

Conceptualizing & Measuring Global Competencies

Lessons from
Success for the New Global Manager

Jean Leslie
Center for Creative Leadership
Academy Of Management PDW
5 August 2005 Honolulu, HI

About the Study

- **Sample**
214 managers working in 30 countries, four companies in 3 countries
- **Measures**
 - Experience and Demographics
 - Personality (240-item NEO PI-R)
 - Skill playing a variety of roles (Skillscope)
 - Learning skills (Skillscope, Prospector)
 - Knowledge
 - Coping
 - Performance ratings (Management & Leadership; Interpersonal Relationships; Knowledge & Initiative; Success Orientation)

“Our” Global Competencies

Global Manager

- definition - someone who works within a context of ever-shifting frameworks, perspectives, and reference points
- measure – additive function of the number of countries one manages in and the number of time zones one works across
- lesson – as much about the context as the person

“Our” Global Competencies

Pivotal skills

- definition – 4 skills uniquely related to effectiveness in the global context. The skills include International Business Knowledge, Cultural Adaptability, Perceptive-Taking & Innovation
- measures – Skillscope, Prospector
- lesson – these skills reflect capabilities/learning behaviors/knowledge that enhance adaptability

“Our” Global Competencies

Effectiveness

- definition – observable behaviors (business practices and outcomes, managerial and leadership qualities, and relationships) related to business objectives
- measure – 27 items designed to tap the above dimensions
- lesson – Subordinate ratings did not hold up

“Our” Global Competencies

Antecedents

- definition – personality preferences that draw people toward learning the pivotal skills and experiences that teach them.
- measures – NEO, Cosmopolitan Experience (lived & worked in a number of countries, speaks a number of languages)
- lesson – it *is* valuable to examine the roles of personality and experience