

WHAT IT TAKES TO BE
A GLOBAL
EXECUTIVE

THE NEW COMPETENCIES

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ABOUT THE RESEARCH

This research consists of a survey, Insights in-Depth® sessions (a proprietary web-based tool used to conduct voice-facilitated virtual focus groups) involving more than 54 people from our Task Force organizations, and one-on-one interviews with 48 men and women in Brazil, China, Hong Kong, India, Japan, Russia, Singapore, South Africa, Turkey, the UK, and the US.

Survey data comes from two large-scale samples of college-educated respondents over the age of 21 currently employed full-time. Survey 1, conducted online between November 2014 and April 2015, includes 12,029 men and women (1,005 in Brazil, 1,005 in China, 1,001 in Hong Kong, 1,004 in India, 1,004 in Japan, 1,001 in Russia, 1,001 in Singapore, 1,002 in South Africa, 1,003 in Turkey, 1,003 in the UK, and 2,000 in the US). Survey 2, conducted online in May 2015, includes 6,014 men and women (1,007 in Brazil, 1,001 in China, 1,001 in Hong Kong, 1,000 in India, 1,004 in the UK, and 1,001 in the US). Data were weighted on gender, age, income, and ethnicity in the US, and gender and age in all other countries. Survey 1 was also weighted to be balanced across countries. The base used for statistical testing was the effective base.

ABOUT THE CENTER FOR TALENT INNOVATION

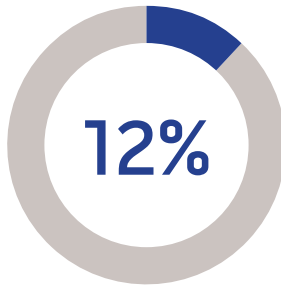
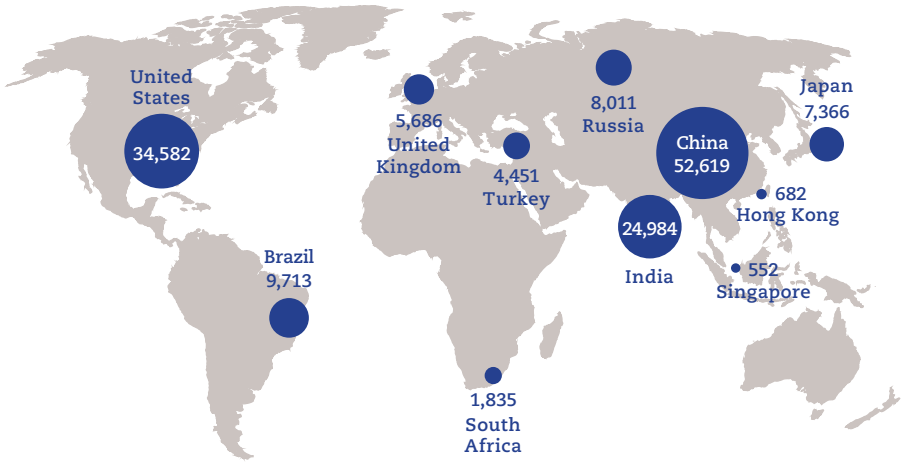
The Center for Talent Innovation is a non-profit think tank based in New York City. CTI's flagship project is the Task Force for Talent Innovation — a private-sector consortium focused on helping organizations leverage their talent across the divides of gender, generation, geography, and culture. The 86 global corporations and organizations that constitute the Task Force, representing nearly six million employees and operating in 192 countries around the world, are united by an understanding that the full realization of the talent pool is at the heart of competitive advantage and economic success.

Why this study?

The decline of the expat model has steepened in recent years.

Emerging markets are set to take center stage.

2050 GDP PROJECTION (BILLIONS OF USD)*



of senior executives in China, India, Brazil, the Middle East, and Russia were expats in 2008, compared with 56% in 1998.

The challenge for global companies is to grow local leaders in growth markets around the world.

* GDP numbers: <http://blogs.univ-poitiers.fr/o-bouba-olga/files/2012/11/Goldman-Sachs-Global-Economics-Paper-208.pdf>
† Expat stat: William J. Holstein, "The Decline of the Expat Executive," Strategy + Business, July 29, 2008, <http://www.strategy-business.com/article/li00086?gko=1c539>

Rising local talent must develop mastery in four areas



1.
PROJECTING CREDIBILITY
nuanced by gender*



2.
COMMUNICATING EFFECTIVELY
including virtually*



3.
BEHAVING INCLUSIVELY



4.
WINNING SPONSORSHIP

* see pull-out page

Projecting Credibility

Global executives need to project credibility to earn the trust of senior leaders and teams/clients based in different global markets.

They must master a double pivot depending on whether they are targeting senior leaders in the US/UK (the vertical pivot) or global stakeholders in local markets around the world (horizontal pivot).

Gravitas consists of demonstrating:

- Integrity (most important almost everywhere)
- Authority
- Emotional
- Intelligence
- Ability to work across difference
- Reputation
- Ability to inspire a following



* Brazil, China, Hong Kong, India, Japan, Russia, Singapore, South Africa, Turkey

Regional Pivot Example

62% of senior leaders in the US and UK say demonstrating authority projects credibility

...but only 47% of respondents in Asia[†] think it does



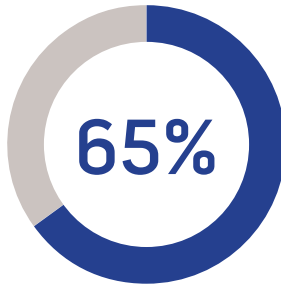
[†] Employees in China, Hong Kong, India, Japan, Russia, and Singapore

Communicating Effectively

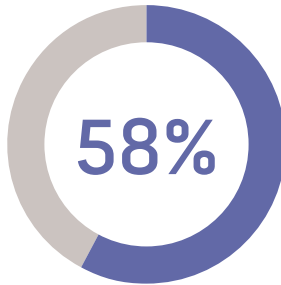
Global executives win senior-level support for their teams through strong communication skills.

Top 3 communication behaviors across all markets

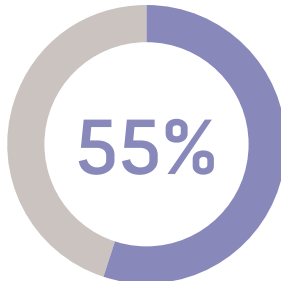
Speaking well



Delivering a compelling message



Commanding the room



Behaving Inclusively

Inclusive leaders exhibit six behaviors:



Ask questions and listen carefully



Give actionable feedback



Facilitate constructive arguments



Take advice and implement feedback



Maintain regular contact with team members



Share credit for team success

In today's world, success for any leader is about being inclusive in the way you work, and being a good influencer

Sunil Nayak, Sodexo

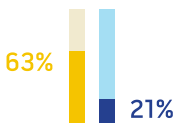
I reach out constantly to people not on site to collect information so I can make objective decisions

Makiko Eda, Intel

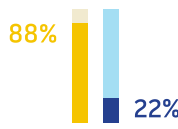
Leaders of global teams who behave inclusively spur collaboration and better performance. Members of global teams report:



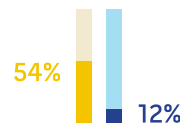
Their team is not afraid to fail



They embrace the input of members whose background or expertise differs from their own



No one is afraid to challenge the status quo



With inclusive* leaders ■ With non-inclusive** leaders ■

* Inclusive = demonstrates at least 3 inclusive behaviors | ** Non-inclusive = does not demonstrate any inclusive behaviors

Winning Sponsorship*

A global sponsor is a senior leader who, at a minimum:

- Asks for favors on my behalf
- Advocates for my next promotion
- Supports my authority and empowers me to make decisions

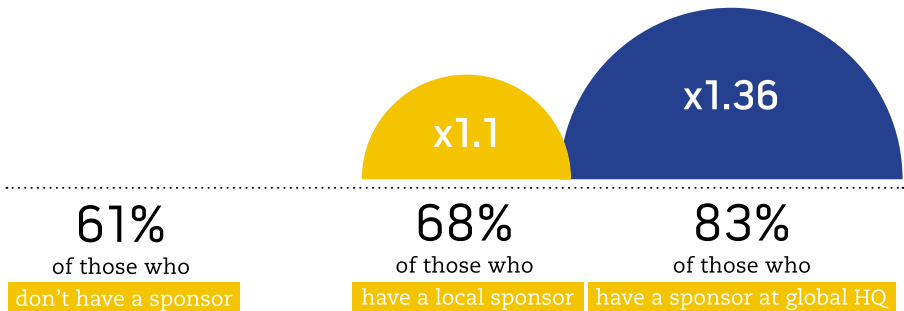
And comes through on at least two of the following fronts:

- Believes in my leadership potential
- Expands my perception of what I can do
- Gives honest/critical feedback on skill gaps
- Gives advice on “presentation of self”
- Provides stretch opportunities
- Provides air cover
- Makes me visible to regional leaders
- Makes me visible to top leaders at my firm
- Helps my geographic mobility

These behaviors make a sponsor global

Sponsorship impacts career progression satisfaction

MNC employees satisfied with career progress



* Data on sponsorship from Survey 2 in Brazil, China, Hong Kong, India, the UK, and the US.

Winning Sponsorship

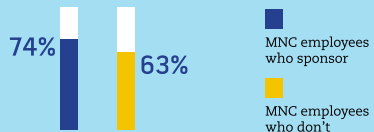
Rising leaders in growth markets win global sponsors by...



DID YOU KNOW

Being a sponsor impacts career progression satisfaction

Rate of advancement satisfaction



THE CENTER FOR TALENT INNOVATION (CTI) is an NYC-based think tank which focuses on global talent strategies and the retention and acceleration of well-qualified labor across the divides of gender, generation, geography, and culture. CTI's research partners now number 86 multinational corporations and organizations.

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