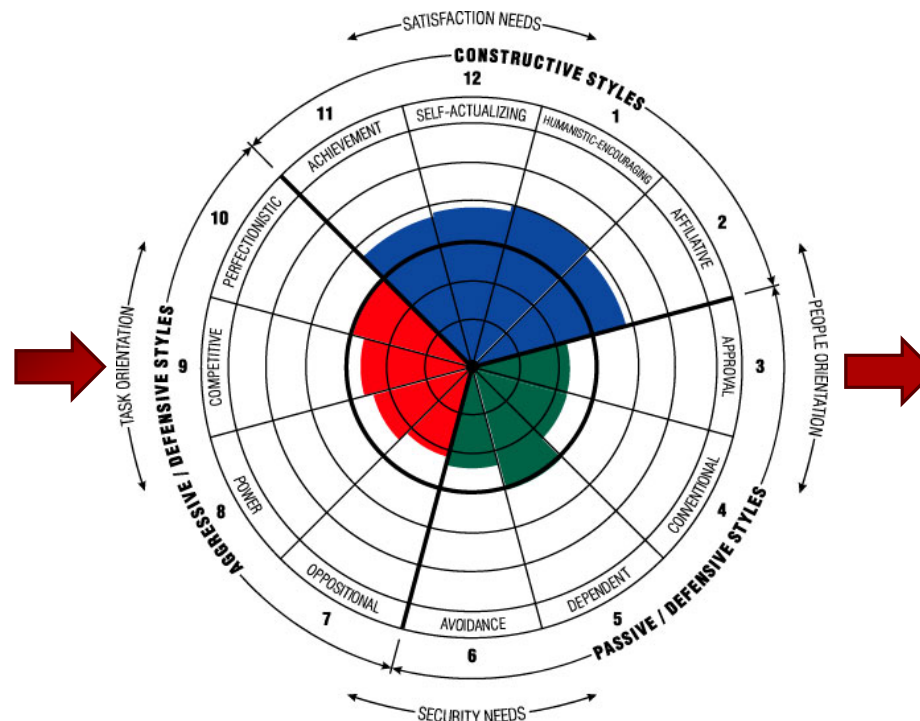
Uncertainty
Resilience

Team Connectivity

Pragmatic
Flexibility

Perceptive
Responsiveness

Talent Orientation



Profile from the *Organizational Culture Inventory*
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Outcomes

Leadership
Effectiveness and
Success

Organizational
Performance

What is a Transglobal™ Leader



“Transglobal leaders are the leaders who can play on the global stage with ease and grace. These are the leaders who are citizens of the world and who focus on building healthy and sustainable organizations wherever they are and regardless of who is making up the employee population.”

Five Dimensions of Transglobal™ Leaders

Leader Dimensions	Characteristic Behaviors
Uncertainty Resilience	➡ Embraces differences and complexity –
Team Connectivity	➡ Integrates and connects ideas and people across boundaries
Pragmatic Flexibility: Adapting to Cultures	➡ Able to “flex” their value sets to other mores and norms
Perceptive Responsiveness	➡ Highly sensitive to others needs
Passion for Developing People	➡ Personally involved in talent development

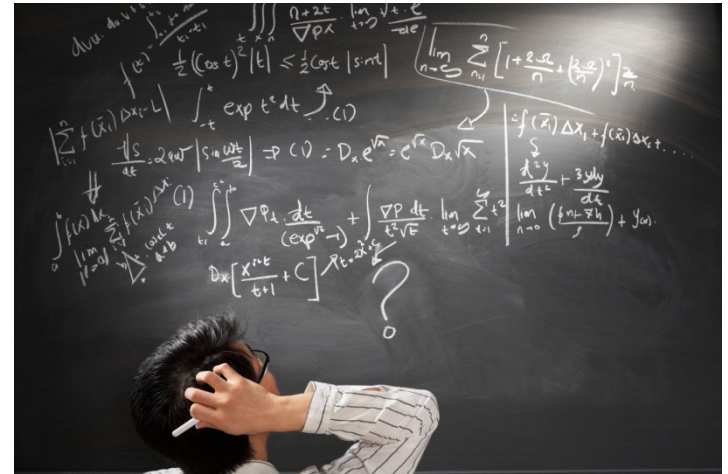
Uncertainty Resilience

Characteristic

- Reads situations from multiple perspectives
- Focuses on change and innovation
- Create meaning out of ambiguity
- Embraces and builds on differences
- Emphasizes achievement
- Talks about strategic vision, opportunities
- Highly confident

Uncharacteristic

- Linear thinking
- Putting things in boxes
- Over use of details
- Focusing on cost over innovation
- Emphasizing stability and continuity
- Can be seen as reckless



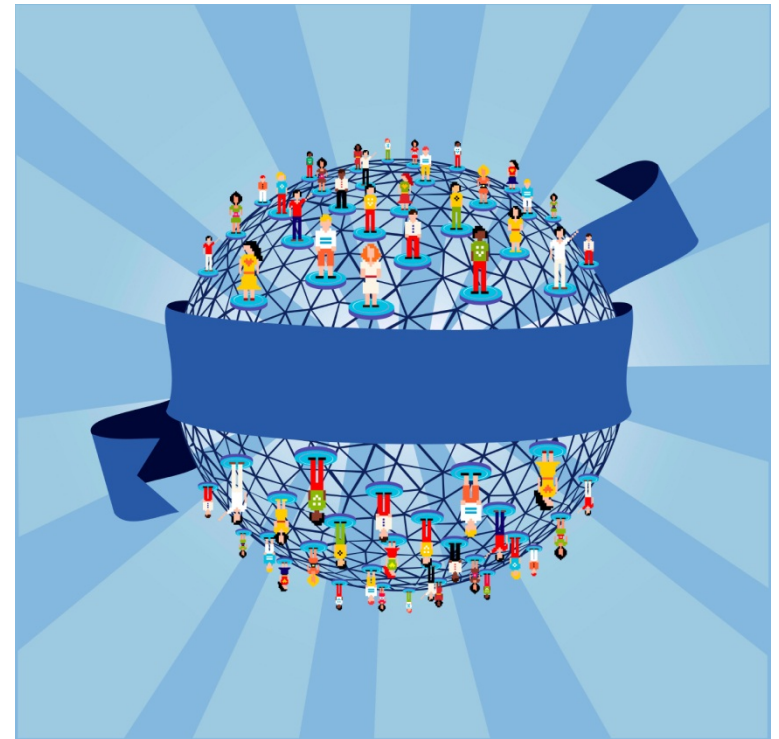
Team Connectivity

Characteristic

- Integrates people and ideas across boundaries
- Adjusts their activities to enhance performance of others
- Collaborates and supports the team
- Acts based on the needs of others/organization
- Takes responsibility when things go wrong
- Uses a humanistic approach
- Oriented toward adaptation and mastery
- Does the right thing

Uncharacteristic

- See the world from own lens
- Act out of personal self interest
- Behaves selfishly or at others expense
- Expects others to adjust to their needs
- Can be seen as over-accommodating



Pragmatic Flexibility: How They Do Things

Characteristic

- Adjust personal values to get job done
- Emphasizes needs of the work group
- Uses consensus and action
- Constructive compromise
- Looks at the higher order of things
- Comes across as tolerant
- Adjust to different approaches, perspectives
- Tolerant

Uncharacteristic

- Power orientation
- Conventional thinking
- Dismiss others views or be unyielding
- Refuse to compromise
- Can be seen as unprincipled



Perceptive Responsiveness

Characteristic

- Anticipates changing needs of customers
- Sees feedback as impetus for change
- Recognizes people's uniqueness
- Supports overarching frameworks to allow for diversity
- Believes in self actualization
- Treats people as individuals
- Seen as astute and discerning

Uncharacteristic

- Taking a one size fits all approach
- Treating everyone the same
- Lack sensitivity to different types of customers
- Constraining rules and rigid approaches
- Can be seen as inconsistent and unfair



Talent Orientation

Characteristic

- Personally engaged in talent development
- Taps human potential
- Drive succession and career planning
- Connects people and organization performance
- Create a high performance culture
- People-oriented



Uncharacteristic

- Overlook or waste organization talent
- Exclusively focus on numbers
- Leave talent planning to Human Resources
- Can be seen as soft and idealistic

STEWARD

Evolution of Leadership



Transactional

Transformational

Transglobal

Where are you on this continuum?

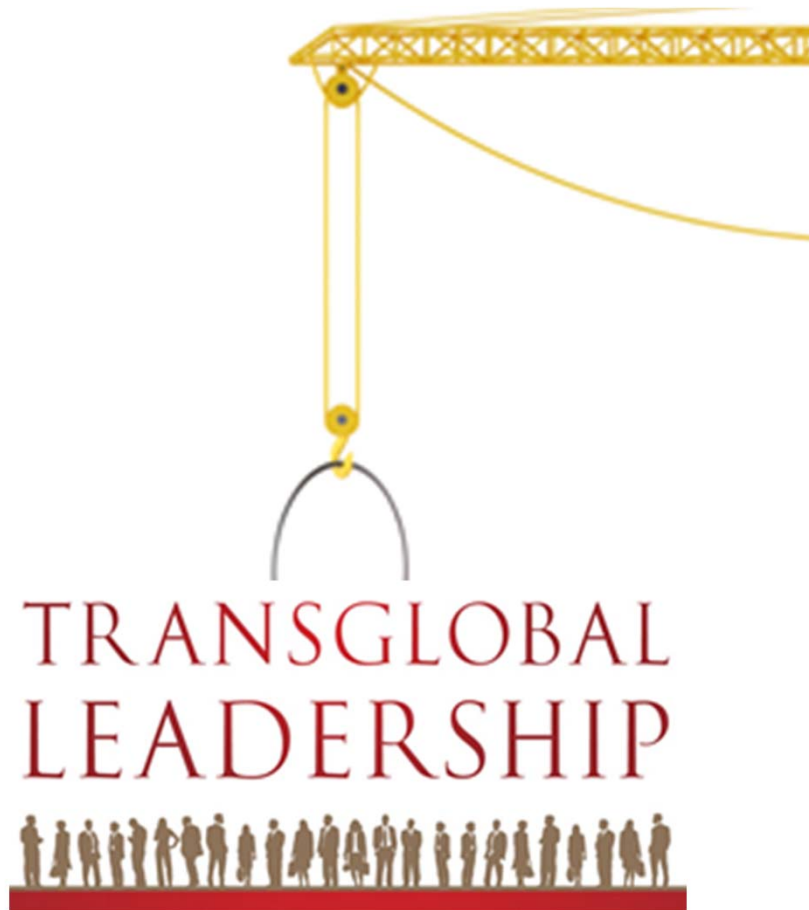
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Transglobal™ Leaders in a Nutshell



- Humble – lack hubris – its not about them
- Deeply care about people – makes other comfortable
- Engaged in the community
- Embrace diverse thinking – ideas, values and norms
- See, capture and release innovation
- Drive organization sustainability over the next decades

How Do You Build Transglobal™ Leadership Capability



- Take a good honest look at your leaders
- Assess for transglobal capability
- Understand the gaps
- Examine your organization structure
- Screen emerging talent to TGL aptitude
- Start early to develop
- Change your mental models about development

How Do You Build Transglobal™ Leadership Capability

Free Survey Offer

- Option One: Experience the survey for yourself
- Option Two: Have a team of 3 -10 global leaders (from your organization) complete the survey

This offer is valid for the first 25 attendees who contact us at lsharkey@achieveblue.com

Requests to participate in the survey will be
coordinated by ACHIEVEBLUE
and the surveys will be administered by Human
Synergistics International

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