Global Mindset: What Do Global Leaders Need to Succeed?
Built on a foundation of global education, our strength lies in helping individuals in highly technical and/or highly specialized roles make the successful transition and excel in management and leadership positions.

This has become one of the most complex transitions in career progression given today’s volatile global environment.

Client representation:

- Chevron
- Henkel
- Solar Turbines
- American Express
- Mayo Clinic
- MERCK
- Honeywell
- MAERSK
- DELPHI
- Boeing
- ExxonMobil
1,000+ C-level global executives identified the issues they expect to command their attention in the coming year.
The New Normal?

It’s no longer extraordinary to be working in Dubai, managing teams in Germany, dealing with partners in India, and selling to clients in South America.

Global Leaders need a **global mindset to influence globally/culturally diverse individuals, groups, and organizations in rapidly changing environments.**
Take 5-10 minutes at your table and discuss how you have seen Global Mindset within your own experience.

We will then come back together to discuss.
Thunderbird defines **Global Mindset** as a set of attributes and characteristics that help global leaders better influence individuals, groups and organizations unlike themselves.
Global Mindset Inventory (GMI)

Developed at Thunderbird, The Global Mindset Inventory (GMI):

• Is a web-based psychometric assessment tool that measures and predicts performance in global leadership.

• Has more than 23,000 respondents from more than 70 countries.

• Was developed through a rigorous scientific process with pilot tests from 1,000+ global managers.
GMI was derived from the **GLOBE** survey, which pulled 17,000+ middle managers from over 900 corporations in 62 cultures.

**GLOBE** measures both cultural practices (as is) and cultural values (should be).
**Power Distance**

The degree to which members of a collective expect power to be distributed equally.

<table>
<thead>
<tr>
<th>Lowest Power Distance Countries in GLOBE</th>
<th>Medium-Low Power Distance Countries in GLOBE</th>
<th>Medium-High Power Distance Countries in GLOBE</th>
<th>Highest Power Distance Countries in GLOBE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Denmark</td>
<td>• U.S.</td>
<td>• Mexico</td>
<td>• Russia</td>
</tr>
<tr>
<td>• Netherlands</td>
<td>• England</td>
<td>• Germany</td>
<td>• Pakistan</td>
</tr>
<tr>
<td>• South Africa</td>
<td>• Canada</td>
<td>• Taiwan</td>
<td>• Thailand</td>
</tr>
<tr>
<td>• Israel</td>
<td>• Sweden</td>
<td>• China</td>
<td>• Argentina</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• India</td>
</tr>
</tbody>
</table>
**Uncertainty Avoidance**

The extent to which a society, organization, or group relies on social norms, rules, and procedures to alleviate unpredictability of future events.

<table>
<thead>
<tr>
<th>Lowest Uncertainty Avoidance Countries in GLOBE</th>
<th>Medium-Low Uncertainty Avoidance Countries in GLOBE</th>
<th>Medium-High Uncertainty Avoidance Countries in GLOBE</th>
<th>Highest Uncertainty Avoidance Countries in GLOBE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Russia</td>
<td>• Portugal</td>
<td>• U.S.</td>
<td>• Austria</td>
</tr>
<tr>
<td>• Hungary</td>
<td>• Israel</td>
<td>• India</td>
<td>• Germany</td>
</tr>
<tr>
<td>• Bolivia</td>
<td>• Pakistan</td>
<td>• Canada</td>
<td>• Sweden</td>
</tr>
<tr>
<td>• Greece</td>
<td>• Mexico</td>
<td>• France</td>
<td>• Switzerland</td>
</tr>
<tr>
<td>• Venezuela</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

[Image of a GLOBE survey chart with countries listed in different categories based on uncertainty avoidance.]
Performance Orientation

The degree to which a collective encourages and rewards group members for performance improvement and excellence.

<table>
<thead>
<tr>
<th>Least Performance-Oriented Countries in GLOBE</th>
<th>Medium Performance-Oriented Countries in GLOBE</th>
<th>Most Performance-Oriented Countries in GLOBE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Russia</td>
<td>• Pakistan</td>
<td>• U.S.</td>
</tr>
<tr>
<td>• Argentina</td>
<td>• Israel</td>
<td>• Taiwan</td>
</tr>
<tr>
<td>• Greece</td>
<td>• Spain</td>
<td>• New Zealand</td>
</tr>
<tr>
<td>• Venezuela</td>
<td>• England</td>
<td>• China</td>
</tr>
<tr>
<td>• Italy</td>
<td>• India</td>
<td>• Singapore</td>
</tr>
</tbody>
</table>
Global Intellectual Capital reflects your global business savvy, your cosmopolitan outlook, and your cognitive complexity

Global Business Savvy

- Knowledge of global industries.
- Knowledge of how to transact business and assess risks of doing business internationally.
- Knowledge of supplier options in other parts of the world.

Cosmopolitan Outlook

- Knowledge of cultures in different parts of the world.
- Knowledge of economic and political issues of major regions of the world.
- Up-to-date knowledge of important world events.

Cognitive Complexity

- Ability to grasp complex concepts quickly.
- Strong analytical and problem solving skills.
- Ability to take complex issues and explain the main points simply and understandably.
Global Psychological Capital reflects your passion for diversity, quest for adventure, and your self-assurance.

**Passion for Diversity**
- Enjoy exploring other parts of the world.
- Enjoy getting to know people from other parts of the world.
- Enjoy traveling to and/or living in another country.

**Quest for Adventure**
- Interest in dealing with challenging situations.
- Willingness to test one’s abilities and take risks.
- Enjoy dealing with unpredictable situations.

**Self-Assurance**
- Comfortable in uncomfortable situations.
- Self-confident and able to remain calm in challenging situations.
- Witty in tough situations.
**Global Social Capital reflects your intercultural empathy, interpersonal impact, and diplomacy.**

<table>
<thead>
<tr>
<th>Intercultural Empathy</th>
<th>Interpersonal Impact</th>
<th>Diplomacy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to understand nonverbal expressions of people from other cultures.</td>
<td>Experience in negotiating contracts/agreements in other cultures.</td>
<td>Ease of starting a conversation with a stranger.</td>
</tr>
<tr>
<td>Ability to emotionally connect to people from other cultures.</td>
<td>Strong networks with people from other cultures and with influential people.</td>
<td>Ability to integrate diverse perspectives.</td>
</tr>
<tr>
<td>Ability to engage people from other parts of the world to work together.</td>
<td>Reputation as a leader.</td>
<td>Willingness to collaborate.</td>
</tr>
</tbody>
</table>
At each of your tables, you have a scenario. Take 10 minutes to determine how your group would approach the scenario. After 10 minutes, we will come back and discuss.
Building Intellectual Capital

You cannot effectively influence people who are different from yourself without a good understanding of what those differences are.

Global Business Savvy
- Study companies that have, or are currently growing globally to understand best practices.
- Attend global conferences/trade shows for exposure to new networks and ideas.
- Learn about your own company's global initiatives, needs, weaknesses, opportunities.
- Explore global opportunities within your company.

Cosmopolitan Outlook
- Develop specific regional knowledge (Cultural, political, business) both current and historical.
- Learn, or improve, a second (or third) language.
- Join groups that explore other cultures.
- Travel, for business or pleasure, and do your best to be a local - explore and learn from the local culture.

Cognitive Complexity
- Explore articles, books and publications that expose you to diverse viewpoints (to grasp other ways of thinking).
- Take courses/workshops to develop your critical thinking skills.
- Work with peers, leaders or others to practice your ability to synthesize complex information into simplified information.
- Explore different approaches to analysis in other countries.
One of the hardest to shift, your psychological capital may have limits to how much you can (or should) try to change your personality.

<table>
<thead>
<tr>
<th>Passion for Diversity</th>
<th>Quest for Adventure</th>
<th>Self-Assurance</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Diversify your cultural experiences at home and when you travel – try new things.</td>
<td>• Expose yourself to role models/leaders that take risks to understand their thinking.</td>
<td>• Reflect on any lack of self-assurance and then build strategies to address this. Taking assessments may help</td>
</tr>
<tr>
<td>• Join international groups and clubs that will broaden your viewpoints.</td>
<td>• Participate in projects, experiences or opportunities outside your comfort zone.</td>
<td>• Consider a coach or mentor to help you build up your confidence.</td>
</tr>
<tr>
<td>• Connect with others in your organization with differing global perspectives.</td>
<td>• Reflect on uncomfortable experiences and brainstorm ways to overcome them.</td>
<td>• Find opportunities to practice your self-assurance, celebrating successes and learning from failures.</td>
</tr>
<tr>
<td>• Understand your own lack of understanding and find ways to learn (reading, events, etc.)</td>
<td>• Find ways to challenge yourself daily in small to big ways.</td>
<td>• Work with others in situations where your confidence is low and observe/learn.</td>
</tr>
</tbody>
</table>
This type of capital is largely relationship-based and is acquired through experience.

**Intercultural Empathy**
- Take assessments for measuring cultural competence and personality.
- Study cultures you are working with, particularly in cross-cultural teams, and apply your knowledge.
- Learn from international colleagues and peers. Seek feedback.
- Learn other forms of communication (non-verbal, emotional) in the cultures you are working with.

**Interpersonal Impact**
- Learn strategies for successful cross-cultural negotiations and practice.
- Focus on building strong, diverse networks and relationships locally and internationally.
- Reflect on your current reputation as a leader and build strategies to improve.
- Study profiles of highly successful leaders in cultures you are working with.

**Diplomacy**
- Learn the cultural norms and expectations for business and engagement in countries you are working with.
- Don’t dismiss social engagement as unimportant in global business.
- Build understanding of your team and how to be inclusive in daily work.
- Practice focused listening, mediation and diplomatic engagement strategies.
Business is changing at a rapid and highly uncertain way, becoming far more global than ever before.

To succeed, leaders need to develop a global mindset to better navigate and thrive in a global business context.

To successfully develop your three capitals of Global Mindset, leaders must:

- Practice, practice, practice.
- Take “learning” risks and learn from mistakes.
- Expose themselves to different people, cultures and experiences.
- Don’t be afraid to ask questions.
Questions?
Thank You

Joel Dupuis,
Senior Director, Open Enrollment Programs
E: Joel.Dupuis@thunderbird.asu.edu
O: 602.978.7751

Sheno Fuzita
Senior Director, Online Learning & Technology
E: Shenonso.Fuzita@thunderbird.asu.edu
O: 602.978.7665