

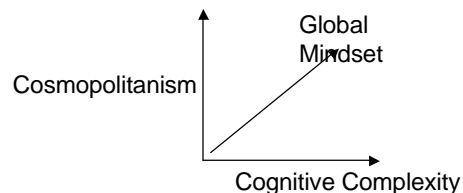
That Certain Global Something: The Elusive Global Mindset

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Our* Approach to Global

- Is a cognitive approach to **Mindset**
 - Global Mindset is characterized by two primary dimensions:
 - Cosmopolitanism
 - An orientation toward the outside, the other; openness and willingness to explore and learn from alternative systems of meaning
 - Cognitive complexity
 - The degree of differentiation, articulation and integration within a cognitive structure



* Levy, Beechler, Boyacigiller and Taylor. 2005. **What We Talk About When We Talk About "Global Mindset"?** *Managerial Cognition in Multinational Corporations*. Paper under review.

Beechler's Bicycle Model of Global Leadership



But global mindset is only one part of global leadership or global competence...

- Global mindset is the cognitive component, and therefore represents **potential** for global leadership behavior
- It is the “rear wheel” of the bicycle – you aren’t going to get anywhere without it. However, you also need a front wheel -- the skills, knowledge and expertise needed to function in the global environment. (see next slide)
- Now, with the front and the rear wheels, you have the potential for leadership. But still there is no movement.
- That potential must be turned into action... a foot must exert pressure on the peddles to engage the chain and transform potential into action, enabling the bicycle to travel down the path (or indeed create a new path) negotiating complexity and diversity and deliver results. Both the front and the back wheels must work together -- the front wheel (knowledge, skills, capabilities) synchronized with the back wheel (global mindset). Now you’re cruisin’!