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## Winning with Transglobal Leadership

### How to Find and Develop Top Global Talent to Build World-Class Organizations

#### THE SUMMARY IN BRIEF

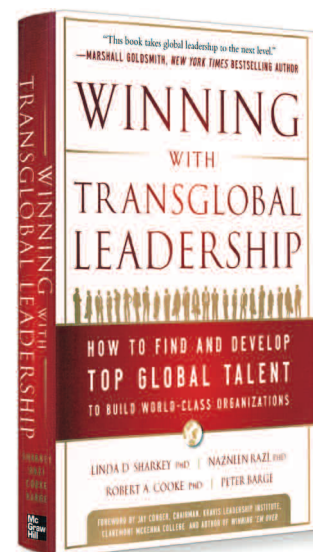
Operating and expanding business units offshore, selling in foreign markets, and managing global supply chains are just three of the many challenges that emphasize the importance of leaders that can transcend borders. *Winning with Transglobal Leadership* will help prepare your organization to meet this need head-on with a framework for developing and training leaders that best fit your global growth strategies.

*Winning with Transglobal Leadership* combines insights from a global team of author-experts. Together, they draw on an impressive range of resources — extensive original research, interviews with world-class high-performing executives, and decades of combined experience as senior executives, researchers, and consultants — to deliver an easily implemented process for accessing your organization's global capability and developing the leaders who will drive success.

For leaders and managers, HR and training specialists, or anybody doing business today, *Winning with Transglobal Leadership* is the definitive handbook on satisfying the demand for specialized leadership skills — now and in the years to come.

#### IN THIS SUMMARY, YOU WILL LEARN:

- Guidance on measuring and evaluating your organization's capacity to compete globally.
- Five behavioral dimensions that global leaders need to develop.
- Keys to assessing leadership candidates early in their careers.
- The “Transglobal Leadership Matrix,” a tool for taking stock of your own skills and behaviors.



by Linda D. Sharkey, Ph.D.,  
Nazneen Razi, Ph.D.,  
Robert A. Cooke, Ph.D.  
and Peter Barge

#### CONTENTS

**Why Global Talent Is So Important, Yet in Short Supply**

Page 2

**The Foundation of the Transglobal Leader: The Six Facets of Intelligence**

Page 3

**The Behavioral Dimensions of Transglobal Leaders: What Sets Them Apart?**

Page 5

**Developing Global Capability**

Page 7

**Are You a Transglobal Leader?**

Page 8

# THE COMPLETE SUMMARY: WINNING WITH TRANSGLOBAL LEADERSHIP

by Linda D. Sharkey, Ph.D., Nazneen Razi, Ph.D., Robert A. Cooke, Ph.D., and Peter Barge

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## PART I: THE CURRENT STATE OF GLOBAL LEADERSHIP TALENT

### Survival in a New Global World: Are You Ready?

Corporations are constantly scouting for successful leaders, especially those who can integrate effectively across countries, cultures and geographies, and there is fierce competition for this global leader talent pool.

It takes a special kind of leader to deal with the complex legal, cultural, political and social environments that globalization presents.

We have seen four classic syndromes where ill-prepared leaders have created problems and gotten themselves derailed:

- **The Egocentric Syndrome.** "Things can be done only the way the home country does them."
- **The Language Syndrome.** "The best leaders speak my language. If I can understand them, they must be good."
- **The Western Syndrome.** "We're from the West, and we have been building and developing businesses longer than you, so we are smarter at it."
- **The Cultural Assumption Syndrome.** "We assume we know the other party's culture and that what is relevant in our culture is relevant elsewhere."

This quote from Richard Solomons, CEO of IHG, sums things up well: "Wherever you are assigned or whatever new role or environment you find yourself in,

your first priority is to be inquisitive to succeed. It is simply no good going into a new role thinking you know how the world works and you don't."

### Interconnectivity in the New Business World

The economic meltdown that started in the United States in 2008 has impacted just about every part of the global economy. The euro zone economic crisis had the world jittery, and the 2011 tsunami in Japan severely impacted the ability of global companies to secure parts and deliver equipment needed for the assembly of products in other parts of the world.

We cannot escape how we are now entwined, and, according to predictions, the interdependencies will increase at an even faster pace. Couple this interconnectivity with the speed of technology, and the impact on businesses and leaders is dizzying.

The plain fact is that you can have all the technology in the world, great cash reserves and good business fundamentals, but in the global arena the real key to success is the people. ●

### Why Global Talent Is So Important, Yet in Short Supply

As a result of the speed of business, globalization, erosion of trust, war for talent, and the complexities of everyday life, the traits that successful leaders need to have, particularly successful global leaders, are continually evolving in tandem with their environment.

The world is more demanding and less forgiving of a leader's mistakes today than ever before. As a result of



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## Summary: WINNING WITH TRANSGLOBAL LEADERSHIP

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the growing array of diverse cultures combined with the complexities of global business, ill-equipped and ill-prepared leaders find a minefield awaiting them when they are posted offshore.

Ranjay Gulati puts it this way: “A lot of ex-pats implode from day one, particularly the confident and successful ones in their home market. They cannot see their own implosions and they are often difficult to coach because in their mind it is rarely their fault, and they start to blame everything and everyone else.”

According to Clayton Daley, retired vice chairman and CFO of Procter & Gamble, the “skill set of the people and leaders you send in to integrate a global acquisition is critical. It’s the know-it-alls, who tell everyone what to do and are not flexible and collaborative, that bring you down.”

### Why Are These Leaders in Short Supply?

The simple reason is that there are too many leadership competency models that are not well adapted to the global leadership arena. What we need is a simple construct that makes sense for what is important for global leadership. Companies should plan for the inevitability that they will need talent that can function anywhere in the world. We have seen the following:

- Companies have not focused on developing global leaders.
- Even if they've recognized the need to do so, many companies haven't known how to develop global leaders.
- By the time leaders get to the global assignment or have to lead a global team, many leaders see the world from where they hail.
- The types of intelligence needed for global success are neither well articulated nor adequately understood.
- There is a real lack of understanding of what the behavioral requirements are for truly global leaders.

### Setting the Stage for the Transglobal Leader

In the global context, intelligence takes on new meanings. It is not enough for leaders to have a high cognitive intelligence, commonly referred to as IQ. They must have other types of intelligence, which can be even more significant. These include:

- **Moral Intelligence:** Having a clear ethical compass and understanding how it plays out in different parts of the world.
- **Emotional Intelligence:** Empathizing and connecting with others on the social and emotional level.
- **Cultural Intelligence:** Knowing the critical cultur-

al norms and mores of the countries and areas in which one is assigned as a leader.

- **Business Intelligence:** Understanding the components of any successful business.
- **Global Intelligence:** Understanding the legal, economic, governmental, and procedural environment in which you will be functioning as a leader. ●

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## The Foundation of the Transglobal Leader: The Six Facets of Intelligence

There are various forms of intelligence that, in and of themselves, could predict strong leadership performance but, when synthesized with the other forms of intelligence, can heighten the strength and success of the leaders assigned to manage across multiple geographies.

### Cognitive Intelligence (IQ)

Most authorities consider “superior” intelligence to be about an IQ of 130. We see very few companies assess for IQs or ask people for their IQ or SAT scores (which are roughly correlated with IQs) when they are hiring and promoting talent.

Malcolm Gladwell, author of *Outliers*, says that cognitive intelligence is only one factor in one's success. It is the circumstance and the experience that one has that make the critical difference.

GE is not only known for developing top-flight leaders but has also served as a source of CEOs for companies in a wide variety of industries. GE looks for both the intelligence factor and for what Jack Welch calls “the ability to look around corners and see what is coming and anticipate what to do.”

### Emotional Intelligence (EI)

Mayer and Salovey define emotional intelligence as “the ability to perceive emotion, integrate emotion to facilitate thought, understand emotions, and regulate emotions to promote personal growth.”

Daniel Goleman outlined four main constructs relevant to leaders’ emotional intelligence:

- **Self-Awareness:** The ability to recognize and understand one's emotions and their impact on decision-making.
- **Self-Management:** The ability to control personal emotions and impulses, and adapt to a different or changing environment.
- **Social Awareness:** The ability to recognize and understand others’ emotions.

# Summary: WINNING WITH TRANSGLOBAL LEADERSHIP

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• **Relationship Management:** The ability to inspire, influence, and develop others while managing one's own emotions.

## Business Intelligence (BI)

Drawing on the literature, we have identified five key components of, and questions to ask in assessing, business intelligence:

- **Business Strategy:** Do the leaders have the ability to develop and communicate a well-reasoned strategy for the business that everyone can understand?
- **Customer Focus:** Are current and future customer requirements understood and factored into business decision-making?
- **Process Management:** Are processes aligned and integrated to deliver the expected results seamlessly and flawlessly in response to customer demands?
- **Data and Information:** Are sufficient and timely data and information used by leaders to evaluate the performance of the business?
- **Human Resources:** Are leaders and their people knowledgeable and skilled enough to deliver on the strategy today and in the future?

If these levers are aligned, the results should be forthcoming in the areas of financial performance, customer loyalty and satisfaction, employee retention and engagement, and quality of suppliers.

## Cultural Intelligence (CI)

Cultural intelligence is not just about being able to identify or spot the subtle differences between cultures, but rather, it entails interpretation in making an appropriate response. Without cultural intelligence, leaders are walking through minefields never knowing when a bomb is about to explode or even if a bomb is there to begin with.

A culture is made up of shared attributes and rules that have been taught and passed down to members since childhood and continue to be transmitted throughout life by peers, the media, and colleagues. Many of these are unstated practices that are expected by the group, and often they can be picked up only by observation and personal immersion. Culture is not in our DNA.

## Global Intelligence (GI)

Sure, leaders need to be able to run and build teams, but transglobal leaders need to run diverse teams. Sure, all leaders need to be able to handle ambiguity, but transglobal leaders frequently need to operate and make decisions in the context of uncertainty.

The challenge transglobal leaders face is in developing strategy, structure, and operating mechanisms while maintaining a working balance between global standardization and local flexibility so as to generate an optimal result.

According to Dalton, Ernst, Deal and Leslie, leaders who possess global intelligence will act in the following ways:

- Create an innovative corporate culture to leverage unique, culture-based knowledge.
- Conduct cross-cultural negotiations effectively.
- Discern and manage cultural influences on marketing and business practices.
- Understand how culture influences the way people express disagreement.
- Use cultural differences as a source of strength for the organization.

## Moral Intelligence (MI)

To successfully establish and maintain trust, transglobal leaders need a high level of moral intelligence. In their book *Moral Intelligence*, Doug Lennick and Fred Kiel define it as “the mental capacity to determine how universal human principles should be applied to our values, goals, and actions ... In the simplest terms, moral intelligence is the ability to differentiate right from wrong as defined by Universal Principles. Universal Principles are those beliefs about human conduct that are common to all cultures around the world.”

Lennick and Kiel believe integrity, responsibility, compassion and forgiveness are critical principles of morally intelligent people.

The more robust their moral compass and the more developed their moral intelligence, the more alignment leaders will display when it comes to their values, their beliefs, and their on-the-ground behavior. ●

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## What We Did, Why We Did It, and What We Learned

Research activities were implemented based on both qualitative and quantitative approaches, beginning with observations and interviews, moving on to surveys, and then returning to another round of interviews.

The leaders in our sample were identified by asking informed people to name leaders who were successful in global assignments and who seemed to have what it took to work with people with diverse backgrounds.

The final sample of 154 leaders represents more than a dozen nationalities. The leaders ranged in age from 33 to 67, 34 percent were women and 66 percent were men, and all of them had held many and varied positions across more than 20 industries.

- **The self-report survey:** We worked diligently on developing our Quantum Survey (now called the Transglobal Leadership Survey) by writing a series of statements that we believed would capture the behaviors associated with effective transglobal leadership.

- **The descriptions-by-others survey:** We asked the leaders, upon their completion of the survey, to nominate associates to complete a similar survey. Quite a few took the extra step to provide us with the name and email address of a person who could describe them. Of the 154 transglobal leaders who completed the self-description form of the survey, more than half of them (79) were subsequently described by another person.

### What We Learned

We learned that five new major dimensions cut through and, in a sense, defined the various behaviors we were measuring:

- Uncertainty resilience
- Team conductivity
- Pragmatic flexibility
- Perceptive responsiveness
- Talent orientation

The second major thing we learned is that these five sets of behaviors are somewhat independent of one another and are not necessarily all displayed together or to the same degree by leaders in global positions. This finding suggests that in today's world people who actively practice all five sets of behaviors are somewhat of a rare breed.

The third and final learning revolves around the role of culture in translating the behaviors of transglobal leaders into effectiveness. Transglobal leaders become successful, at least in part, by creating and reinforcing a constructive culture within their organizations. These leaders accentuate and create a setting that is oriented toward achievement, self-actualizing, humanistic-encouraging, and affiliates of behaviors.

This part goes into detail about the new realm of diversity in which all of us will be immersed as globalization becomes more and more prevalent. ●

## PART II: THE NUTS AND BOLTS OF TRANSGLOBAL LEADERS

### The Behavioral Dimensions of Transglobal Leaders: What Sets Them Apart?

When we analyzed our leaders' survey results, we saw that there were real differences between the best transglobal leaders and those who function better in more local settings. We also saw numerous commonalities between the great leaders across our data sets. Both sets of great leaders have a constructive impact on the culture of their organizations.

#### Transglobal vs. Local Leaders

Great leaders in our sample (both local and global) all possess, at least to some degree, the following traits: strategic orientation, vision, client focus, good people leadership skills, results orientation, team focus, strong moral compass and high integrity, and adaptability.

The differences, however, are quite telling. Transglobal leaders don't have to work hard at inclusion and diversity, for they are unconsciously competent in this area. They don't have to be convinced to try new things; they do it naturally. They have developed themselves to become natural innovators. Local leaders, in contrast, can often be more conforming.

We do not want to imply that transglobal leaders are "good" and local leaders are "bad"; organizations need both depending on where their focus lies in what their strategy is. But one thing is certain: you will not be successful at driving strong results and growing the business if you are a global company with a substantial number of leaders with a local versus global mindset.

We are reminded of the widely publicized experience of Facebook as it tried to do business in China with a local mindset. While it may be true that the Chinese citizenry might have wanted great open space communication, the government clearly did not, and Facebook was resoundingly resisted in that market by the Chinese government. A different approach based on a greater understanding of the political and societal differences might have allowed Facebook to ultimately pursue its open communication value for the longer haul. But now the Chinese government will be suspicious of any efforts Facebook takes to enter the Chinese market.

# Summary: WINNING WITH TRANSGLOBAL LEADERSHIP

## The Five Behavioral Dimensions of Transglobal Leaders

As we completed our research, we cut through the noise about global leadership and got the essential elements down to five critical behavioral dimensions:

- **Uncertainty Resilience:** Building on differences and complexity. Able to function in ambiguous and vague violence.
- **Team Conductivity:** Working across boundaries and borders. Able to integrate and connect activities and ideas from wherever they are conceived.
- **Pragmatic Flexibility:** Adapting to other cultures both from the organization and the country culture perspectives. Able to flex their value sets to adjust to other mores and norms.
- **Perceptive Responsiveness:** Operating with a high degree of sensitivity to others' needs. Able to function through intuition as well as facts.
- **Talent Orientation:** Focusing on the development of people as a key lever for success. Able and willing to personally take responsibility for talent development. ●

## Traditional Diversity Versus Transglobal Diversity: The New Order and Debate

The most experienced transglobal leaders have moved from a conscious state of seeking diverse talent to a more natural or subconscious state of competence, and building and working with heterogeneous teams.

- Transglobal leaders recognize the significance of diversity and inclusion in a corporate ecosystem and their relevance in today's global markets.
- Transglobal leaders can deal with differences on multiple fronts, including diverse customers, employees, suppliers, and other stakeholders.
- Results for men and women are similar on most of the surveys items with few differences, which implies that women are as suited as men for transglobal leadership roles.

## The New Order of Global Diversity

The new global debate related to diversity extends beyond gender, race, age and other demographics. Most importantly, it extends beyond the diversity of customers, suppliers, and employees. Successful transglobal leaders embrace differences in every aspect of the business, and every aspect of human values and principles.

It is experience in a global setting that has shaped the thinking of the transglobal leaders. Their beliefs and behaviors are defined and refined as they recognize the power and synergies created through experience and immersion in different societies, cultures, and geographies.

The terms diversity and inclusion are often bandied about as synonyms. Andrés Tapia, an expert in this area, has stated that while they relate to the same ultimate goal, they are in no way synonymous. "Diversity is the mix. Inclusion is making the mix work."

## The Role and Significance of Diversity in the Transglobal Leadership Model

We found that the characteristics of transglobal leaders and their deeply held convictions set them apart from others in driving the diversity agenda almost effortlessly through their organizations. All five dimensions of transglobal leadership serve to enhance the elements of inclusion, selflessness and conductivity, and they bring inclusive diversity into sharper focus. The three that are most distinct are:

- **Perceptive Responsiveness:** Transglobal leaders are skilled at reading people; they have good antennae and are sensitive to individuals' cultural and social norms, behaviors, and biases. They will not condone or promote individuals who are narrow-minded or those who view diversity as an agenda rather than a value.
- **Uncertainty Resilience:** Cultural, racial, gender, generational, religious, social, familial, and other differences can generate behaviors that are not necessarily well understood by most leaders. Transglobal leaders thrive on the differences and welcome the fresh angles that diverse perspectives can offer.
- **Talent Orientation:** Transglobal leaders are personally involved in the development and growth of talent. The leaders we interviewed cited several examples of their personal involvement in discovering and nurturing diverse talent and fostering a culture of inclusive diversity. ●

## PART III: ASSESSING AND DEVELOPING YOUR TRANSGLOBAL LEADERSHIP

This part will help you look at the makeup of your company and assess where the weak points may be and what to do about them. Once you know where you stand, you can then take concrete action to move the needle on the global front.

### Where Are You on the Map of Global Capability?

Do you have an organization structure that enables you to tap the globally diverse talent you have at all levels, or do you have a structure that inhibits global talent from getting ahead into roles of increasing influence in decision-making? If your leadership levels and organization structures do not promote mobility and global careers, you will lose talent, and you will most certainly lose the creativity this global talent can bring.

#### Assessing Your Current Organization

The first step in understanding your ability to compete in the global arena is to understand your current organization and what it looks like from a leadership perspective on three levels: the enterprise level, the business unit and functional team level, and the individual talent level.

At the enterprise level, you should be asking the following questions:

- What is the national makeup of your senior-most leaders?
- Where are decisions made in the organization?
- Where does the power reside?
- Who holds the expatriate positions?
- Is there a pipeline of global talent?

Senior leadership shapes the culture and norms of the company. If you want norms that promote and reinforce a global mindset, you must have leaders who value a global mindset.

Assessing talent in the business units in the functional areas can reveal a lot about the global mindset of the company and its leaders. The same questions asked above can also be asked about the respective business units. You may be a highly global company, but you may have pockets or business units that fall into the local-perspective trap, and don't embrace global thinking and the people they hire, promote and move into expatriate roles.

At the individual talent level:

- Is there a pipeline of top talent in the major countries in which you do business?
- Is there a development plan for the talent that stretches their global acumen?
- What is the ratio of global to local top talent in the talent pool?
- What is the attrition rate of global talent, and where in the organization is it occurring? For example, a country, level, function or region?

- How well is global talent accepted into the organization if they are hired from the outside?

#### Building an Action Plan for Change

Here are some actions that your organization can take to increase its global acumen and transglobal leadership:

- Actively recruit board and executive committee members with global backgrounds.
- Ensure that you have vetted board and executive committee members for the essential characteristics of transglobal leaders. Do the same for the leadership team that reports to you.
- Build global talent discussions into your overall talent strategy for the company.
- Develop a cadre of top talent who can go anywhere in the world to build the business — make them the exemplars of the leadership model for senior roles.
- Start building functional global pipelines now, before you actually need to expand in a market and find you don't have the talent to do so.
- Make sure you have a pool of functional and line executives who possess a good level of the five global dimensions we have highlighted. ●

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### Developing Global Capability

We heard time and time again from many of our successful transglobal leaders that they had early experiences that shaped and cultivated their transglobal skills. Some had opportunities very early in life, even before they reached the age of 20, to live in a multicultural environment and to learn from people of various ethnic and cultural backgrounds.

We also found transglobal leaders who did not have these early experiences to shape their leadership style but nevertheless were highly successful in the global setting. We found that these individuals, in their early years, tended to explore new and varied things. They introduced multicultural experiences into their day-to-day activities by reading diverse literature, enjoying music of various genres, attempting to learn different languages, or seeking a deeper learning of history, arts and sciences.

• **Assessing and selecting global talent:** To unlock the secrets of individuals' potential and better gauge their aptitude, we have to probe in the areas of the five behavioral dimensions and ask them to reflect on their formative years, describing the early activities, experiences, and environment. We have found that the mere assessment of cognitive abilities using standard interview protocols is not adequate to draw out the cultural, emotional, and moral nuances and propensities in an individual.

## Summary: WINNING WITH TRANSGLOBAL LEADERSHIP

• **Developing the potential of future transglobal leaders:** Companies that benefit the most in building their global talent line are those that offer international assignments and cross-cultural exchange opportunities to their high-potential employees. The earlier these experiences are allowed to take hold in one's career, the longer lasting and more accelerated the development. To build a global talent pool, companies must provide short- and long-term expatriate assignments, job swaps, and long-duration travel assignments that allow executives to spend time in unfamiliar countries and cultures.

• **Accelerating current transglobal leadership growth and capabilities:** The third approach to developing global capability is to accelerate the current leadership growth and ensure that appropriate strategies and interventions are employed for transglobal leadership development. The high-order development takes traditional interventions up a notch: deliberately changing the nature of their assignments to ensure they are globally complex; providing cross-border assignments that present multicultural and diverse team challenges; assisting others to uncover their values; fostering experiential events that shape and cultivate cultural sensitivity; and taking personal ownership of talent development rather than relying on HR.

• **Creating a nurturing and sustaining multicultural global environment:** Regardless of their career stage — entry-level manager trainee to senior C-level executive taking on a new role — they will benefit from and be able to address risks through support and networking on the ground. Assignments that generally turn out positive are those for which the company provides support in making adjustments, either through assigned mentors, networking, or on-the-ground leadership connections. ●

### Are You a Transglobal Leader?

One of the first things you should do is to address the question as to whether you currently think and behave like a transglobal leader. If you conclude that some self-development work is appropriate, you should begin identifying and practicing the relevant behaviors.

#### Steps for Achieving Transglobal Leadership Capability: The Recipe for Success

You must establish your baseline to define your strategy, and to be able to effectively and consistently measure tangible improvement over time. The assessment would require the following analyses and data:

- Critically reviewing the appropriateness of your organization's structure for global talent.

- Understanding the behaviors and skills of your current talent.
- Assessing the success rates of your current transglobal leaders.
- Determining the behavior and skills for the potential successors to the current expatriates.
- Determining what your global talent pipeline looks like.
- Tracking progress, milestones, and improvements at the organization, team and individual levels relative to global talent. ●

### Best Practices to Close the Gaps

From our observations of and readings on many companies and interviews with their leaders, we offer and summarize some compelling best practices:

- **On the development front:** Ensure that your organization has a cadre of senior leaders that can move and work anywhere in the world. Expect and reward this cadre to identify and mentor the next crop of leaders. Deploy emerging talent and transglobal leaders to disaster area projects and to support local initiatives. Create development experiences that take people out of their comfort zones. Have leaders teach in local universities and live with a local family during part of their stay.
- **At the organization level:** maintain a consistent focus on the issue of global talent, develop and communicate regularly on the progress and quality of talent, and make global assignments something that talented people aspire to. Ensure that global assignments are seen as career enhancers rather than as career minefields or graveyards. Create overarching frameworks in a constructive organizational culture that guide rather than control the actions of talented and motivated people. Measure and celebrate success through customer and employee case studies and stories.

The most important strategy is to get personally involved in making your team and yourself true transglobal leaders! ●

#### RECOMMENDED READING LIST

If you liked *Winning with Transglobal Leadership*, you'll also like:

1. ***The Leadership Challenge* by Barry Z. Posner and James Kouzes.** This 4th edition of the classic is grounded in research and presents extensive interviews with a diverse group of leaders at all levels around the world.
2. ***The Next Global Stage* by Kenichi Ohmae.** Business strategist Kenichi Ohmae synthesizes emerging trends into a coherent view of tomorrow's global economy, and its implications for business and personal success.
3. ***Deciding Who Leads* by Joseph Daniel McCool.** Noted as a "recruiting expert" by Fast Company, McCool takes us inside the world of the influential and elite group of executive recruiters.