



## *The TransNational Leader*

### **Preparing Leaders for Global Leadership: Eight Practices for Transnational Leaders**

The challenges leaders face in the 21st century differ substantially from what they previously experienced. The globalization heralded for the past 25 years has arrived. Work and life boundaries are significantly intertwined. Diversity in the workforce is at an all-time high. Virtual work teams extend well beyond the borders of North America. The boundaries of business do not stop at country borders or headquarters. Managers and leaders must possess and operate from broadened worldviews and enhanced global capabilities.

In this session, the speakers will introduce you to a well-researched model for developing global leaders in your organization. The model based on a conceptual framework synthesizing transformational and relational leadership, intercultural communication, and transformative learning principles offers an approach for developing leaders to effectively embrace the challenges of the global workplace.

It offers a platform preparing leaders for:

- working more effectively cross-culturally and cross-border
- appreciating difference to gain the most from others
- innovating creative processes to achieve outcomes
- building the global talent pipeline

### **Learning Objectives - -**

- Evaluate your organization's effectiveness in preparing global leaders
- Assess how cultural context affects leadership practice
- Apply tools and techniques from the Eight Practices in your organization

### **Session Numbers, Schedule and Location**

**TU 211 6/5/2007 1:45 PM - 3:00 PM Room B-211**

**W 113 6/6/2007 8:00 AM – 9:15 AM Room B-203**

### **Speakers**

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## *The TransNational Leader*

### **Who We Are:**

With over twenty –five years experience living and working globally, Beth Fisher-Yoshida and Kathy D. Geller take an interdisciplinary approach blending their lived experiences, research and practice in the design of the TransNational Leader workshop.

### **Beth Fisher-Yoshida, PhD, CCS**

**Founder, FYI Fisher Yoshida International, LLC**

**Lecturer, Teachers College, Columbia University**

Working in Japan for 13 years with McKinsey & Company and other corporations as an internal and external consultant, Beth Fisher-Yoshida brings a wealth of global experience and understanding of multi-cultural practice. Beth's areas of specialization are conflict resolution, organization development, leadership, intercultural communication and performance coaching. Her clients include multi-national corporations, governmental agencies, and non-profit organizations; and her work takes her to Asia, Africa and Europe.

Beth Fisher-Yoshida is an organizational consultant, facilitator, corporate trainer, mediator, executive coach, educator and the founder of FYI Fisher Yoshida International, LLC, an international consultancy working with pharmaceuticals, financial organizations and the United Nations. On faculty at Columbia University, Teachers College, Beth is the Associate Director of the International Center for Cooperation and Conflict Resolution (ICCCR) and a Lecturer in Social and Organizational Psychology teaching courses on conflict resolution, organizational behavior and team development.

### **Kathy D. Geller, PhD**

**Managing Director, Areté Leadership International, Ltd.**

**Instructor, Teachers College, Columbia University**

Living and working in Asia and the Middle East since 1998, Kathy Geller specializes in designing learning that merges the business orientation of the West with an appreciation of the relational aspects of the East. As the former Global Head for Management Development for a 70,000 person British bank focused on the emerging markets of Asia, Africa and the Middle East, Kathy learned first hand the importance of blending the western approach to management with the Asian focus on relationship.

Kathy's clients include AON Asia, Hong Kong Securities Institute, Microsoft Asia, Standard Chartered Bank, UBS Asia-Pacific, and the United Nations. In addition to international consulting, Kathy is an Instructor at Teachers College, Columbia University and an Adjunct Professor for Nova Southeastern University teaching courses in Organizational Behavior, Leadership and Managerial Communication.



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### **Developing TransNational Leaders**

*“Civilization is the encouragement of differences” - - - Mahatma Ghandi*

The challenges leaders are facing in the 21<sup>st</sup> century differ in many substantial ways from the challenges previously experienced:

- Globalization heralded for the past 25 years has arrived
- Work and life boundaries are intertwined
- Telecommunications are continuous and instantaneous
- Diversity in the workforce is at an all-time high
- Mobility and the expatriate role is about the movement of managers and leaders from all cultures taking leadership roles transnationally

The demands on today’s leaders have never been greater:

- Leaders are expected to make decisions in faster timeframes with implications that are far-reaching with greater short- and long-term impact
- Workplace pressure and stress continue to increase
- And ethical considerations have taken center stage

These demands require managers and leaders to have broadened worldviews and enhanced capabilities to act ethically, competently and with care toward others.

TransNational leaders are not assumed to be expatriate managers from North America or Europe taking leadership roles in Asia, Africa and the Middle East. While this is one possibility, our approach is developed on the premise that today’s companies recognize the value of moving managers globally and an expatriate could as easily be a Kenyan leading a team in Hong Kong, an American born Chinese leading a team in mainland China, a Zambian leading a team in Botswana, or a mainland Chinese leading a team in the USA. A TransNational leader as we define it is anyone raised within the influence of one culture, working living and leading people raised within the influence of another culture.

These Leaders are working with a multicultural workforce, people who bring with them into a global working environment their local ideas and practices. The challenge this presents is finding ways to benefit from the richness these diverse perspectives bring, while at the same time forging a common understanding and the processes that allow the organization to move forward.



## *The TransNational Leader*

Today's leaders need to be prepared to face these challenges by seeing themselves as instruments of change developing new skills in dialogue, critical thinking and reflection-on-action (praxis).

What makes the TransNational leadership development approach unique is that it is:

- Focused on working in multi-national environments (at home and abroad)
- Tailored to the vision, values, goals and competencies of an organization.
- Based on extensive research incorporating the latest adult learning approaches
- Takes an integrated systems perspective.

Leaders become better prepared to address the challenges of their workplaces by:

- working more effectively cross-culture and cross-border
- appreciating difference to gain the most from others
- innovating creative processes to improve the outcomes they achieve
- developing and mentoring colleagues and direct reports
- building the talent pipeline
- generating support from others in their process of making a difference.

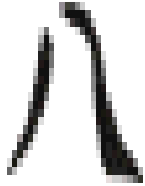
They become more adept at building learning organizations:

- incorporating the conscious use of critical reflection
- fostering the personal willingness to challenge assumptions;
- building the recognition of complexity inherent in the situations in which organizations are engaged
- encouraging willingness to challenge assumptions, question conformity and embrace difference.

Their actions result in greater productivity and a positive impact to the bottom line.



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## *Eight Practices for Global Success*

- 1) Appreciating Difference:  
Knowing the Self / Honoring Others**
- 2) Developing a Communal Sense:  
The Individual and the Collective**
- 3) Communicating in New Ways:  
Voice and Dialogue**
- 4) Taking Action in Reflection:  
Praxis in a TransNational World**
- 5) Creating Shared Meaning:  
Visioning in Collaboration**
- 6) Acting with Agility:  
Strategy and Approach**
- 7) Creating Heroes Building Legacy:  
Paving the Way**
- 8) Working for the Greater Good:  
The Ethic of Ultimate Ends**



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### **Practice 1: Knowing the Self / Honoring the Other**

*"It is well to remember that the entire universe, with one trifling exception, is composed of others."*

*John Andrew Holmes*

At the heart of transnational leadership development is self awareness. Those leaders who are most effective know who they are, what they stand for and act with authenticity. Through awareness of the self -- values, needs and motivations -- leaders further their ability to make decisions and take actions.

With well-formed identities, transnational leaders are able to appropriately take courageous actions in the business setting. With a high level of self awareness, they may challenge the status quo and tactfully question the direction of others at similar and higher levels, standing up for what they believe.

By amplifying self-understanding in relation to others, the transnational leader becomes adept at authentically engaging with them. In taking time to hear and understand others and through appreciating differences in views, the transnational leader is opened to new ways of seeing and experiencing the world. The leader presents his or her perspective as one possible way of understanding an issue and not an answer. The leader focuses on bringing others into the conversation seeking to build understanding of the complexity of issues and to incorporate a diversity of experiences, generating a broader range of possible outcomes. The transnational leader learns that caring about the other, being mindful and involving them fully in the work process frees creativity, innovation and positively impacts "hard" business results.



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### **Practice 2: Developing a Communal Sense, Becoming We-Centric**

*“People have to feel needed. Frequently, we just offer a job and ‘perks.’ We don’t always offer people a purpose. When people feel there is a purpose and that they’re needed, there’s not much else to do except let them do the work.” - - - Maya Angelou*

The transnational leader fosters collective identity as a necessary aspect for the attainment of business results in a global economy. By building a strong web of connection amongst team members and with stakeholders, he or she fosters a shared commitment to mutually defined goals based on the greater good. It is not that the leader does not consider the individual, but rather that the individual is experienced in the context of the organization's goals.

The transnational leader draws on knowledge of collectivist cultures and builds a we-centric focus uniquely suited for collaboration. Goal attainment is defined with the group and each member of the team is able to fully articulate desired outcomes. Task accomplishment is determined through collective understanding, and individual roles become flexible, morphing as needed to assure successful accomplishment of group goals. Group success transcends autonomous actions in this model, responding to the need for flat, flexible and networked structures in most global organizations.

The transnational leader blends a collectivist style of communication with an individualistic style of communication to fully attain business results. The individualistic style of communication is best suited for giving direction, assuring short-term task completion and for providing information on the role and responsibility of each individual contributor. The collectivist (circular) style of communication is requisite for shared clarity of understanding, creating group cohesion, building individual and team engagement and being effective for activities that require critical thinking and reflection. The transnational leader artfully entwines the two communication approaches building a communal sense of “we-ness” that frames individual actions.



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### **Practice 3: Communicating in a New Way**

*The reality today is that we are all interdependent and have to co-exist on this small planet. Therefore, the only sensible and intelligent way of resolving differences and clashes of interests, whether between individuals or nations is through dialogue.*” – The Dalai Lama

The transnational leader fosters dialogic encounters to broaden understanding of self, the other, and the increased awareness of the complexity of issues and outcomes. Dialogue offers an alternative approach to leader led discussions that by their implicit, hierarchical nature limit open interaction. Dialogue is a discursive process that fosters inclusion, builds relationship and gives voice to a range of perspectives shared within a community orienting the group to consider, “What are we doing?” and “Are we doing the right thing!”

And the leader recognizes that dialogue is a process of discovery which promotes mutually responsive perspective sharing. In dialogue, the leader with others explores individual perspectives, surfaces assumptions and through this process clarifies areas of agreement and difference. The process of dialogue honors difference through its emphasis on empathy -- being able to see the world as the other does -- by offering contextual and cultural insights to specific perspectives. Dialogue provides a setting to build meaning from experiences. The dialogic process creates a horizontal relationship out of which mutual trust is acquired. In holding dialogic conversations, a collective work team is able to establish shared meaning and develop innovative solutions incorporating a broad range of perspectives that respond to the increasing complexity of the 21<sup>st</sup> century.



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### **Practice 4: Taking Action in Reflection**

*“By three methods we may learn wisdom: First, by reflection, which is noblest; second, by imitation, which is easiest; and third by experience, which is the bitterest.” - -Confucius*

The TransNational leader learns from others, from experiences, and through processes based on critical reflection. Recognizing that learning is a basis for all leadership practices the leader accepts personal responsibility for keeping knowledge current and building an increasing appreciation of the complexity of his or her world.

The transnational leader leaves time for reflection considering the impact of actions. The leader recognizes that communal sessions are a priority as they allow the team formal time for praxis -- reflection both “in action” and “on action.” While most leaders primarily focus on learning from mistakes, the transnational leader focuses learning proportionately from successes and errors. In reflecting “in action” the leader seeks through partnership with others to identify “what is working” to share positive lessons and best practice amongst the team members. By facilitating conversations on what’s getting in the way of success, and encouraging the team to make “mid-course” corrections, the leader fosters a dynamic approach to task accomplishment.

As the group is experienced in dialogue, has developed an appreciation for the cultural diversity of the members and built mutual trust, reflective conversations offer real insights into the thinking behind what is making the team successful as well as what needs future focus. As the focus stays on the collective success of the team, and people respond with empathic understanding to one another, when something is not working, some team members may actively consider what they personally need to do differently, while others may change their role to assure a successful outcome.



## *The TransNational Leader*

### **Practice 5: Creating Shared Meaning**

*“We think too small, like the frog at the bottom of the well. He thinks the sky is only as big as the top of the well. If he surfaced, he would have an entirely different view.” - - - Mao Tse-Tung*

The transnational leader works in partnership with others to create a collective and compelling vision that ties individual activities to business goals, to a higher purpose and the greater good. The transnational leader experiences others as partners in collaboration. By giving voice and encouraging open consideration of a range of perspectives, this leader engages with others to create a compelling vision for collective action. Team members will feel more engaged and will be more committed to the vision when they are included in the process of creating it.

In this process, each member of the team becomes actively involved in strategy development. This communal process aligns with a recent emphasis in business to drive strategy formation out of the boardroom into the depths of the business. As creators of the compelling vision, each person on the team assumes responsibility for its accomplishment. It serves as a standard against which group and individual performance is reviewed. Actions toward the attainment of desired outcomes are aligned to it and it becomes a shared source of pride. As team members ultimately are responsible for the implementation of the strategy, it makes good sense to ensure that they have a voice in “how” it gets done.



## *The TransNational Leader*

### **Practice 6: Acting With Agility – Strategy and Approach**

*“Perception is strong and sight weak...In strategy it is important to see distant things as if they were close and close things as if they were distant.” - - - Miyamota Musashi (legendary Japanese swordsman 1584 – 1645)*

As the two quotes reflect, culture takes a significant role in the approach to agility and to the setting of strategy. The transnational leader learns that people from other cultures are not necessarily playing the same game. While an American’s approach may be represented through the metaphor of checkers, a game which requires a fixed determination and a shorter term perspective, an Asian approach to strategy will more likely reflect the longer term perspective represented by Mah Jong or Go where one’s action is based on not only what one aims to achieve but with a recognition that short-term losses may lead to long-term success.

The transnational leader acts flexibly and with resilient spirit to ever changing demands and rapidly changing dynamic circumstances. Acknowledging that globalization creates a 24/7 workday and requires negotiated adjustments in both work and personal life, the leader considers the needs of the self, the family and the organization, in the process clarifying and agreeing boundaries.

Acts of nature, acts of terrorism, devaluing currency, civil unrest and stock markets corrections all have serious implications for the organization and specific impact on daily business activities. For these and other reasons, the transnational leader understands that well developed plans will frequently be challenged, halted or required to change. Maintaining an awareness of the global environmental and cultural circumstances that require change encourages the transnational leader to continually asks “Are we still doing the right thing?” and given these circumstances “What is the right thing to do?” The leader engages others in answering these queries fostering flexibility and building resilience for both the self and the other.

The transnational leader is aware that some of these changes require giving up or changing valued approaches to work, as well as walking away from completion. And he or she recognizes that this frequently has an emotional impact on those involved. Honoring the sense of loss that is inherently a part of the change process, the leader holds conversations to surface and



## *The TransNational Leader*

acknowledge underlying feelings. The transnational leader uses this expression as a springboard to reframe problems, question assumptions and take actions in a new way.

### **Practice 7: Creating Heroes Building Legacy**

*“Heroes never die. They live on forever in the hearts and minds of those who would follow in their footsteps.” - - Emily Potter*

When transnational leaders successfully pave the way for others they position direct reports and colleagues for success. While building a legacy traditionally becomes a focus later in ones career, the transnational leader recognizes that this focus is requisite throughout his or her career. With a primary responsibility to influence the development of those who are coming up in the ranks of the organization to create scenarios that will accurately represent the true worth of each member of the team. The transnational leader authentically presents and then positions the strengths specific team members bring to the team’s efforts with key stakeholders, gaining support, respect, and momentum and in the process creating heroes of your team members. Doing this takes clarity, preparation and courage!

The courage required is for the transnational leader to allow others to be recognized for their talent acknowledging that their success is not a detraction from your worth, but rather an enhancement. When you successfully position others, then you create “bench strength” for the organization. And in this process the transnational leaders builds his or her own value! At an early stage in his career the transnational leader values being a mentor. He or she recognizes that imparting experience and positioning others to act is a basis for organization success.



## *The TransNational Leader*

### **Practice 8: Working for the Greater Good**

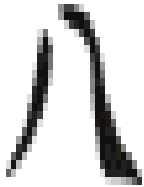
*“I do not know what your destiny will be, but one thing I know: the only ones among you who will be truly happy are those who have sought, and found how to serve”. -- Albert Schweitzer*

The transnational leader considers business decisions with a view to both short-term gain as well as long-term impact for both the business and society, keeping a clear view toward both financial responsibility to the shareholders and a social responsibility to local communities and society. As organizations strategically relocate key operations to emerging markets, the transnational leader will need to incorporate key aspects of the host culture into the business climate, assuring an environmentally sound design based on valuing the health and welfare of employees and the surrounding community. A key question for the transnational leader and his or her team becomes “What is my social responsibility?” When this question is considered along with decisions about business profitability, choices of action are influenced by a view to a larger range of stakeholders for a longer term.

Each day, leaders in businesses around the world are faced with choices between short-term gain and longer-term implications. This is the dilemma that the transnational leader faces. And using the tool of reflection and dialogue the leader creates a path for long term success of the organization, the team and the individual.



## *The TransNational Leader*



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