

- Foreword by **Warren Bennis**, author of *On Becoming a Leader*
- Preface by **John O'Neil**, author of *The Paradox of Success*

Marshall Goldsmith Cathy L. Greenberg Alastair Robertson Maya Hu-Chan

GLOBAL LEADERSHIP

THE NEXT GENERATION

FORUM[®]
where learning means business[™]



PERDANA
LEADERSHIP
FOUNDATION
KAWASAN
REKREASI
PERDANA

GLOBAL LEADERSHIP

THE NEXT GENERATION

Based on the findings of a multi-year study sponsored by the Accenture Institute for Strategic Change, *Global Leadership: The Next Generation* systematically identifies what tomorrow's global leaders will need to know, do, and believe—and shows emerging leaders how to deepen the skills and values they'll need to succeed at the highest levels.

World-renowned executive coach Marshall Goldsmith and co-authors Cathy L. Greenberg, Alastair Robertson, and Maya Hu-Chan uncover tomorrow's new "factors of leadership": global thinking, appreciation of diversity, technological savvy, willingness to partner, and openness to sharing leadership.

Global Leadership delivers insight for a new generation of leaders:

- **Why "today's" leadership skills simply won't be enough**
The global challenges driving a new revolution in leadership
- **Sharing leadership, building partnerships, managing alliances**
The next steps beyond the "command-and-control" organization
- **Leading in the age of intellectual capital**
Winning ideas, winning people
- **Leveraging diversity for true competitive advantage**
You have no choice but to take advantage of this powerful opportunity
- **Personal self-mastery, personal integrity**
Before you can lead others, you must lead yourself



Praise for *Global Leadership*:

“Global Leadership: The Next Generation successfully blends insightful new knowledge about high-potential leaders with hands-on, practical steps that all of us can take to lead more effectively in the global economy of today and tomorrow.”

JOHN ALEXANDER
President, Center for Creative Leadership

“An indispensable manual for any professional who’s committed to growing themselves and their awareness of the world we’re going to be living in. This takes what could easily be a murky subject (global leadership) and gives it a reality you can touch and feel. Goldsmith et al. have done all the legwork to paint for us an objective and thorough landscape of the best practices at the top, with a wealth of triggers to stimulate productive thinking and concrete action. Bravo!”

DAVID ALLEN
President, The David Allen Company
Author of *Getting Things Done:
The Art of Stress-Free Productivity*

“Global Leadership is a research-based break-through book. As today’s employees are increasingly educated, expert, confident and independent, the nature of effective leadership has changed. Marshall Goldsmith and his colleagues convince us that the effective leaders of the global future will command respect and inspire followers because they have intellectual openness, deep professional knowledge, effective interpersonal skills and a leadership style that reflects profound self-awareness, personal authenticity and grounded confidence. Optimism as well as pragmatism pervades this excellent book as the authors believe that leadership is a learned skill and they provide the tools for all of us to achieve it.”

JUDITH M. BARDWICK
Author of *Danger in the Comfort Zone*
and *Seeking the Calm in the Storm*

“WOW! What a treasure! This is an invaluable resource book for coaching, personal development and organizational leader development. The profile of the Global Leader of the Future is clear and compelling. The research that generated the profile is innovative and sound. But, even more important than the authors’ clear presentation of the profile, they include a ton of helpful, practical, immediately usable suggestions on how to develop that specific behavior. Their extensive suggestions included in the ‘What To Do,’ ‘How To Do It,’ ‘How To Use This Skill Further,’ ‘Results You Can Expect,’ and ‘Further Readings’ sections are the real gems of this work. I urge readers to whip out their pens and pencils and get ready to mark up, underline and make multiple margin notes as they devour this valuable guide book. Be prepared to explore this book several times, each time finding new insights. This book is a ‘must-read’ for anyone who coaches others, wishes to develop herself/himself or is responsible for leader development in any organization.”

JIM BELASCO
Co-Executive Director Knowledge Dialogue
(formerly Financial Times Knowledge Dialogue)

“Clear thinking and practical ideas shine through in this useful and complete guidebook to global leadership in the 21st century. The concepts discussed in this book will help anyone build leadership competence.”

KEN BLANCHARD

Coauthor, *The One Minute Manager*® and *Whale Done!*™

“Recognizing that an information-age global economy poses unprecedented challenges to the next generation of CEOs, the authors of this lucidly written, research-based book address the question of what new qualities, traits, and skills will be required of those who will be running the organizations of the future. Their answers are both profound and persuasive. One of the best business books I have ever read.”

NATHANIEL BRANDEN, PH.D.

Author of *The Six Pillars of Self-Esteem* and *Self-Esteem at Work*

“In turbulent times, leadership is critical. A company must have a leader, it must be effective. *Global Leadership* tells us what qualities and attributes an effective leader of the next generation must possess. I commend Goldsmith and his coauthors for this extraordinarily valuable book.”

SUBIR CHOWDHURY

Chairman and CEO, ASI Consulting Group

Author of *The Power of Six Sigma*

“Leonardo da Vinci once said, ‘Practice should always be based upon a sound knowledge of theory.’ This book is an outstanding example of this statement. In an elegant, but very pragmatic way, the reader is ‘coached’ through the often bewildering labyrinth of the literature on leadership. By taking this journey, the reader will get a handle on what it means to become an effective global leader.”

MANFRED KETS DE VRIES

Raoul de Vitry d’Avaucourt

Clinical Professor in Leadership Development

Director of the Centre of Leadership Research and Development

INSEAD, France & Singapore

“*Global Leadership: The Next Generation* is an extraordinary resource for established and up and coming leaders. It gives practical ideas and a step-by-step guide on how to manage the critical challenges that leaders face today.”

VIJAY GOVINDARAJAN

Professor, Tuck School of Business at Dartmouth

“Leaders in the years ahead will need to act as global citizens. *Global Leadership* not only demonstrates why, but lays out precisely how this can be done. Remarkable and essential.”

SALLY HELGESEN

Author of *The Female Advantage: Women’s Ways of Leadership* and
Thriving in 24/7: Six Strategies for Taming the New World of Work

“Buy two copies!—One for you, and one for the leader of tomorrow that you are developing. You have before you a paper docent, a guide and thought-provoking teacher to defining your role in *Global Leadership*. The content will inspire you, the activities will make you a major player.”

PAUL HERSEY
Chairman, Center for Leadership Studies

“At last, a handbook that illuminates the challenges of leadership in a global and tenuous future. Never was this perspective on global leadership needed more than now. We are grateful.”

FRANCES HESSELBEIN
Chairman, Leader to Leader Institute

“Goldsmith and his colleagues have succeeded in a most ambitious challenge: to bring clarity, insight and practical how-to-do-it wisdom to the complex issues of global leadership. The book is a most useful compendium of what global leaders must master in the future.”

JON KATZENBACH
Senior Partner of Katzenbach Partners LLC
Author of *Peak Performance* and *Why Pride Matters More Than Money*

“It is hard to imagine a more complete handbook on how to lead in the 21st century than this one. The combination of theory, action, real examples and skill building recommendations makes it a perfect resource for anyone designing a leadership development program or anyone who simply wants to be a better leader of their current team.”

BEVERLY KAYE
CEO, Career Systems International
Co Author of *Love 'Em or Lose 'Em: Getting Good People to Stay*

“The authors start with the conviction that leadership can be learned, then help every reader to make of herself or himself a next generation leader. This is a practical, excellent guide to global leadership and should be read by all.”

D. QUINN MILLS
Harvard Business School
Author of *Wheel, Deal, and Steal*

“This book could be the I-Ching of leadership—open it anywhere for good advice you can apply to the challenge of the moment.”

GIFFORD PINCHOT
Author of the best-selling *Intrapreneuring: Why You Don't Have to leave the Corporation to Become an Entrepreneur*

“What a terrific resource! This book is truly invaluable to anyone leading in the 21st century world. All business is global business today and the next generation of managers will need to learn the ‘what’ and ‘how’ of becoming a global leader. The best place to start is this book. Hats off to the authors for producing a terrific well-researched and practical book.”

BOB ROSEN
CEO, Healthy Companies International
Author of *Global Literacies and Leading People*

“As the world shrinks into a global community, *Global Leadership: The Next Generation* likely will become a valuable companion for executives and managers, especially as they strive to address the diversity and complexity that comes with globalism. The authors not only foster an understanding of the frameworks and competencies needed for success as a global leader, but also an awareness of how to develop the necessary capabilities. At once, they are appropriately broad in their scope, while offering depth in the ‘how-to’ details required for practical application. In both global and domestic arenas, managers will find this book helpful.”

R. R. THOMAS, JR.
President, The American Institute for Managing Diversity

“This is an essential book for anyone involved in international business. I have addressed large and small audiences of executives in 24 countries over the last two years, and this book contains the best thinking of some of the best thinkers of the future.”

BRIAN TRACY
Author of *Turbo Strategy*

“Marshall Goldsmith and his team have done it again! *Global Leadership: The Next Generation* uncovers new possibilities and identifies new leadership competencies that are emerging in our global age. This book is full of practical tips that help implement the solid conceptual ideas offered.”

FONS TROMPENAARS
Founder and managing director
Trompenaars Hampden-Turner Intercultural Management Consulting
Author of *Riding the Waves of Culture*

“Leadership matters. No one disputes this. With *Global Leadership*, we now know what matters most and how to do it! This is a wonderful compendium of ideas, tools, and actions that any leader anywhere can use to be successful. I will keep and use this book as a reference guide for developing leaders.”

DAVE ULRICH
Professor, University of Michigan School of Business
co-author of *The HR Scorecard*

“What the future requires of organizational leaders is not what the past has needed, and *Global Leadership* provides an indispensable step-by-step guide for developing what is demanded. Grounded in the experience of 200 future leaders worldwide, the authors furnish the essential ‘what-to-dos’ and ‘how-to-do-its’ for 15 key capabilities ranging from mastering technology to thinking globally.”

MICHAEL USEEM
Director of the Wharton School Center for Leadership
Author of *The Leadership Moment* and *Leading Up*

GLOBAL LEADERSHIP

EXT GENERATION



PERDANA
LEADERSHIP
FOUNDATION
YAYASAN
KEPIMPINAN
PERDANA



In an increasingly competitive world, it is quality of thinking that gives an edge—an idea that opens new doors, a technique that solves a problem, or an insight that simply helps make sense of it all.

We work with leading authors in the various arenas of business and finance to bring cutting-edge thinking and best learning practice to a global market.

It is our goal to create world-class print publications and electronic products that give readers knowledge and understanding which can then be applied, whether studying or at work.

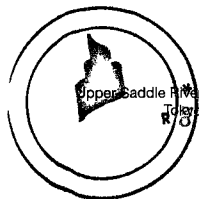
To find out more about our business products, you can visit us at www.ft-ph.com



Marshall Goldsmith Cathy L. Greenberg Alastair Robertson Maya Hu-Chan

GLOBAL LEADERSHIP

E NEXT GENERATION



Prentice Hall

FINANCIAL TIMES

An Imprint of PEARSON EDUCATION

Upper Saddle River, NJ • New York • London • San Francisco • Toronto • Sydney
Tokyo • Singapore • Hong Kong • Cape Town • Madrid
Paris • Milan • Munich • Amsterdam

www.ft-ph.com

PUSTAKA PERDANA



1002621

Library of Congress Cataloging-in-Publication Data

Global leadership: the next generation/

Marshall Goldsmith... [et al.].

p. cm.—(Financial Times Prentice Hall books)

Includes bibliographical references and index.

ISBN 0-13-140243-9

1. Leadership.
2. Executive ability.
3. Technological innovations—Management.
4. Globalization. I. Goldsmith, Marshall. II. Series

HD57.7.G653 2003

658.4'092—dc21

Editorial/production supervision: *Kerry Reardon*Development editor: *Russ Hall*Cover design director: *Jerry Votta*Cover design: *Anthony Gemmellaro*Art director: *Gail Cocker-Bogusz*Interior design: *Meg Van Arsdale*Manufacturing manager: *Alexis Heydt-Long*Manufacturing buyer: *Maura Zaldivar*VP, executive editor: *Tim Moore*Editorial assistant: *Richard Winkler*Marketing manager: *John Pierce*Full-service production manager: *Anne R. Garcia*

© 2003 by Pearson Education, Inc.

Publishing as Financial Times Prentice Hall

Upper Saddle River, NJ 07458

Financial Times Prentice Hall books are widely used by corporations and government agencies for training, marketing, and resale.

For information regarding corporate and government bulk discounts please contact: Corporate and Government Sales (800) 382-3419 or corpsales@pearsontechgroup.com

All rights reserved. No part of this book may be reproduced, in any form or by any means, without permission in writing from the publisher.

Printed in the United States of America

1st Printing

ISBN 0-13-140243-9

Pearson Education LTD.

Pearson Education Australia PTY, Limited

Pearson Education Singapore, Pte. Ltd.

Pearson Education North Asia Ltd.

Pearson Education Canada, Ltd.

Pearson Educación de Mexico, S.A. de C.V.

Pearson Education-Japan

Pearson Education Malaysia, Pte. Ltd.

658.409

G10

FINANCIAL TIMES PRENTICE HALL BOOKS

For more information, please go to www.ft-ph.com

Business and Technology

Sarv Devaraj and Rajiv Kohli

The IT Payoff: Measuring the Business Value of Information Technology Investments

Nicholas D. Evans

Business Agility: Strategies for Gaining Competitive Advantage through Mobile Business Solutions

Nicholas D. Evans

Business Innovation and Disruptive Technology: Harnessing the Power of Breakthrough Technology...for Competitive Advantage

Nicholas D. Evans

Consumer Gadgets: 50 Ways to Have Fun and Simplify Your Life with Today's Technology...and Tomorrow's

Faisal Hoque

The Alignment Effect: How to Get Real Business Value Out of Technology

Thomas Kern, Mary Cecelia Lacity, and Leslie P. Willcocks

Netsourcing: Renting Business Applications and Services Over a Network

Ecommerce

Dale Neef

E-procurement: From Strategy to Implementation

Economics

David Dranove

What's Your Life Worth? Health Care Rationing...Who Lives? Who Dies? Who Decides?

David R. Henderson

The Joy of Freedom: An Economist's Odyssey

Jonathan Wight

Saving Adam Smith: A Tale of Wealth, Transformation, and Virtue

Entrepreneurship

Oren Fuerst and Uri Geiger

From Concept to Wall Street: A Complete Guide to Entrepreneurship and Venture Capital

David Gladstone and Laura Gladstone

Venture Capital Handbook: An Entrepreneur's Guide to Raising Venture Capital, Revised and Updated

Erica Orloff and Kathy Levinson, Ph.D.

The 60-Second Commute: A Guide to Your 24/7 Home Office Life

Jeff Saperstein and Daniel Rouach

Creating Regional Wealth in the Innovation Economy: Models, Perspectives, and Best Practices

Finance

Aswath Damodaran

The Dark Side of Valuation: Valuing Old Tech, New Tech, and New Economy Companies

Kenneth R. Ferris and Barbara S. Pécherot Pettit

Valuation: Avoiding the Winner's Curse

International Business

Fernando Robles, Françoise Simon, and Jerry Haar

Winning Strategies for the New Latin Markets

Investments

Harry Domash

Fire Your Stock Analyst! Analyzing Stocks on Your Own

Philip Jenks and Stephen Eckett, Editors

The Global-Investor Book of Investing Rules: Invaluable Advice from 150 Master Investors

Charles P. Jones

Mutual Funds: Your Money, Your Choice. Take Control Now and Build Wealth Wisely

D. Quinn Mills

Buy, Lie, and Sell High: How Investors Lost Out on Enron and the Internet Bubble

D. Quinn Mills

Wheel, Deal, and Steal: Deceptive Accounting, Deceitful CEOs, and Ineffective Reforms

John Nofsinger and Kenneth Kim

Infectious Greed: Restoring Confidence in America's Companies

John R. Nofsinger

Investment Blunders (of the Rich and Famous)...And What You Can Learn from Them

John R. Nofsinger

Investment Madness: How Psychology Affects Your Investing...And What to Do About It

Leadership

Jim Despain and Jane Bodman Converse

And Dignity for All: Unlocking Greatness through Values-Based Leadership

Marshall Goldsmith, Vijay Govindarajan, Beverly Kaye, and Albert A. Vicere

The Many Facets of Leadership

Marshall Goldsmith, Cathy Greenberg, Alastair Robertson, and Maya Hu-Chan

Global Leadership: The Next Generation

Frederick C. Militello, Jr., and Michael D. Schwalberg

Leverage Competencies: What Financial Executives Need to Lead

Eric G. Stephan and Wayne R. Pace

Powerful Leadership: How to Unleash the Potential in Others and Simplify Your Own Life

Management

Rob Austin and Lee Devin

Artful Making: What Managers Need to Know About How Artists Work

Dr. Judith M. Bardwick

Seeking the Calm in the Storm: Managing Chaos in Your Business Life

J. Stewart Black and Hal B. Gregersen

Leading Strategic Change: Breaking Through the Brain Barrier

William C. Byham, Audrey B. Smith, and Matthew J. Paese

Grow Your Own Leaders: How to Identify, Develop, and Retain Leadership Talent

David M. Carter and Darren Rovell

On the Ball: What You Can Learn About Business from Sports Leaders

Subir Chowdhury

Organization 21C: Someday All Organizations Will Lead this Way

Subir Chowdhury

The Talent Era: Achieving a High Return on Talent

James W. Cortada

Making the Information Society: Experience, Consequences, and Possibilities

Ross Dawson

*Living Networks: Leading Your Company, Customers, and Partners
in the Hyper-connected Economy*

Robert B. Handfield, Ph.d, and Ernest L. Nichols

Supply Chain Redesign: Transforming Supply Chains into Integrated Value Systems

Harvey A. Hornstein

*The Haves and the Have Nots: The Abuse of Power and Privilege in the Workplace...
and How to Control It*

Kevin Kennedy and Mary Moore

Going the Distance: Why Some Companies Dominate and Others Fail

Robin Miller

The Online Rules of Successful Companies: The Fool-Proof Guide to Building Profits

Fergus O'Connell

The Competitive Advantage of Common Sense: Using the Power You Already Have

Richard W. Paul and Linda Elder

Critical Thinking: Tools for Taking Charge of Your Professional and Personal Life

Matthew Serbin Pittinsky, Editor

The Wired Tower: Perspectives on the Impact of the Internet on Higher Education

W. Alan Randolph and Barry Z. Posner

*Checkered Flag Projects: 10 Rules for Creating and Managing Projects that Win,
Second Edition*

Stephen P. Robbins

The Truth About Managing People...And Nothing but the Truth

Ronald Snee and Roger Hoerl

*Leading Six Sigma: A Step-by-Step Guide Based on Experience with GE and Other
Six Sigma Companies*

Jerry Weissman

Presenting to Win: The Art of Telling Your Story

Marketing

Michael Basch

CustomerCulture: How FedEx and Other Great Companies Put the Customer First Every Day

Deirdre Breakenridge

Cyberbranding: Brand Building in the Digital Economy

Jonathan Cagan and Craig M. Vogel

Creating Breakthrough Products: Innovation from Product Planning to Program Approval

James W. Cortada

21st Century Business: Managing and Working in the New Digital Economy

Al Lieberman, with Patricia Esgate

The Entertainment Marketing Revolution: Bringing the Moguls, the Media, and the Magic to the World

Tom Osenton

Customer Share Marketing: How the World's Great Marketers Unlock Profits from Customer Loyalty

Yoram J. Wind and Vijay Mahajan, with Robert Gunther

Convergence Marketing: Strategies for Reaching the New Hybrid Consumer

Public Relations

Gerald R. Baron

Now Is Too Late: Survival in an Era of Instant News

Deirdre Breakenridge and Thomas J. DeLoughry

The New PR Toolkit: Strategies for Successful Media Relations

Strategy

Thomas L. Barton, William G. Shenkir, and Paul L. Walker

Making Enterprise Risk Management Pay Off: How Leading Companies Implement Risk Management

Henry A. Davis and William W. Sihler

Financial Turnarounds: Preserving Enterprise Value

CONTENTS

Foreword by Warren Bennis xxi

Preface by John O'Neil xxiii

Acknowledgments xxv

About the Authors xxvii

Introduction xxxi

Chapter 1

EMERGING TRENDS FOR GLOBAL LEADERS 1

FIVE EMERGING CHARACTERISTICS OF GLOBAL LEADERS	1
THINKING GLOBALLY	2
APPRECIATING CULTURAL DIVERSITY	2
DEVELOPING TECHNOLOGICAL SAVVY	3
BUILDING PARTNERSHIPS AND ALLIANCES	3
SHARING LEADERSHIP	4
SUMMARY	5

Chapter 2 THINKING GLOBALLY 7

THE IMPACT OF GLOBALIZATION	8
A WORLD OF APPROACHES	10
GAINING EXPERIENCE	11
THINK GLOBALLY, ACT LOCALLY	12
A GLOBAL VILLAGE	13
CONCLUSION	14
RESOURCE SECTION: THINKING GLOBALLY	17
ENDNOTES	26

Chapter 3 APPRECIATING DIVERSITY 27

THE VALUE OF DIVERSITY	28
DIVERSITY TRAINING AND DEVELOPMENT	28
EMBRACING IDEAS AND PERSPECTIVES	30
MOTIVATING PEOPLE	32
GUIDELINES FOR LEADING A MULTIGENERATIONAL CORPORATION	35
TEACHING THE VALUE OF DIVERSITY	38
CONCLUSION	39
RESOURCE SECTION: APPRECIATING DIVERSITY	40
ENDNOTES	49

Chapter 4 DEVELOPING TECHNOLOGICAL SAVVY 51

SUCCESSING IN TOMORROW'S WORLD	52
RECRUITING EXPERTS	55
INCREASING PRODUCTIVITY	56
CONCLUSION	58
RESOURCE SECTION: DEVELOPING TECHNOLOGICAL SAVVY	59
ENDNOTES	65

Chapter 5 BUILDING PARTNERSHIPS 67

CREATING TRUST	68
KEEPING IT POSITIVE	69

FORGING PARTNERSHIPS AND ALLIANCES ACROSS THE COMPANY	70
PARTNERING WITH DIRECT REPORTS	70
PARTNERING WITH COWORKERS	70
PARTNERING WITH MANAGERS	71
BUILDING TEAMS	72
CREATING NETWORKS OUTSIDE THE ORGANIZATION	74
PARTNERING WITH CUSTOMERS	75
PARTNERING WITH SUPPLIERS	75
PARTNERING WITH COMPETITORS	76
CONCLUSION	78
RESOURCE SECTION: BUILDING PARTNERSHIPS	81
ENDNOTES	93

Chapter 6

SHARING LEADERSHIP 95

PARTNERSHIPS AND MERGERS	95
MAXIMIZING TALENT	96
THE VALUE OF COLLABORATION	98
FOSTERING A TEAM ENVIRONMENT	99
CONCLUSION	101
RESOURCE SECTION: SHARING LEADERSHIP	103
ENDNOTES	110

Chapter 7

CREATING A SHARED VISION 111

CREATING A VISION	111
GETTING INPUT FROM OTHERS	113
CREATING MOMENTUM AND INSPIRING OTHERS	115
SUPPORTING THE VISION WITH STRATEGY	118
DEFINING ROLES AND PRIORITIES	118
CONCLUSION	119
RESOURCE SECTION: CREATING A SHARED VISION	121
ENDNOTES	129

Chapter 8

DEVELOPING PEOPLE 131

A STRATEGY FOR DEVELOPING AND RETAINING HIGH-IMPACT PERFORMERS	133
SHOW RESPECT AND DIGNITY	133
CREATE A THRIVING ENVIRONMENT	134
PROVIDE TRAINING	135

BE A COACH	138
PROVIDE FEEDBACK	139
REWARD AND RECOGNIZE OTHERS' ACHIEVEMENTS	140
CONCLUSION	142
RESOURCE SECTION: DEVELOPING PEOPLE	143
ENDNOTES	154

Chapter 9

EMPOWERING PEOPLE 157

BUILDS PEOPLE'S CONFIDENCE	158
TAKING RISKS; GIVING FREEDOM	159
DEVELOPING EACH INDIVIDUAL'S DECISION-MAKING CAPABILITIES	160
ENERGIZING PEOPLE WITH OPPORTUNITY, RESPONSIBILITY, AND ACCOUNTABILITY	160
CREATING A TEAM OF COMPETENT INDIVIDUALS WHO CAN HANDLE COMPANY AND INDUSTRY CHALLENGES MORE QUICKLY AND WITH GREATER SUCCESS	161
HOARDING POWER VERSUS ENCOURAGING ACHIEVEMENT	162
WHAT DRIVES YOU?	163
CONCLUSION	164
RESOURCE SECTION: EMPOWERING PEOPLE	166
ENDNOTES	173

Chapter 10

ACHIEVING PERSONAL MASTERY 175

SELF-AWARENESS: THE MARK OF A GREAT LEADER	175
INSIDE-OUT LEADERSHIP	177
CHANGING THE LEADERSHIP TRADITION	179
THE POWER OF CONGRUENCY	181
CONCLUSION	184
RESOURCE SECTION: ACHIEVING PERSONAL MASTERY	188
ENDNOTES	197

Chapter 11

ENCOURAGING CONSTRUCTIVE DIALOGUE 199

LEARNING TO ASK	200
LISTENING WITH AN OPEN MIND	201
ACCEPTING CONSTRUCTIVE FEEDBACK	201

PUTTING YOURSELF IN SOMEONE ELSE'S SHOES	202
WELCOMING NEW IDEAS	203
CONCLUSION	204
RESOURCE SECTION: ENCOURAGING CONSTRUCTIVE DIALOGUE	205
ENDNOTES	215

Chapter 12

DEMONSTRATING INTEGRITY 217

PERSONAL VALUES	217
ORGANIZATIONAL VALUES	218
AVOIDS POLITICAL OR SELF-SERVING BEHAVIOR	219
STAND UP, SPEAK UP	219
LIVES THE VALUES	220
CONCLUSION	220
RESOURCE SECTION: DEMONSTRATING INTEGRITY	221
ENDNOTES	229

Chapter 13

LEADING CHANGE 231

CHANGE IS AN OPPORTUNITY	232
LEADERSHIP VERSUS MANAGEMENT: CHALLENGING THE STATUS QUO	233
FLEXIBILITY	235
ENCOURAGING CREATIVITY	237
TRANSLATING IDEAS INTO RESULTS	238
CONCLUSION	238
RESOURCE SECTION: LEADING CHANGE	240
ENDNOTES	250

Chapter 14

ANTICIPATING OPPORTUNITIES 251

INVESTIGATING FUTURE TRENDS	252
ANTICIPATING FUTURE OPPORTUNITIES	253
LOOKING TO THE FUTURE	254
DEVELOPS IDEAS TO MEET THE NEEDS OF THE NEW ENVIRONMENT	254
CONCLUSION	255
RESOURCE SECTION: ANTICIPATING OPPORTUNITIES	257
ENDNOTES	265

Chapter 15 **ENSURING CUSTOMER SATISFACTION** 267

RAISING THE BAR	267
CHANGING WITH THE CUSTOMER	269
CUSTOMER INPUT	270
KEEPING COMMITMENTS	272
UNDERSTANDING THE COMPETITION	272
CONCLUSION	273
RESOURCE SECTION: ENSURING CUSTOMER SATISFACTION	275
ENDNOTES	285

Chapter 16 **MAINTAINING A COMPETITIVE
ADVANTAGE** 287

PERFORMANCE: FASTER, BETTER	287
INTELLECTUAL CAPITAL	289
ELIMINATE WASTE AND UNNECESSARY COST	290
PROVIDE GREAT PRODUCTS AND SERVICES	292
ACHIEVING LONG-TERM SHAREHOLDER VALUE	293
CONCLUSION	293
RESOURCE SECTION: MAINTAINING A COMPETITIVE ADVANTAGE	295
ENDNOTES	304

Conclusion **USING THIS BOOK TO HELP DEVELOP
YOURSELF AS A LEADER** 307

USING THIS BOOK TO HELP DEVELOP YOUR TEAM	308
GLOBAL LEADERSHIP: THE NEXT GENERATION	308

Appendix A **RESEARCH METHODOLOGY
FOR THE GLOBAL LEADER
OF THE FUTURE PROJECT** 311

PHASES OF KNOWLEDGE DEVELOPMENT	311
PHASE ONE: ASSESS	311
PHASE TWO: GENERATE	312
PHASE THREE: EMBED	313
PHASE FOUR: TRANSFER	313

RESEARCH PLAN AND METHODS	313
1. THOUGHT LEADER PANELS	313
2. FOCUS/DIALOGUE GROUPS	315
3. INTERVIEWS	315
QUANTITATIVE SURVEY QUESTIONNAIRE	317
PROFILE OF THE GLOBAL LEADER OF THE FUTURE	318
GLOBAL LEADER OF THE FUTURE PROFILE TRENDS	318
DIFFERENCES BY TIME PERIOD	320
ITEM ANALYSIS BY TIME	320

Appendix B THE GLOBAL LEADER OF THE FUTURE INTERVIEW QUESTIONS 323

PERSONAL LEADERSHIP SKILLS	323
TEAM LEADERSHIP SKILLS	324
STRATEGIC LEADERSHIP SKILLS	325

Appendix C THE GLOBAL LEADER OF THE FUTURE SURVEY 327

INSTRUCTIONS FOR COMPLETING THE INVENTORY	327
GLOBAL LEADER OF THE FUTURE INVENTORY: 360-DEGREE FEEDBACK ASSESSMENT	328

Appendix D STATISTICAL METHODS 335

SUMMARY	336
---------	-----

BIBLIOGRAPHY 337

BOOKS	337
JOURNALS AND MAGAZINES	340
NEWSPAPERS	342
STUDIES	342
WEBSITES	343

INDEX 345

FOREWORD

Emo^tional awareness—becoming aware of who you are and how you respond to those around you, the situations that arise, and the plans that are pending—is a hot topic. With groundbreaking books like *Primal Leadership* by Daniel Goleman, Richard Boyatzis, and Annie McKee and *The Heart of the Soul* by Gary Zukav and Linda Francis, it appears the human condition is being redefined. Professional and personal emotional acumen are melding, which is not a surprise for those of us who have been teaching the successful character traits of the “authentic leader” for some time. We have been reprogramming, reinventing, and evolving our roles as leaders in a challenging environment for decades. It is this movement towards wholeness that will allow us to maximize our “humanity” both in the business world as “global leaders” as well as in our personal world. Living an integrated personal and professional life has never been more important.

This book is a piece of the ever-growing puzzle in the development of the human condition to serve as global leaders. It is a missing element from most books of its genre in that it promotes a personal awareness of leadership through self-analysis and then provides a means to begin the journey with a step-by-step guide of actions to take to achieve wholeness as a leader. In any development effort, it is critical to consider all the elements of self-development on the journey to emotional awareness or emotional intelligence. In our pursuit of authentic leadership, focusing on the right blend of “self-help” and “self-awareness” is significant to our continued growth and to our sense of personal mastery.

Most fields of development are, ironically, the least developed and the least evolved. Perhaps economic development is one of the best examples. We don’t understand even the basics of how a centralized and corrupt regime can peacefully mutate toward a freer, more market-based economy. Political development is even farther behind. Who knows how we move a dictatorship toward democracy? And finally, perhaps the most thwarted, is human development, the evolution toward wholeness, toward integration, toward authenticity, and the restoration of self, which brings us to recognize the magnitude of what we are trying to do through this book. We are convinced that even a small step toward evolution will require a new set of competencies.

Our research since 1997 indicates that global leadership requires a new set of competencies blended with a wholeness of emotional experiences. These include technological

savvy, anticipating opportunity, personal mastery, constructive conflict, thinking globally, appreciating diversity, building partnerships, sharing leadership, creating a shared vision, demonstrating integrity, empowering people, leading change, developing people, ensuring customer satisfaction, and maintaining a competitive advantage.

To achieve these competencies requires dedication, practice, and most importantly, a place to begin. This book offers you the opportunity to do just that. It opens the door to starting a self-motivated, self-paced, in-depth view of your domains of leadership based upon a multiyear research study of existing as well as up-and-coming young leaders from around the world.

Learning to experience emotional awareness and building upon our own personal mastery for global leadership is likely to be one of the most difficult and challenging personal commitments any one of us will ever make. Without this talent, our ability to work in a boundaryless, worldwide community will be virtually impossible. True global leadership can come only with the alignment of our own capabilities, our evolutionary brains, our motivations, and our hearts.

Some people can easily combine the application of practice and experience with self-awareness; others need a road map to stay on the journey. This book is one such road map. It supports the path to global leadership in both a national as well as an international environment. It integrates the domains of leadership from our global, multiyear study with the ongoing evolution of the development of emotional awareness required for the success of the human spirit in the environment we knew (or thought we knew) as business today.

—Warren Bennis
July 2002

PREFACE

This book is good. It has lots of solid mind protein for leaders who are preparing themselves and others for tomorrow's challenges. The lead writer, Marshall Goldsmith, is known for his happy salutation, "Life is good." So it is with this optimistic yet tough-minded book. It is good in several ways: The research was done by a very good team of top practitioners, scholars, and consultants (I am quite biased because I was privileged to be a member of the team), headed by two Accenture partners. Cathy Greenberg was a tireless leader of our various journeys and always the first to encourage us to let our thoughts leap out of the box. Alastair Robertson (now head of the worldwide leadership development practice for Stackhouse Garber & Associates) gave us a great leadership combination: wisdom and droll British humor, a lifesaving combination. The leaders interviewed as part of our research were very good indeed. They were forthcoming about their own deficits and thoughtful about the future. The resource sections at the end of each chapter, written by Maya Hu-Chan, add a practical, step-by-step, how-to-guide to becoming a global leader.

In my 35 years of leadership studies, often as a struggling practitioner, I saw the same problem again and again: good managers failing to grow into their leadership shoes and good leaders going stale. I wrote *The Paradox of Success* about this problem ten years ago, and alas it seems that the problem has gotten worse, not better (I can only hope my words didn't contribute to the deteriorating situation). One very definite cause of failure is would-be leaders focusing early on the wrong topics. They become specialists and then stop growing in their general wisdom.

How does this book set itself apart from other leadership books? First, it tackles the big problem of leadership entropy that can be solved only by vigorous, fresh learning. Most leaders do not have good mentors or coaches to point out or help with learning deficiencies. This book can help make up for that loss, although I cannot resist offering a plug for the good coaches and mentors. Soon you will know them by whether or not they embrace this research.

Second, the book offers clear data on where learning deficiencies exist for many leaders. The wise and time-restrained leader knows the value of such databased evidence and will benefit by examining and choosing from the wide range of topics the research

respondents were willing to address. The subjects ranged from technical to highly personal and from the global to the close-to-home. It might be especially valuable for human resource and training professionals to see how their work and the programs they design can benefit from this book's research.

Finally, the research team never lost sight of the need to be practical, crosscultural, and organizationally diverse. The gift to the reader is that the book can be used in many ways. Some may engage in a typical, linear read. Others may jump from section to section. It is well organized for that purpose. Many readers, especially those charged with management development, will use this book as a reference. The good readers will be those most open to learning ventures. For them this book is catnip.

Enjoy the book, and remember that for those who keep learning, "life is truly good."

—John O'Neil

ACKNOWLEDGMENTS

The key thoughts behind *Global Leadership: The Next Generation* were those of the more than 200 high-potential leaders from 120 companies around the world who donated their time to this effort. Their ideas made this book possible. We would like to thank them for their generous donation of care and time.

The major resource person who helped put this project together was Sarah McArthur. Without her, *Global Leadership: The Next Generation* would have never been completed. Sarah is a gifted editor whose patience with this complex process has been amazing to us!

Jeremy Solomons conducted many of the interviews and did an outstanding job summarizing key learnings. Rosalyn Weisman did a fantastic job of data analysis. John Wheaton was an invaluable researcher behind the resource guide.

We would like to thank the following friends, clients, and colleagues for their invaluable time, dedication, and special insights to contribute to this project: Kathy Affeldt, Chris Butler, Fred DiBona, Joe Diapolito, Marjorie Dorr and the Anthem Leadership Team, Joe Frick, Vijay Govindarajan, Rick Greene, Donna Moore, Brian Underhill, and Paul Wieand.

We would also like to thank Tim Moore and the team at Prentice Hall for their persistence and dedication to this project.

Special thanks go to the family members of the authors—for Cathy, especially her parents Barbara and Bernard Greenberg, her daughter Elisabeth, and her Life Partner Gary. Liz Kuh and Michelle Vetsikas were a major source of inspiration throughout the project.

The Forum Corporation is a global leader in workplace learning. For more than three decades, Forum has pioneered new ways to help its clients achieve business results by addressing their most important business challenges with learning solutions. Whether the issue is driving growth and profitability, reducing costs, minimizing employee turnover, developing leadership talent, or improving customer loyalty and retention, Forum aligns people with corporate strategies to deliver tangible business results.

As recognized experts in Leadership Development, Forum helps its clients turn their leaders into a competitive advantage by:

- **Implementing Strategic Change**

Forum helps clients accelerate the achievement of business results by equipping leaders with the necessary knowledge, skills and tools to connect the work of their business unit with the company's vision and strategic objectives, engage the support of their people, and drive business success.

- **Creating High Performing Culture**

Forum helps clients translate corporate values into leadership actions. Across geographies and diverse business units, or following a merger or acquisition, this common culture can spell the difference between high performance and lack-luster results.

- **Developing and Retaining Leadership Talent**

Forum partners with clients to build and retain the talent that is key to competitive performance. We design comprehensive leadership development systems that link to strategy and provide research-based content and the implementation resources to ensure consistency, quality, and lasting change in leadership behavior.

Across all capabilities, Forum consultants work with clients to define the opportunity, create the solution, and quantify the business impact. Forum's research-based learning content in management, leadership, teams, sales, and service builds the skills and knowledge needed to motivate and sustain employee performance. Our global resources implement and support clients' learning strategies on a worldwide basis.

Forum's offices are located throughout North America, Europe, and Asia. For more information, please visit www.forum.com or contact one of the following headquarters:

North America
1.800.FORUM.11
Boston, MA

Europe
+44. (0)20.7850.7500
London, England

Asia
852 2810 7071
Hong Kong

Forum is where learning means business.

ABOUT THE AUTHORS



MARSHALL GOLDSMITH

Marshall Goldsmith is a world authority in helping successful leaders achieve a positive, measurable change in behavior: for themselves, their people, and their teams. In 2002 Marshall was featured in both a *New Yorker* profile and a *Harvard Business Review* interview. He has been listed in *Forbes* as one of five top executive coaches and in *The Wall Street Journal* as one of the “top 10” executive educators. Marshall is one of the select few consultants who has been asked to work with over 60 major CEOs. His leadership development processes have impacted over one million people. His work has been positively recognized by many of the leading organizations in his field, including the American Management Association, the American Society for Training and Development, the Center for Creative Leadership, the Conference Board, the Human Resource Planning Society, and the Institute for Management Studies.

Dr. Goldsmith has a Ph.D. from UCLA and is on the faculty of executive education programs for Dartmouth, Oxford, and Michigan universities. He is co-author or co-editor of 15 books, including *The Leader of the Future* (a *Business Week* “Top 15” best-seller), *The Organization of the Future* (a *Library Journal* “best business book”), *The Leadership Investment* (Choice award winner as an “academic business book of the year”), *Coaching for Leadership*, and *The Many Facets of Leadership*. Five of his books have been ranked as number one in their field by Amazon.com.

Dr. Goldsmith has a Ph.D. from UCLA and is on the faculty of executive education programs for Dartmouth, Oxford, and Michigan universities. He is co-author or co-editor of 15 books, including *The Leader of the Future* (a *Business Week* “Top 15” best-seller), *The Organization of the Future* (a *Library Journal* “best business book”), *The Leadership Investment* (Choice award winner as an “academic business book of the year”), *Coaching for Leadership*, and *The Many Facets of Leadership*. Five of his books have been ranked as number one in their field by Amazon.com.



CATHY L. GREENBERG

Cathy L. Greenberg, is an internationally recognized authority on leadership and human behavior. A sociobiologist and managing partner in two of the world’s largest consulting firms, Accenture and CSC (Computer Sciences Corporation), she holds a doctorate in the behavioral sciences.

With two decades of expertise, Dr. Greenberg focuses on the successful management and integration of business strategy and

human performance. Cathy maximizes the outcomes of transformational business change, through executive coaching, cultural and organizational assessment and journey management during start-ups, enterprisewide change, and mergers and alliances. Working with executives and CEOs in the global Fortune 500, she has spanned all industries including the US Army War College Special Forces. Cathy, a keynote speaker at the World Economic Forum, has appeared in *The London Times*, *The Financial Times*, Australia's *The Boss*, Stanford Executive videos, and a host of international media, radio, and talk shows.

Cathy, an executive in her own right, was a founding partner in charge of CSC's Global Organizational Change Practice and the cofounder of the Executive Leadership Theme Team at the Accenture Institute for Strategic Change. She and a team of worldwide experts completed the most comprehensive work to date on developing the *Executive of the Future* and is featured in the Drucker Foundation series *Leading Beyond Walls*, *Coaching for Leadership*, and *The Future of Leadership*. Cathy is a host at the global Women.Future.com event and founder of the Alliance for Women in Leadership (A4WL), an organization targeting the special needs of women leaders. For more information, contact CLGreenberg@goamerica.net.

She has one daughter, Elizabeth, and resides in Philadelphia most of the year.



ALASTAIR ROBERTSON

Alastair Robertson is a world-renowned leadership expert, speaker and author with 28 years experience both as an executive in the consumer products industry and in consulting/coaching. He has worked extensively with clients on the development of leadership behaviors specifically linked to the building of enhanced performance, tailored to the context of an organization's business strategy. He is a specialist in individual, team, and organization leadership assessment and behavior development, building on personal motivational strengths, and is an advisor/coach to many European and USA based executives. His clients include many Fortune 500 companies, across all industry sectors.

Alastair is also a frequent public speaker, and has been a keynote speaker for many organizations, including Forbes, the Economic Times of India, the South African CEO Forum, the Accenture Leadership Dialog Series, and many major corporations. He is often a TV and radio guest, and has also been featured in major national and international newspapers and business magazines. His home is in Boston and he can be reached by email at alastairrobertson@sgainteractive.com.



MAYA HU-CHAN

Maya is an international management consultant, executive coach, leadership development educator and a founding partner of Alliance for Strategic Leadership Coaching & Consulting (A4SL C&C). She specializes in global leadership, executive coaching, 360 leadership feedback, cross-cultural communication, and diversity.

She has coached thousands of leaders in Global 100 companies to improve their leadership competency. She has worked with major corporations throughout North America, Asia, Europe, South

America, and Australia.

Maya is the contributing author of the following books: *Coaching for Leadership: How the World's Greatest Coaches Help Leaders Learn* (2002); *Partnering: The New Face of Leadership* (2000); and *A Study in Excellence: Management in the Nonprofit Human Services* (1989).

In addition, she is the author of numerous leadership resource guides for clients such as AT&T, Budget Rent-a-Car, Calpers, Eastman Kodak, Johnson & Johnson, Northern Telecom, Siemens, and Sun Microsystems.

Born and raised in Taipei, Taiwan, Maya received her B.A. in Journalism from National Chengchi University in Taiwan, and Master's degree in Communications from Annenberg School of Communications at the University of Pennsylvania.

