

5 Emerging Competencies for Global Leaders

After hearing Marshall share the [5 global leadership “must haves”](#), you now have a fuller understanding of these crucial competencies. If you would like a full overview of all 15 global leadership competencies and how to measure them, visit our assessments page: www.sccoaching.com/glof360 or email us at Assessment@SCCoaching.com.

Here is a simple tool to use in your coaching to offer your clients tangible results in developing their global leadership competencies.

	...is a leader who...	You can coach leaders by having them:
Thinking Globally	<ul style="list-style-type: none"> ➤ Recognizes the impact of globalization on the business ➤ Demonstrates the adaptability required to succeed in a global environment ➤ Strives to gain the various experiences needed to conduct global business ➤ Makes decisions that incorporate global considerations ➤ And helps others understand the impact of globalization 	<ol style="list-style-type: none"> 1. Learn specific business practices of other countries and analyze how these styles have been successful for unsuccessful in the global market. 2. Spend time with people from other countries. Compare different/similar perspectives due to different backgrounds. 3. Analyze global economic patterns and the effect of large organizational shifts on global industries. 4. Identify the potential barriers in conducting business with other countries. 5. Develop relationships with people in your company from other cultures, countries, demographics, etc. Discuss globalization, business practices, and cultural normal with them, as well as similarities and differences in the ways they would understand, handle, and interpret different situations.
Appreciating Diversity	<ul style="list-style-type: none"> ➤ Embraces the value of diversity in people (including culture, ethnicity, gender, generational, personality, and thinking style) ➤ Effectively motivates people from different cultures, ethnicities, genders, generations, personalities and thinking styles ➤ Recognizes the value of diverse views and opinions ➤ Helps other appreciate the value of diversity ➤ And actively expands his/her knowledge of other cultures (through, for example, interactions, study, travel, experience, etc) 	<ol style="list-style-type: none"> 1. Involve people from a variety of demographics in your decision-making and problem-solving processes. 2. Follow through, and recognize both individual and team contributions in ways that are sensitive to individual needs. 3. Talk with people individually to understand their values to help avoid stereotyping that interferes with sound decision making. 4. Participate in cross-cultural communication workshops or training to get a deeper understanding of other cultures. 5. When you are in another country, record your observations in a journal. Reflect on them by asking yourself what surprised you.

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Developing Technological Savvy</p>	<ul style="list-style-type: none"> ➤ Strives to acquire the technological knowledge needed to succeed in tomorrow's world ➤ Successfully recruits people with the needed technological expertise ➤ And effectively manages the use of technology to increase productivity 	<ol style="list-style-type: none"> 1. Are there technological skills or knowledge that I am lacking that may hinder my progress? 2. Identify specific skills and work styles that will fit in your future plan and current team structure, and recruit accordingly. 3. Even at entry-level, identify those who have technological skills and talents. Track their progress, and give them every opportunity to excel. 4. Develop and periodically update job descriptions specifying the experiences, knowledge, skills, and abilities required for each position in your organization. 5. Look for new technology that can simplify business processes and increase the pace to obtain end results.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Building Partnerships</p>	<ul style="list-style-type: none"> ➤ Treats co-workers as partners, not competitors ➤ Discourages destructive comments about other people or group ➤ Creates a network of relationships that help to get things done ➤ Unites his/her organizations into an effective team ➤ Builds effective partnerships across the company ➤ Builds effective alliances with other organizations 	<ol style="list-style-type: none"> 1. Review the company goals, organizational structure and departmental objectives. Explain to members how the departments are interdependent. 2. Demonstrate or express your belief that the group can work effectively as a team; create the expectation that individuals will work together. 3. Understand that every organization is a "human" organization. Get to know the key people who always seem to make a difference and establish a rapport with them. 4. Consider third parties as potential collaborators that would be mutually beneficial in terms of quality and/or competitiveness. 5. Meet with colleagues from different companies and make explicit how their goals are compatible with your goals and how you can work together to eliminate redundancies and be more efficient.



<h2 style="writing-mode: vertical-rl; transform: rotate(180deg);">Sharing Leadership</h2>	<ul style="list-style-type: none"> ➤ Willingly shares leadership with business partners ➤ Defers to others when they have more expertise ➤ Creates an environment where people focus on the larger good (i.e. avoids sub-optimization or 'turfism') ➤ And strives to arrive at an outcome with others (as opposed to for others) 	<ol style="list-style-type: none"> 1. Encourage and empower qualified business partners to make decisions and solve their own problems rather than coming to you. 2. Give assignments describing the outcome desired (clear performance goals), but let business partners use the means they think best to achieve the outcome. 3. Discuss with your teams ways to give them greater freedom to do their jobs or achieve their goals. 4. Listen respectfully to individual's or team's decision and how they came to it (give full attention, good eye contact, no interruptions, ask for more information, paraphrase, and summarize what the person has said). 5. When questioned, respond in a non-defensive manner; this gives people permission to question.
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The above action list comes from Marshall Goldsmith's book *Global Leadership: The Next Generation*. For a free book, including nearly 1,000 action points for growth, join our Global Leader of the Future (GLOF) 360 Assessment certification – www.sccoaching.com/get_certified.