MAKING GLOBAL LEADERS THROUGH TRAINING

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ABSTRACT

Global leaders can be “made”, but it takes a training approach that is as serious and sophisticated as the global world these individuals are being asked to lead in. Fundamentally, global leaders require training programme that will help them radically redraw their provincial mental maps into global ones. To get the opportunities and education needed, individuals must demonstrate both interest in and capabilities for global leadership. Global leadership training stretches one’s mind past narrow domestic borders and creates a mental map of the entire world. Developing global leaders is a far more complicated challenge than can be tackled with “a little bit of training”. It takes time and dedication on the part of the individuals and the company. Global leader need is a new mind set - a set of global mental maps. Properly designed training can indeed facilitate this remapping process. More intensive and prolonged training design is required to develop the next generation global leaders. This article outlines the key ingredients of successful global leadership training programme.

Keywords: Global leader, training programme, competition

Introduction

Human resource managers turn to meeting the challenge of developing global leaders. They have given top priority to the conscious development of leaders throughout the organization. The multifaceted approach incorporates formal training with structured assignment management and ongoing management succession and career planning.
Whenever executives are asked if they have enough global leaders for the future, the answer is always negative. The answer remains consistent both in formal surveys and in casual conversations. Over the next ten years most multinational companies will face a serious shortage of global leaders (Gregerson, Morrison & Black, 1998). In light of this impending shortage, now do companies get more? And to answer the question, executives should first consider whether global leaders are born or made.

Even as production, marketing and sales may branch out around the world, there is an increasing need to unify the vision and goals of companies as a whole. Hence, we need leaders who are able to function across national and cultural boundaries and to manage as effectively in countries with very different beliefs and practices as in their countries of origin. With the development of such global leaders, a company can achieve a synergy of its parts, rather than being diluted by its many far-reaching limbs.

This synergy will be possible, however, only if business leaders are adept at leading not only in one locale, but also have skills that can cross, transcend and even take advantage of cultural and national differences. In other worlds, global companies need business managers who are truly global business managers.

According to Peter Drucker, “An effective leader is one who can make ordinary men do extraordinary things, make common people do uncommon things. Leadership is lifting of a man’s sight to a higher vision, the raising of man’s standard to a higher performance, the building of a man’s personality beyond its normal limitation”.

As Robert Dubin says, all people are potential leaders. And given the desire and opportunities, people can develop into effective ones. A group abhors confusion, including the confusion resulting from being leaderless. Every organization has many people who can exercise leadership at least temporarily till such positions of leadership are filled. Often in situations of crisis, an individual not previously known to posses such qualities becomes a
leader that the officials of an organization learn where the potential leadership skills are to be found.

Though many of the businesses of an organization around the world are successful, senior management often feel that they are not achieving their full potential. This kind of achievement would require truly global leaders, as opposed to international leaders, those effective in one particular foreign locale, who would be able to manage operations successfully in several different countries simultaneously and be better able to oversee and co-ordinate different international businesses working towards a common goal.

**Objectives:**

1. To find out the importance of developing global leadership skills.
2. To identify the characteristic of global leaders.
3. To identify ways and means of developing leaders through training.

**Methodology**

Review of literature is the source of information for this paper. A number of articles about global leadership are reviewed and analyzed.

**Characteristics of Global Leader:**

1. A global leader must stretch his/her mind to encompass the entire world with hundreds of countries, cultures and business contexts.
2. A global leader must look beyond narrow domestic borders and creating a mental map of the entire world.
3. A global leader does not differentiate between average and world class training practices.
4. A global leader radically redraws his provincial mental maps into global ones.
Global Leadership Training Programs

Most effective global leadership training programs have some aspects of action learning. Although people define action learning differently, its essence is “doing”, not just sitting and listening. When people are dropped into a foreign country with no clues and little direction about how to get thing done - from getting a meal to closing a deal, they learn through trial and error, that is, through action.

Global leadership programs should address how effective global vision and strategy are formulated and communicated.

Global leadership programs examine the design and structure of global organizations for effective global reach. This involves a sound understanding of the dynamic and powerful tensions between global integration and local responsiveness (Bartlett & Ghoshall, 1987).

Global leadership programs include global process reengineering technology, especially, Information Technology, makes it possible to totally redesign not just jobs, but entire business processes across 12 or 14 time zones, thereby making quantum leaps in productivity and added value. Information technology sometimes helps companies balance the persistent tensions between global integration and local responsiveness.

Global leadership programs provide constantly fluctuating global business environment. Global leadership programs address the effective management of global change. Global leadership programs examine global team leadership and effectiveness. The increasing complexity of the competitive international business terrain dictates that one person simply cannot know all the requirements of success.

The skill sets of successful executives need to be both broad (based on experience in various businesses, unique operating environments, and multicultural settings) and deep (based on experience in both staff and line positions).

Formal training programs play a critical role in the development of executive leaders. It is important to stress, however, that formal training alone is not enough to impart the
necessary skills to successful leaders. When formal training programs are included in a larger context of executive development, they can be used to augment the skills learned on the job.

Emphasis on leadership development programs fosters the creation of a learning organization in which the role of learning is stressed at every organizational level and throughout the course of the participants career.

The competition and more important, the opportunities created by a business mean that today’s rising managers need a skill set that was not required of the last generation of business leaders. This requirement presents a new challenge to corporate human resource functions. Formal training is one component of what must be business wide commitment to developing global leaders, however no amount of training programs can create a global mindset or climate if it is antithetical to the direction of the company as a whole. Formal training can augment the management’s set of experience even if it cannot substitute for them. A corporation wide eye toward globalization in assignment management and succession planning will provide the requisite ground work upon which formal training can be built.

Conclusion

Developing global leaders is a far more complicated challenge than can be tackled with “a little bit of training”. It takes time and dedication on the part of the individuals and the company. More intensive and prolonged training designs are required to develop the next generation of Global Leaders.
References


