



AIM STRATEGIES[®]
GLOBALLEADER[™] SURVEY
REPORT 2008

GlobaLeader[™] Assessment©
GlobaLeader[™] Individualized Report©
GlobaLeader[™] Development Guide©

GlobaLeader[™] 360 Degree Feedback Assessment©
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FORWARD

In this fast-paced global economy, the quality of your leadership and how well you are able to continually increase your intellectual bandwidth will keep your company's bottom line ahead of the competition. Being a global leader is no longer an option - it is a requirement for maintaining a strong and secure place in the global market.

As dramatic shifts occur, with far-reaching consequences across the globe, organizations find themselves functioning in one interlocking system, sharing resources, labor markets, and consumers. Think of the world as a system comprised of inputs and outputs across boundaries, which constantly interact with each other in a dynamic process that ultimately creates value. From this perspective, organizations cannot afford to think and act only on a local level.

Within this context, AIM Strategies® developed and piloted a unique *GlobaLeader™* Assessment prior to launching our complete *GlobaLeader™* (GL) Suite, a program to help leaders align their skills with the increasingly rigorous demands of global business. This GL Suite, developed after a decade of researching leadership issues, consists of the self-assessment, which introduces the program, a development guide, training and development modules, and an executive coaching package.

We were pleased to pilot our *GlobaLeader™* Assessment in late 2007 with a select group of fifty global leaders from various types of industries and diverse organizations. The survey instrument is a tool for leaders to measure their own skills against the increasing demands of global businesses, identifying strengths as well as potential development areas. Based on the responses the participants shared, AIM Strategies® has analyzed the data and presented the results in this survey report. We greatly appreciate the contributions of those that participated in this pilot; their thoughtful responses helped us reach several interesting results and conclusions, which follow. It should foster a healthy conversation about how today's global leaders and senior business management teams can develop new approaches to tackle their 21st Century leadership challenges.

Your thoughts or questions are welcome. Please feel free to contact AIM Strategies®.

Very truly yours,

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WHAT ARE THE 7 GLOBAL LEADERSHIP™ DIMENSIONS?

After researching leadership issues for nearly a decade, AIM Strategies® has developed a unique **GlobaLeadership™ (GL) Suite** to help leaders align their skill sets with the increasingly rigorous demands of the global business environment. Based on AIM's research, **Seven Leadership Dimensions** that are critical to effectively leading in the 21st Century were identified.

We believe that successful global leaders will exhibit a combination of these seven leadership dimensions: **Vista-Leadership, Innova-Leadership, Adapta-Leadership, Diversa-Leadership, Collabo-Leadership, Communi-Leadership and Edu-Leadership.**



Vista-Leadership	Vista-Leadership enables leaders to envision the future global business environment and their company's future business opportunities while being grounded, but not stuck, in the present. A leader who practices Vista-Leadership has a wide horizon, distills potential possibilities from known elements and is comfortable with the unfamiliar.
Innova-Leadership	Innova-Leadership is about seeking new ways to achieve competitive advantage by drawing on and expanding resources. To put clever ideas into action, leaders must be confident working with the unknown, using their imagination, and encouraging others to be creative – even if it causes disorder.
Adapta-Leadership	Adapta-Leadership enables leaders to move in any direction at any time in any situation as they learn from their experiences in the moment, and adapt accordingly. When leading change, leaders maintain a positive attitude and successfully address issues around resistance. They succeed at integrating disparate forces to achieve business results, and are adept at working through non-linear and disruptive phases and processes.
Diversa-Leadership	Diversa-Leadership helps leaders understand peoples' cultural differences and leverage those differences as business strengths. Whereas the diversity of yesterday was about race and gender, the diversity of today is about cultural relativity, and so global leaders must understand how different cultures think, conduct business, and consume products and services. Tomorrow's leaders will require an essential understanding of a wide variety of cultures in order to appropriately adapt business practices.
Communi-Leadership	Communi-Leadership fosters open channels of communication, dialogue, and debate among internal and external stakeholders in multiple locations. A leader with excellent Communi-Leadership skills is considered an effective speaker and presenter in a world of diminished cues. In addition, he or she creates the climate for others to engage in ongoing effective communication.
Collabo-Leadership	Collabo-Leadership draws on the premise that people accomplish great things through collaborating with other talented people. For the global leader, this means drawing together people with unique abilities and varying perspectives regardless of geographic location or culture, integrating their skills and creating synergy. Collabo-Leadership requires the leader to genuinely know his/her team members, manage both vertically and horizontally and create a zone of trust.
Edu-Leadership	Mastering Edu-Leadership demands a bit of selflessness because leaders must be prepared to develop their best talent, even if this means the individual's skills are best utilized elsewhere in the organization. In addition, leaders must hold a dual focus - long-term goals, such as developing high potentials while meeting profit targets, and short-term goals, such as completing projects within budgets and deadlines.



“Being a Global Leader is no longer an option - it is a requirement for maintaining a strong and secure place in the global marketplace.”

Yael S. Zofi, CEO AIM Strategies®

Key Findings from Our Pilot Survey

- There is a positive correlation between the number of languages spoken by global leaders and their GL score. The greatest impact was on Vista-Leadership, the single most difficult GL dimension to master. (Page 6)
- The incoming workforce (Ages 20-29) had a lower total GL score compared to more seasoned peers. Also, compared to older respondents, their scores showed less uniformity between the 7GL Dimensions. Specifically, younger respondents had higher scores in Diversa, Edu and Inno-Leadership and lower scores in Adapta, Communi and Collabo-Leadership. (Page 7)
- Global Leaders achieve a viable comfort level communicating with direct reports in dispersed locations after being in their position for six months.. However, leaders who were in their positions for six months, two years, ten years or more, had remarkably similar levels of confidence when communicating with their remote direct reports. (Page 8)
- As the number of direct reports increased, leaders scored significantly higher on the Inno-Leadership Dimension. (Page 9)
- For Global Leaders, Communication is their strength as well as their main challenge. (Page 10-11)

Globalization has impacted our current business environment and will continue to do so. This challenge is not daunting to the effective GlobalLeader™ - it provokes innovation. The conditions that spark innovation arise from connecting the right people with the right ideas in the right environment at the right time. In a business environment of great uncertainty and rapid change, organizational capability fuels an organization’s strategic options.

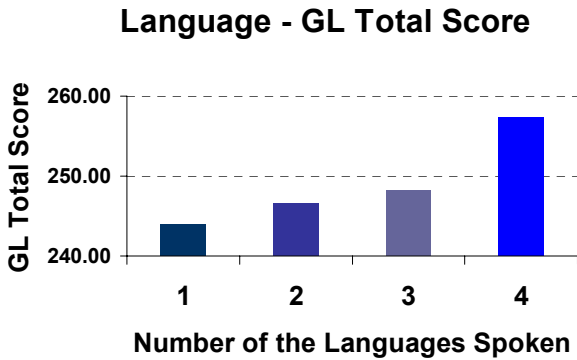
THE NEW 21ST CENTURY LEADER

Effective Leadership propels organizations along a Global Superhighway, with its hairpin turns and blind curves that extend further and further out from core business. The 21st Century (21C) leader will be at the hub of a wide network of connections that enable him or her to achieve competitive advantage. These effective communicators who can motivate teams to master the intricacies of the ‘new’ will rise to positions of leadership, working across cultures and time zones. The conditions that arise from our global ‘neighborhood’ represent a paradigm shift; not surprisingly, this paradigm shift gives rise to new leadership roles.

Guiding effective organizations will require nimble leaders with the skills, abilities and knowledge to master the ‘new’. Those who are going to be the innovators are going to be the leaders, just as those who are most astute at working across cultures will be successful. This may be a paradigm shift and requires 7 new global leadership roles. (or Dimensions).

KEY FINDING 1

One World, Multiple Languages



FINDING #1: The more languages a Global Leader speaks, the greater his or her scores on all Seven GL Dimensions.

Results from our pilot survey confirmed the importance of having leaders develop the ability to communicate with and understand the multicultural workforce. The positive correlation between the number of languages spoken and GL scores was apparent in all seven GL Dimensions, with the greatest impact on **Vista-Leadership** (this is normally the hardest GL Dimension to master).

Global organizations, spanning diverse locations and cultures, are increasingly commonplace in our contracting world. The U.S. labor pool for 2006 included 15.3% workers who were foreign born; they accounted for more than half of the total labor force increase from the previous year. Surely, this trend will not slow down in the near future. It is hard not to conclude that those in management positions must learn how to fully communicate with their multi-cultural workforce.

A multicultural workforce raises many issues for these leaders, such as: how to create a culturally sensitive workplace with safeguards that prevent discrimination and harassment; and how to embed mechanisms that foster good communication and effective working relationships.

Recommendations

To help Global Leaders and their teams increase their mutual understanding and comfort level, AIM Strategies® recommends the following activities and behaviors:

Increase Cultural Awareness

- Continually develop relationships with leaders of diverse ethnic and cultural organizations.
- Sponsor or co-sponsor a community dialogue forum on multicultural related issues.
- Develop an annual multicultural award to recognize a leader or team who has furthered the goals of multicultural awareness in the organization.
- Facilitate multicultural celebrations (i.e., organization wide international festival).
- Provide small events, cultural programs or recognition of holidays to educate employees about other cultures and nationalities.
- Encourage Global Leaders to learn a new language
- Be empathic and understanding of those who are trying to learn English.

Provide Training

- Bring in bilingual managers to facilitate accurate two-way communication.
- Provide on-site language courses and multicultural training programs and fund University credited courses.

Translate Job Related Information

- Translate key English phrases/jargon.
- Provide translators at meetings and special events.
- Translate important notices and documents into the employee's own language.
- Use simple language when communicating with employees.

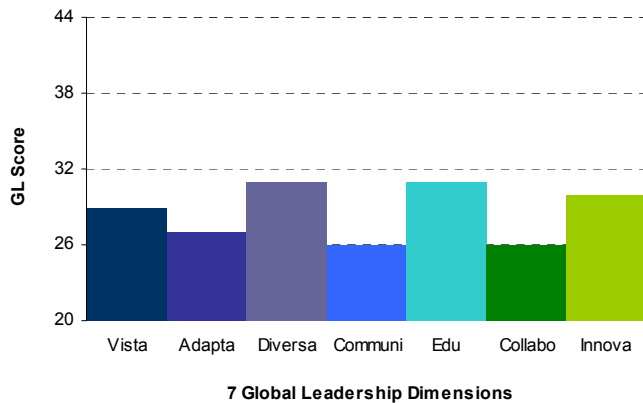
Increase Access To Information

- Regularly distribute information to leaders to increase awareness/knowledge of various cultures.
- Include message of translation availability of information on flyers, brochures and emails.
- Conduct employee satisfaction surveys, which identify employees' comfort level regarding cultural issues. Survey organizational concerns, issues and potential solutions.
- Schedule a series of focus groups to gain information and understanding about behavior and attitude patterns and cultural barriers to communication.

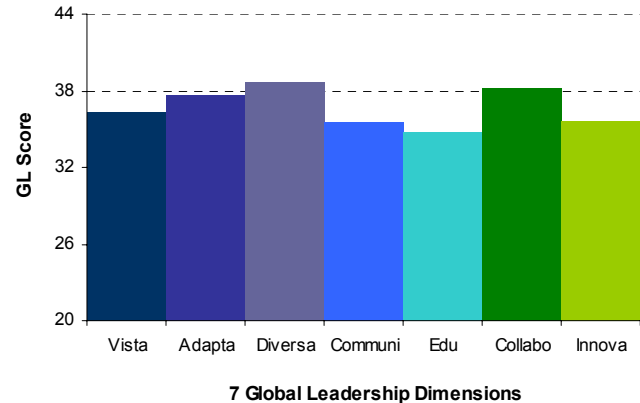
KEY FINDING 2

Balanced GL Skillset

Under 31 years old



Over 60 years old



FINDING #2: Results from our **GlobeLeader™** Pilot survey indicate interesting features in younger global leaders (Under 31).

Young leaders had a lower total global leadership score as compared to their more seasoned peers. In addition, scores between the seven dimensions were less uniform, as indicated in the above charts. This disparity could indicate that many developmental areas need to be mastered before this younger generation can transition to successful global leadership.

Younger respondents scored higher in Diversa, Edu and Innova-Leadership dimensions than in the other four dimensions. Their exposure to multi-cultural elements and a diverse workplace, so common in 21C could account for a high Diversa-Leadership score. They also seem to

demonstrate an ability to develop both their own talent and that of their peers (Edu-Leadership). Perhaps, talent development is important to them because their days in a formal educational setting are fairly recent. Thirdly, this generation demonstrates greater confidence in creativity and “out-side-of-the-box” thinking. An Innova-leadership orientation could result from growing up in an environment where technology is continually evolving, and innovation is common.

Based on the above data, it seems that as organizations prepare their incoming workforce for greater responsibilities, a stronger emphasis should be placed on the dimensions which show greater room for improvement; namely, Adapta, Communi and Collabo-Leadership as well as on balancing the seven **GlobeLeader™** dimensions to produce the greatest impact.

Recommendations

We recommend developing a robust onboarding process that is appropriate to each organization’s strategy and business operations, one that incorporates resiliency in the face of constant change. Sessions should also be dedicated to developing those elements required for global and virtual leadership: *Communicating Effectively with Global Teams; Engendering Trust in Your Virtual Team; Managing Conflicts in a Global Environment* and *Executing on Deliverables*. In addition, consider creating programs that involve e-mentoring, e-coaching, and ongoing transitional management initiatives.

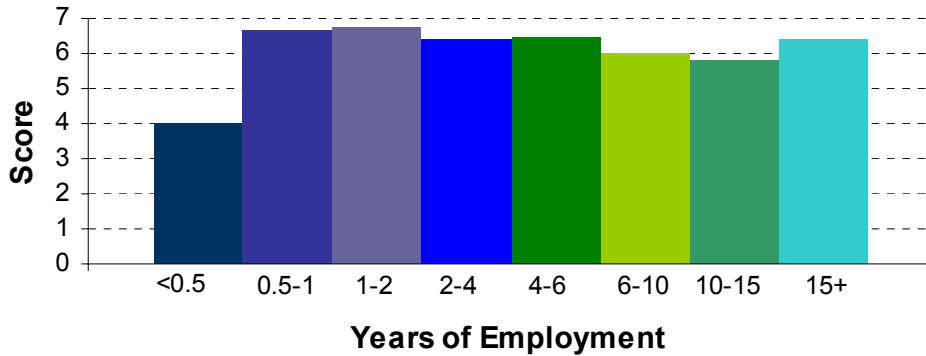
Results indicate that today’s incoming workers score higher in Diversa, Edu and Innova-Leadership Dimensions than in the other GL Dimensions. Therefore, to create a workforce that balances the critical factors for successful leadership, organizations should invest wisely in developing those skills where improvement is needed – such as Adapta, Communi and Collabo-Leadership. In addition, training should be provided in any area designated as ‘developmental’ by these individuals. Building a balanced workforce ensures that decision makers are well rounded, informed and able to move fluidly between job functions and environments. Mastering these ingredients gives a



KEY FINDING 3

A Fast Learning Curve

Question: Maintains open communication with direct reports who are not in the same physical location.



FINDING #3: What is the time frame for global leaders to achieve confidence in communicating with their distant direct reports? Our pilot survey results indicate “six months” (2 quarters).

This six month learning curve is very clear, as indicated by the visual above. Organizations should take advantage of this fast learning curve to train and develop incoming leaders so they achieve results quickly.

It is important for global leaders to build rapport and trust with direct reports as soon as possible in order to increase productivity and to quickly adapt to the market and organizational changes.

Recommendations

Take advantage of this critical time – the first six months (or the first 180 days) of employment. Develop a strong inboarding and onboarding process that is tailored to the organization. Include one-on-one mentoring sessions with a senior manager, team meetings on core management issues and regularly scheduled virtual sessions one-on-one with his or her team. Focus on elements such as virtual and multicultural communication. Have in place a follow through mechanism scheduled at three month intervals for the first year of employment. Embedding a rigorous, systematic ramp up program will enable organizations to cut the time it takes for leaders to become fully integrated, and therefore more productive.

Practical Actions

- Develop comprehensive training that focuses on virtual/cross cultural communications for the first six months (continuous training even after six months in specific situations).
- Establish mentoring with a more seasoned peer (like a buddy system or shadowing system).
- Provide frequent feedback for faster improvement.
- Outline job responsibilities.
- Create a website/Team Blog where global leaders and their direct reports can access their “profile”, share their work status and even personal information, all of which fosters team spirit.
- Create the opportunities for team members to meet face-to-face (F2F) early on so team members can get to know each other well (if F2F is not possible, provide regular video conference or telephone communication).

KEY FINDING 4

Connecting the Dots

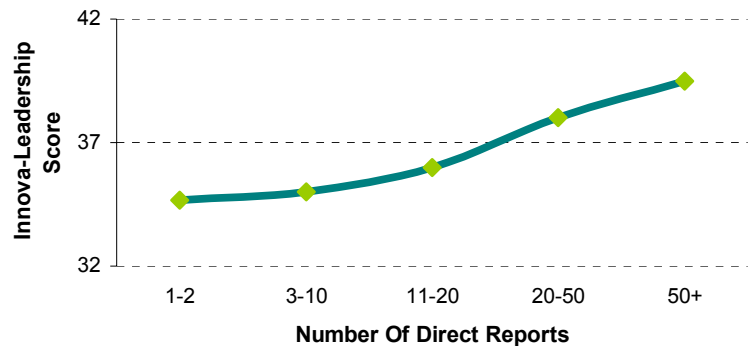
Our *GlobeLeader*TM Survey results indicate a positive relationship between the number of direct reports and a GL's Innova-Leadership scores. As the number of direct reports increased, leaders scored significantly higher on the Innova-Leadership Dimension. A possible explanation for this is that more direct reports give GLs greater access to information to draw on. Individuals with diverse backgrounds offer additional resources and innovative ideas.

In addition, having a greater span of control may require GLs to create workable strategies to focus their efforts on creating accountability within their team, open communication among team members and efficient systems to get deliverables out the door from a number of different locations. .

These results may also point to the possibility that global leaders need to strengthen their Innova-Leadership Dimension in order to collaborate with a greater number of direct reports.

NOTE: We do not have data for GLs who have more than fifty direct reports.

Global Leaders with more direct reports show higher Innova-Leadership Skills



Innova-Leadership

Innova-Leadership is about seeking new ways to achieve competitive advantage by drawing on and expanding resources. Innova-Leaders must be able to put clever ideas into action and be confident working with the unknown, using their imagination, and encouraging others to be creative – even if it causes disorder or, discomfort for a little while. Leaders with strong Innova-Leadership skills understand that stable systems destabilize when they are ready to advance to a higher level, and therefore actively create disruption to further the organization's advancement.

Recommendations - Develop your Innova-Leadership behaviors to collaborate with your direct reports.

Alter your perspective - look for broader connections.

- Allow yourself to think of unusual ideas and to use odd processes. Talk about your ideas and exchange information with experts in your field or with someone from a completely different discipline. Draw your ideas on paper or use words to spark free association. Analyze the output only after you have fully expressed yourself.
- Think about a time when you solved a difficult problem. What conditions helped you to solve it? What conditions would have helped you think more creatively? Are any of these conditions missing? If so, bring them back.
- Attend external seminars and briefings on industry best practices.

Stimulate creativity in others.

- Informally or formally reward others for thinking of a new idea or learning something new.
- Develop a file specifically for new ideas. When someone thinks of an innovative idea, he or she can park it in the file for a later discussion.
- Make it clear to your staff that taking risks and making mistakes are allowed as long as the mistake is acknowledged, not repeated and something is learned from it.
- Draw out problems instead of writing them down - some people are more visual than others.

KEY ISSUES FOR GLOBAL LEADERS

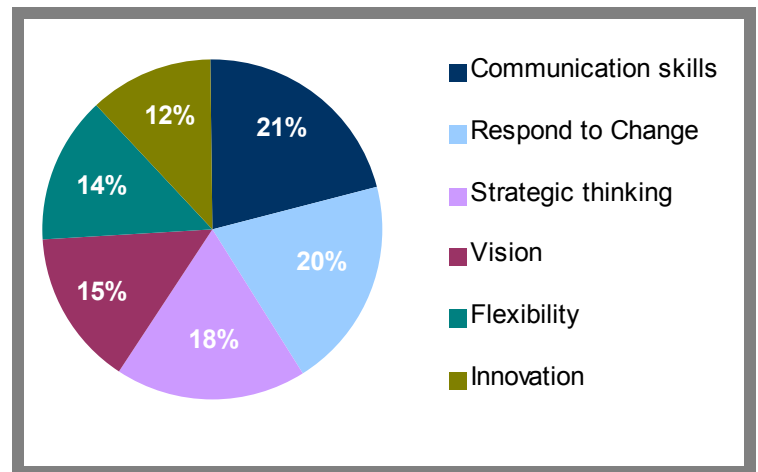
As global enterprises increasingly rely on dispersed teams and sophisticated technology to speed products to market, leaders with the ability to minimize difficulties inherent in the virtual work setting will be more successful than their peers who lack this skill. Although the role of leader has always been a demanding one, working in a virtual environment – without halls and without walls – adds a degree of complexity. It raises the bar on the quality of communication required, and so the emerging role of the

21C GlobaLeader™ is to be the *Agent of Connection*, and to maintain a virtual ‘lifeline’ to team members. How else will a leader know if global team members are on track unless regular contact is established and maintained, and the virtual communication is honest and fruitful?

Based on the existing norm group and the data to date, here are respondents’ views with respect to key global leadership issues.

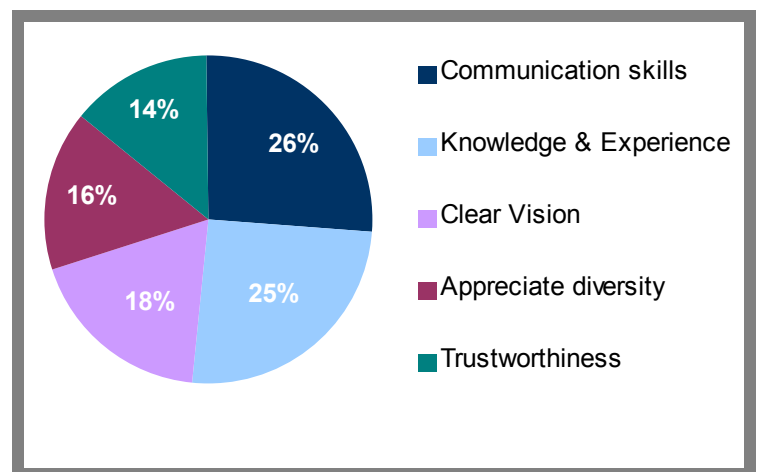
★ What is the most important characteristic for global leaders?

This survey showed that Communication is the most important skill for global leaders, closely followed by the Ability to Respond to Change; together they accounted for 41% of the responses.



★ What are your personal strengths?

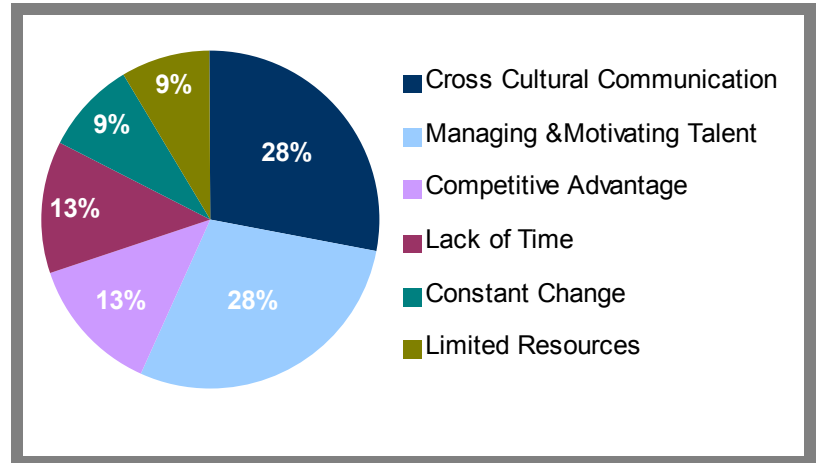
Communication Skills and Knowledge & Experience comprised 51% of respondents’ strengths.



KEY ISSUES FOR GLOBAL LEADERS (CONTINUED)

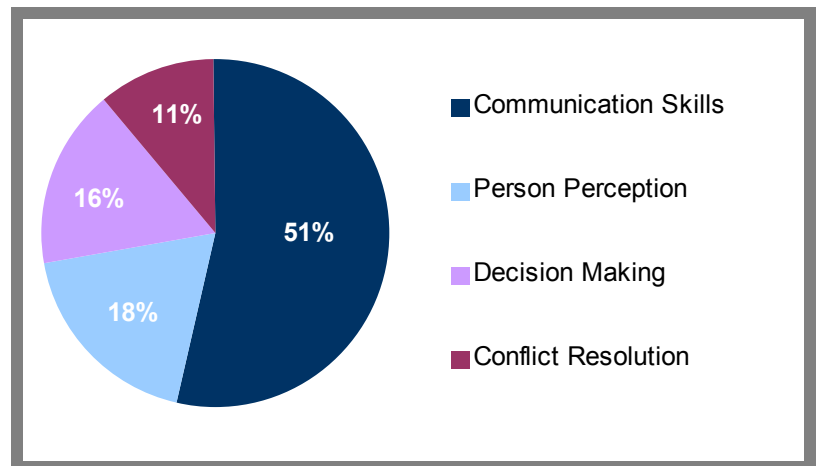
★ What are your leadership challenges?

Note that Cross Cultural Communication and Managing and Motivating Talent together comprised a commanding 56% of respondents' concerns.



★ What aspects of leadership do you need to improve?

Interestingly, more than half the respondents chose Communication Skills as an area requiring improvement. Note that half of these same respondents considered Communication as their strength as well. This key area is more complex in global environments; the depth and breadth of interaction is greater than leaders encountered previously, and so what was once a core strength now must be adapted to more challenging situations.

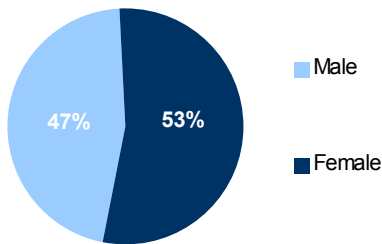


As our analysis shows, “**Communication skills**” are key for global leaders. With spans of control that transcend geographical boundaries and cultures, communication is the lifeline which connects a leader to his or her team, so that deliverables can get out the door. What we consider ‘communication’ has more than one aspect. Perhaps a leader is skilled at listening, and is especially sensitive to those from other cultures, taking care to convey information in a consistent manner. However, this same leader may recognize that he or she does not always ensure that what is conveyed is truly understood by all, and so that aspect of ‘communication’ is a developmental area. There is a whole different landscape of communication, with new complexities that leaders must master. Needless to say, it is truly complicated to lead in a global environment with communication issues that could not be imagined even a generation ago.

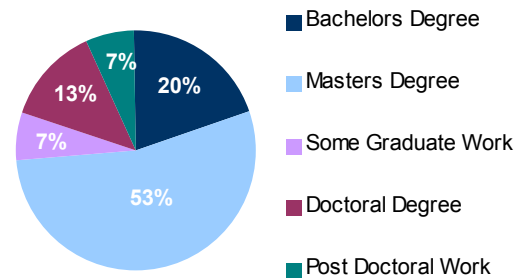
DEMOGRAPHICS INFORMATION

Participants in this research study included leaders from global organizations representing nine various industries. Data was collected in the form of a 42 question survey, which includes a short demographic section and several open-ended questions. Fifty four percent (54%) of respondents represent companies which operate globally and employ more than 10,000 employees.

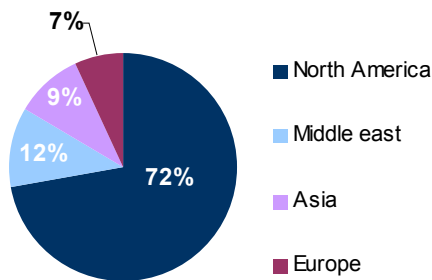
Sex



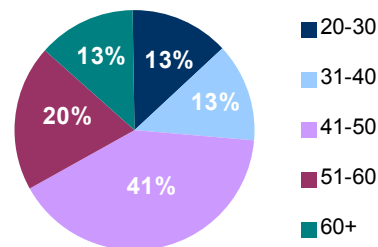
Education



Geography



Age



GLOBAL LEADERSHIP™ 21C - THOUGHTS

The very nature of leading teams and organizations has tested capable individuals as long as the human race has existed. However, those who are entrusted with determining strategy, policy and major operational decisions in the 21st Century face challenges that their predecessors could not have envisioned. However talented, hard-working and engaged a leader may be, it is not possible for one individual to attain the level of expertise for all seven *GloboLeadership™* Dimensions that are required for success in an intensely competitive global marketplace. We believe that the effective global leader will be a consummate ‘*Agent of Connection*’, objectively assessing his or her own strengths and putting in place a team of leaders with complementary GL dimensions. Together, this leadership team will steer the organization through a series of tough, complex business challenges to meet future objectives.

We believe that effective leaders will see past national, geographic and cultural boundaries to bring together the best resources available from many sources to create many strong, nimble teams that can repeatedly overcome difficulties to champion the organization.

FURTHER INFORMATION

About The CEO



Yael Sara Zofi is the Founder and CEO of AIM Strategies®, Applied Innovative Management®, a global management consulting firm that focuses on bringing applied behavioral science techniques to

managing businesses in the Healthcare, Pharmaceutical and Financial Services arenas. With over 20 years of global consulting experience, Ms. Zofi has worked with leaders of global corporations and educational institutions across a broad range of strategic and tactical engagements focused on improving global leadership and virtual team effectiveness.

Prior to establishing AIM Strategies®, Ms. Zofi was the Global Vice President of Performance Management, Leadership Organizational Development for J.P. Morgan. She also held consulting positions with Accenture and Price Waterhouse Coopers.

Ms. Zofi is a frequent guest speaker to professional organizations, business societies, and board groups, and has served on the faculty of New York University's Marketing and Management Institute (1995-2003). She holds a Business Management degree from Rutgers University, a Masters Degree in Organizational Development from Columbia University and has done post-graduate work with AU/NTL Institute for Applied Behavioral Science.

About AIM Strategies®

AIM Strategies®, Applied Innovative Management provides customized people (human capital) strategies to the dynamic needs of organizations, teams and individuals. Our mission is to help our clients build effective global leadership and management skills to enhance business performance. Known for an innovative approach, which clearly links with the client's business strategy, we help you develop global leaders with the skills necessary for business success in the 21st Century. We are confident that the solutions we develop fit your needs and culture. Please visit www.aim-strategies.com to learn more about how our services unlock the people potential of your organization.

Acknowledgements

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