



智享会

HR Excellence  
Center

Developing Global Leadership  
Capabilities for Local Talents

Visiting us at  [www.hrecchina.org](http://www.hrecchina.org)



# Macro Environment - A New Order



**⑩ Gen Y + Gen 2.0**

**⑩ Speed & volume of info / data availability**

**⑩ Online marketing**

**⑩ Disruptive technology**

**⑩ Merger & Acquisition**

**⑩ Business beyond borders**

# Level Setting

- ⑩ **WHY** to develop ?
- ⑩ **WHO** to develop ?
- ⑩ **WHAT** to develop ?
- ⑩ **WHEN** to develop ?
- ⑩ **WHERE** to develop ?
- ⑩ **HOW** to develop ?

# WHY to develop ?

## ⑩ Globalization of the business, with Asia taking on more importance :-

- So local talent can serve as good interface with HQ
- Local talent to serve as good advocates in HQ
- Exporting talent – to lead in other regions, extend influence beyond local boundaries

# WHO to develop ?

⑩ Global leadership is not the next level of leadership

⑩ Global leaders is a unique group vs. other line leaders

⑩ People with right attributes :-

- Mobility
- Learning agility
- Sense of adventure
- Sensitivity and responsiveness to cultural differences

# WHAT to develop ?

## ⑩2 Key Areas

- Global Skills
- Global Mindset

### □ Global Skills

- Sophisticated networking competence
  - Articulation skill / Engagement capability / Influencing skill
- Ability to lead multicultural teams
- Cultural literacy & language fluency - advantageous

### □ Global Mindset

- Global context thinking process
- Opportunity sensing for the uncertainty of global markets

## ⑩2 Key Words

- Talent Visibility
- Talent Mobility

# WHEN to develop ?

⑩ Develop global leaders earlier in their careers

⑩ Require international experience before entry into senior management roles

# WHERE to develop ?

## ⑩ Expatriates assignment, outside of one's country

- Corporate HQ
- Other regions
- Same region, different countries

## ⑩ Well-chosen assignment are the most effective vehicle

## ⑩ Ensure the experience is real & challenging

## ⑩ But if cannot go on assignment. Use 70/20/10 approach

- Job role / scope with global responsibilities & accountabilities ( 70% )
- Senior coaching mentors ( 20% )
- Face-time with Executive Management ( 20% )
- Action Learning Program ( 10% )

# HOW to develop ?

- ⑩ Cultivate global leadership capabilities early in an employee's career . Identify candidates for international assignments at manager level, and put them on short-term or long-term overseas assignments
- ⑩ Use seasoned in-county managers to serve as mentors
- ⑩ Reserve a pool of international jobs that form “stepping stone” assignments to more demanding and complex global leadership roles
- ⑩ Must have at least one assignment in HQ to build network & influence

# Common Barriers

## ⑩ Lack continuous commitment from Executive Management

- Expatriate assignments are expensive
- Insignificant face-time
- Going-through-motion mentorship

## ⑩ Talent hoarding - reluctance to offer up best talent for international assignments

## ⑩ Little value placed on global mobility

- Repatriation – those sent overseas have a hard time returning to their home country or to the corporate center