


That Certain Something...: *Conceptualizing and Measuring “Global Competencies”*

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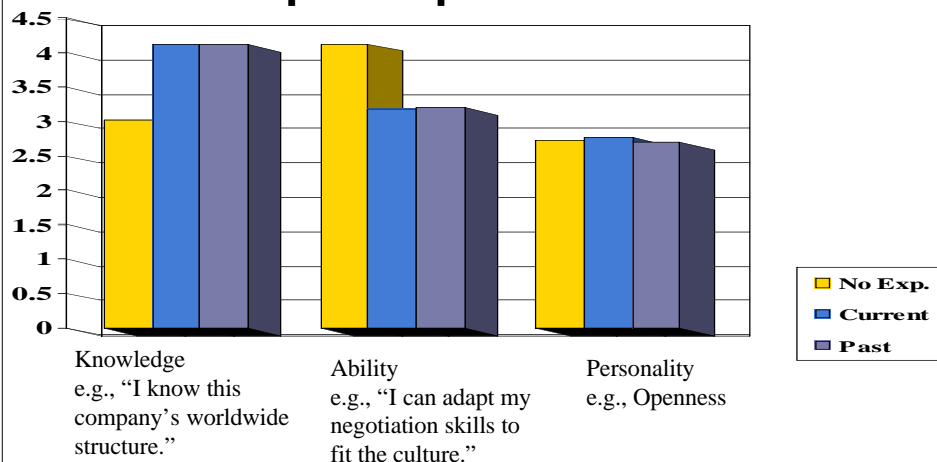
*That certain something (global leadership
competence) is a ...*

- **Antecedent (Selection)**
 - *characteristics present in those who do well managing internationally*
- **Process (Development)**
 - *the result of having lived and worked internationally*
- **Consequent (Performance Management)**
 - *demonstrated success in international managerial activities.*

...or, for most organizations, all three.



Selecting and Developing Global Leadership Competencies



Source: Caligiuri, P.M., & DiSanto, V. (2001). Global competence: What is it -- and can it be developed through global assignments? *Human Resource Planning Journal*, 24 (3), 27-38.



Global Competence is an Antecedent

- Organizations need to select for this.



Personality Characteristics

- Emotional Strength
- Sociability
- Openness
- Flexibility
- Autonomy
- Intellectual Curiosity
- *Others?*



Global Competence is a Process

- Organizations need to develop this through cross-national activities.



Global Leadership Development Experiences

- ❑ Long-term global assignments in another country (more than one year)
- ❑ Mentoring by a person from another culture
- ❑ Short-term global assignments in another country (less than one year)
- ❑ Membership on a global team that was geographically distributed across countries
- ❑ Participation in a structured global leadership development program where one rotation was in another country
- ❑ Formal university coursework specifically designed to prepare managers for international business



Early Life Developmental Experiences

- ❑ Time spent living internationally before age 16
- ❑ Level of fluency in another language
- ❑ Number of international business courses at the university level
- ❑ Studied abroad for bachelor's degree
- ❑ Studied abroad for graduate school
- ❑ Family diversity



Global Competence is an Outcome

- Organizations need to assess whether leaders are effective on cross-national management tasks.

Examples of Cross-National Management Tasks

- ❑ Negotiations in other countries or with people from other countries
- ❑ Developing a strategic business plan on a worldwide basis
- ❑ Managing foreign suppliers or vendors
- ❑ Managing risk on a worldwide basis for unit
- ❑ Managing a budget on a worldwide basis for unit

The Conceptualization and Measurement of Global Leadership Competence

- ❑ **Selection:** What are the requisite characteristics necessary for international effectiveness? *How are they assessed?*
- ❑ **Development:** What are the knowledge, skills or abilities that will be gained from cross-national experiences? *How are they developed? How are they measured?*
- ❑ **Performance Management:** What do global leaders need to accomplish? *What KSAO's or experiences are necessary to accomplish these tasks? How is performance on these tasks measured?*

