



Global Business Leadership (second edition)

Sarah McArthur and E. S. Wibbeke's,
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*(*An internationally recognized Leadership guru and prolific writer and speaker on the subject)*

“A hero is born among a hundred, a wise man is found among a thousand, but an accomplished one might not be found even among a hundred thousand men.” – Plato

Acclaim about the Book

“A new door has opened for leaders at every level, in every culture, in every sector, in every country. Sarah McArthur and E.S. Wibbeke have opened the door to a powerful new concept of culture and leadership. The authors have delivered a new definition, a new appreciation of the global leadership challenges that lie ahead, with even greater opportunities. Global Business Leadership delivers a powerful new concept of a global workforce and cultural road map.” - Frances Hesselbein, President & CEO, The Frances Hesselbein Leadership Institute

What are the Details of the Book?

If you want to acquire enormous knowledge about global leadership, read this book. If you want to explore global leadership from multiple perspectives, read this book. If you want to know various ideas and insights from influential CEOs and management thinkers, read this

book. If you want to excel as a global leader, and as a successful CEO, read this book.

What is Inside?

This second edition has been fully updated with a synopsis of the latest changes in the fields of intercultural communication and leadership development. It contains inspiring interviews from esteemed scholars and practitioners who are mostly CEOs. The interview contains a template asking questions where these scholars and practitioners shared their ideas and insights to grow as successful leaders in the current global business environment. It outlines leadership challenges and lessons the leaders must learn from these thought leaders to minimize mistakes and maximize leadership effectiveness and success. In a nutshell, this edition offers as a resource for designing, delivering, and evaluating successful leadership theories and practices to both students and practitioners.

Leadership Lessons from Scholars and Practitioners

First and foremost, a leader has to articulate a vision.

At least 30 percent of a leader's time should be spent on people.

Every global leader needs to develop learning agility, which is the ability to make meaning from their experience.

Great leaders are needed to make organizations thrive in a world characterized by volatility. Uncertainty, Complexity, and Ambiguity (VUCA) described by futurist Bob Johansen in his newly updated book '*Leaders Make the Future*'.

An ability to innovate and align talent does not matter much if you're aligning around the wrong strategies.

Never rest on your laurels. It is critical to practice continuous dissatisfaction, which means taking time to celebrate accomplishments but never getting complacent about them.

Spend enough time on talent acquisition, onboarding, development, and retention.

If you hire the wrong people, you have greatly compromised your ability to execute your strategy now-and compromised the future of the organization. So take the extra time needed to find the right women and men for your key roles and get them on board and then work hard to develop and keep them.

Globalization and other changes create a new business climate, which

requires different competencies from leaders. The risk of not becoming competent at leading global organizations and business is a costly failure.

Masculinity stands for a preference for heroism, assertiveness, and material success; femininity stands for a preference for relationships and modesty. Overall, masculine countries strive for a performance society, while feminine countries strive for a well-being society.

Establishing a strong corporate culture is important when you start, but even more important as you grow, with a workforce and customers in many countries.

A successful leader must be open to inputs from around the organization, delegating reasonable levels of authority to those close to the action and who can play the role of first responders.

Every global leader should possess humility. Today, the tasks are huge, the terrain is uncertain, and global leaders face significant challenges of an unpredictable future.

While leadership theories largely agree that there is no one-size-fits all leadership model that can fully prepare a leader for the journey, some do argue that there can be more standardization of leadership practice.

Credibility is the foundation of leadership. If people don't believe in the messenger, they won't believe the message.

Successful global leaders are collaborative and team-oriented.

Leaders need to be sensitive to multi-

cultures, not just their own culture, there are universal principles that govern effective leadership across the world.

One quality that has paradoxical consequences for leaders working in intercultural contexts is perspective taking; the ability to empathetically understand someone else's perspective and worldview.

A leader today should accept that occupying a leadership position will never enable any kind of comfort zone.

Dealing with ambiguity calls for a better understanding of the larger environment. It appears that people who are comfortable with higher levels of ambiguity are also more interested and comfortable with contexts that feature diverse groups of people. People with low tolerance for ambiguity, who find themselves in intercultural situations, can make costly mistakes.

Leaders who are able to cope well with situations of high contrast and ambiguity without undue stress also tend to value a diversity of people to challenge and inform their thinking. Conversely, leaders with low tolerance for ambiguity those who prefer the comfort of more stable environments tend to prefer to work with people who are like them.

The most successful societies and people will be those who harness those forces to their benefit, as opposed to resist them by trying to build walls to prevent increased trade or increased exchanges of information or persons or data out of their society.

Leadership, the action of leading a

group of people or organization, is a social construct. We construct leader and follower relationships as we interact with each other and the environment to create our future through our visioning and actions in the present. The truth is, everyone is born with potential to lead, and everyone must choose when and where s/he will take the initiative, step forward, and lead.

The capacity to inspire, communicate trust, passion and vision are fundamental ingredients for leadership.

Vision and passion are indispensable to motivate people, to give them a sense of a common goal and willing to give the best of themselves to challenge their own creativity.

Opposition to your ideas as a leader is not necessarily resistance but possible a lack of understanding of how they might play out in someone else's context and culture. If you have the patience to allow others to explore an idea or approach to see how they can make it work, in their environment, you will be much more successful.

Business is a team sport, and you're not going to "win" with a B-grade team. You want to have the best people. So, when hiring people, first we look for the right skill set for the position, and then we look for a series of character core values that define a person's character.

Strive for excellence, but don't push people into a corner.

Understanding and adaptation are the elements business leaders require on an individual and organizational level.

Essential Qualities for Global Leaders

Here are some of the qualities the leaders must possess to excel as global leaders:

If you start something, finish it. Do your work well or don't do it at all.

Acquire the competence to recognize, respect, reconcile, and realize the integration of opposing orientations.

Acquire international experience as a subordinate.

Lead by example not by fiat. He or she must set an example of integrity, of openness to new ideas, of understanding details as well as the larger picture, of communicating well, and of not shooting the messenger when a problem arises but helping find a solution.

Know where and how the organization is headed and how that can be directed both for the general good and for the welfare and success of the organization itself.

Have stamina and endurance for the long haul.

Possess adaptability. To be a successful global leader it's not just about how many degrees you have, how many years of experience you have, or how many awards you have won, it's how adaptable you are as a global leader.

Possess empathy, humility, honesty, integrity, and trustworthiness. Equip with a global mindset.

Possess moral courage. In other words you cannot please everybody, and if you try to you will likely make some very bad

calls. Leadership isn't about being liked. It's about doing the right thing. Sometimes it's uncomfortable and not everyone is behind it. But, again, it's not about getting votes; it's about doing the right thing.

Possess a clear vision for the goals that are trying to be achieved and the determination to deliver results. Many organizations go astray because of lack of clarity around what they are really trying to achieve. Without that clarity, resources are not deployed consistent either mission trying to be attained.

Be passionate about what you are doing. If you are going to lead, you have to feel a very strong sense of commitment to your vision and convey this to the people who work for you.

Possess patience. Global leaders who lead across so many different cultures and geographies need to be patient with people from different places doing, thinking, and being differently. It's important for leaders to be patient enough to listen, to learn, and to understand, also very important to be tolerant.

Vision and integrity are the two characteristics that business leaders, political leaders, "movement" leaders, and leaders of any stripe must possess.

Above all, be decisive. Decisiveness is often the difference between success or failure. Even if you make the wrong decision at first, you're more likely to get to the right answer more quickly than if you get stuck in analysis-paralysis.

Challenges for Global Leaders

Here are the biggest challenges the global leaders facing today:

1. Clinging to the status quo. Leaders tend to cling to business models, even more than technology!
2. Don't assume that other people think the same way you do. They don't! Overcoming this mindset is really hard.
3. Development of products without a clear business model around how the technology will be monetized and without a clear path as to how you are solving a customer's problem.
4. Accelerating pace of change and the platform paradigm shift. The pace of change has to be accelerated in the last ten years to understand the Internet that companies are at risk of complete failure to understand their customers and their needs. Digital netizens-those those born in the digital/Internet age have a different set of norms that generations before them.
5. Appreciating that the world is small and getting smaller. Every day there are more ways to connect physically and virtually.
6. Trust in business has been on a steep decline since the beginning of the Great Recession.
7. Overcoming difference in values. Differences in values can create significant misunderstandings.
8. Dealing with very fast change and technological innovations-and keeping

up with the complexity of data.

9. Dealing with people, both internally and with customers and clients and the broad range of people who now consider themselves stakeholders in any given organization's business, is being able to meet people's need to feel as if they are part of something that is important, that matters, and that has real consequences in the world. People want to feel that they are part of a joint effort that makes a difference.

10. Decide when to act yourself but also when and where to delegate.

11. There is not enough leadership talent in organizations, and the talent that does exist needs to work more interdependently.

12. Global economic environment is a major challenge. Debt is a significant problem. The expectations are out of kilter with reality. Other challenges include economic decline, uncertainty and sustainability of businesses.

What is the Recommendation?

It is a widely researched book containing lots of references, examples, illustrations, and inspiring interviews from CEOs and thought leaders. It is an inspirational and invaluable resource for all leaders who intend to excel as global leaders, and who are already working as leaders in the global environment. It provides valuable takeaways for global leaders, CEOs, educators, and coaches. Enjoy reading this book!