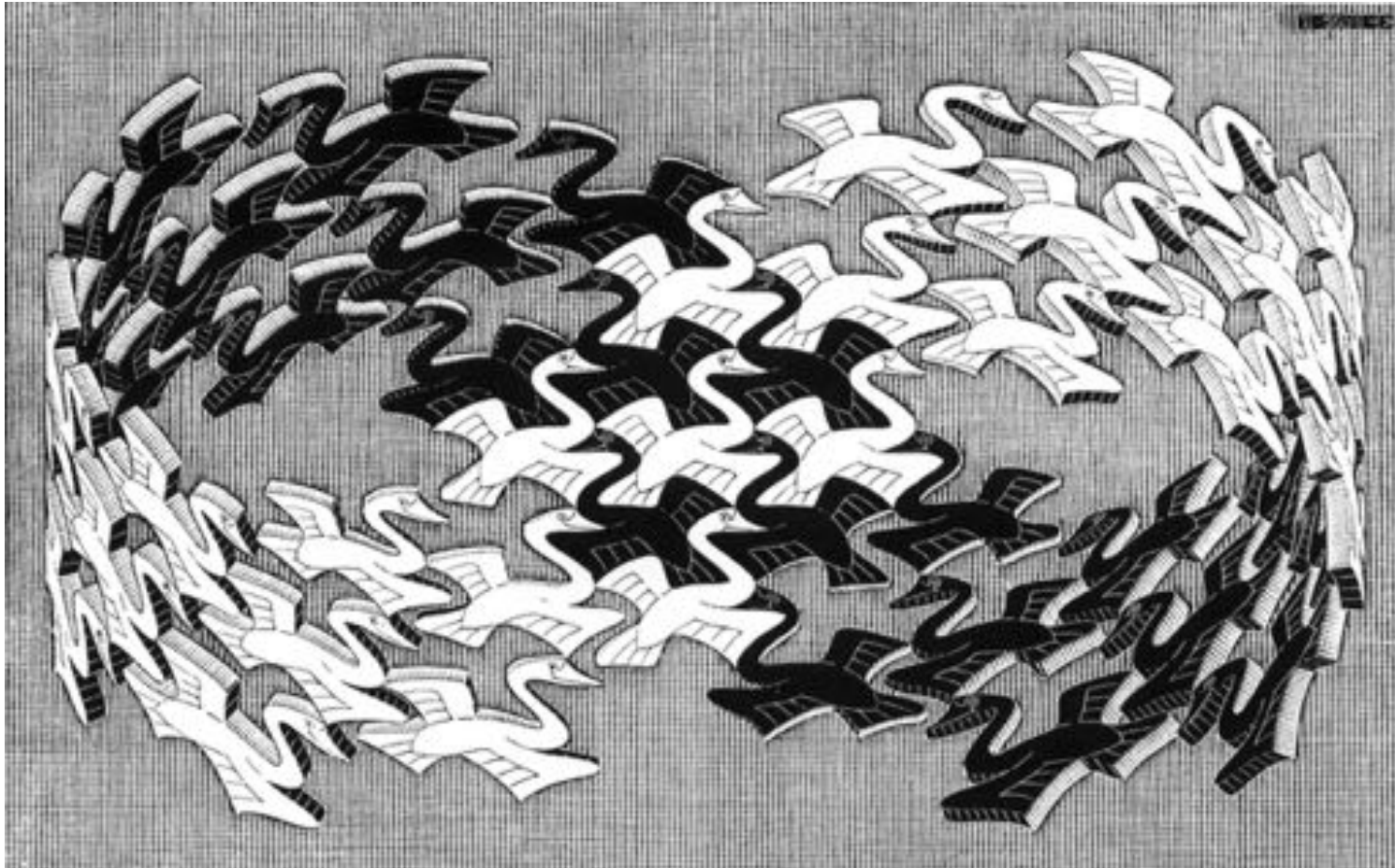
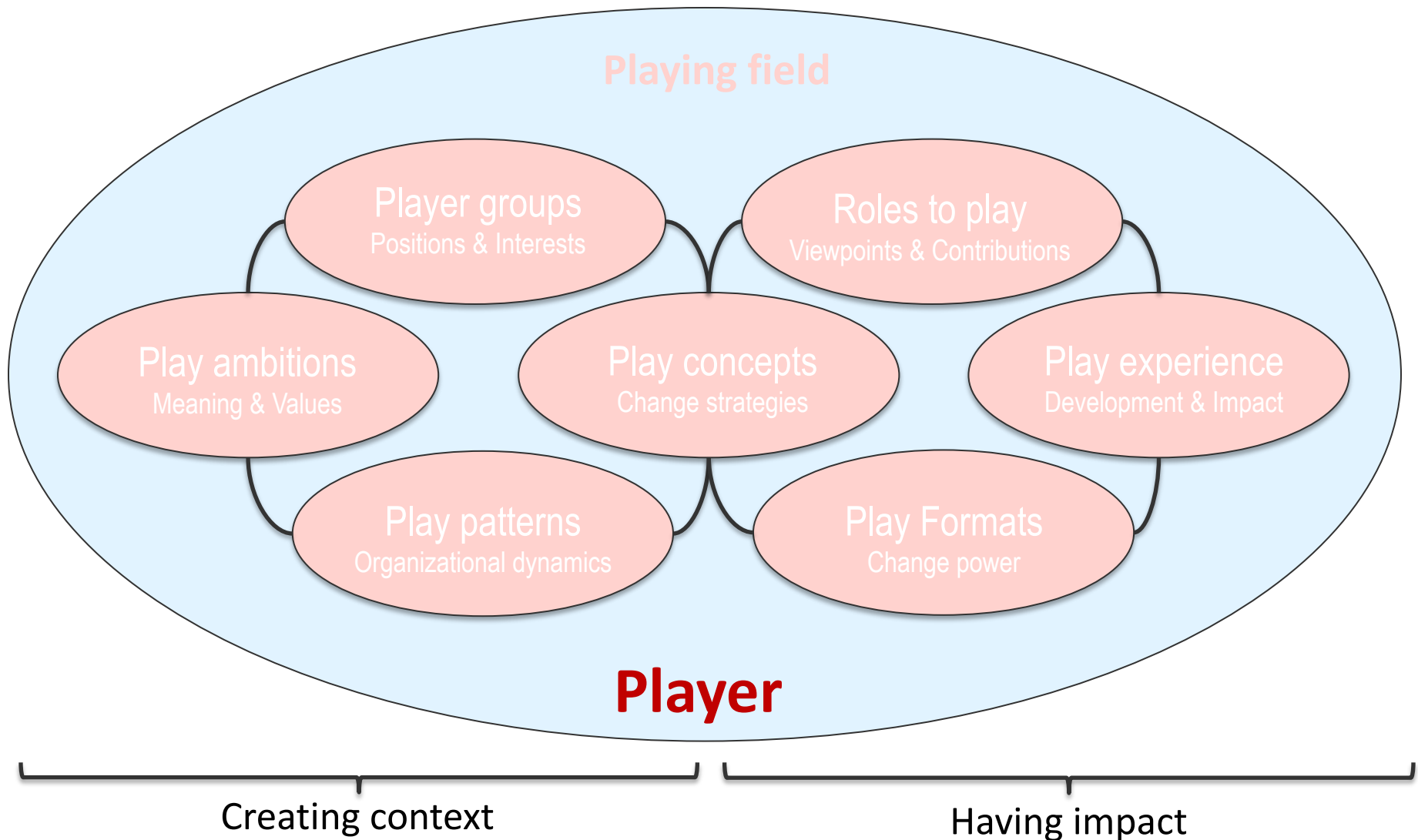


Being a conscious player



Being a conscious player



Content

- What makes a leader
- Being a change leader
- Global leadership
- Global leadership competences
- Cultural intelligence
- Competences of consultants
- Career orientations
- Self and social awareness
- Leaders and followers
- Developing authenticity
- Personal development

What makes a leader?

Traits <ul style="list-style-type: none">- Energetic- Clever- Creative- Tactful- Persuasive- Decisive	Behavior <ul style="list-style-type: none">- Setting goals- Action planning- Problem solving- Clarifying roles- Informing- Monitoring	Results <ul style="list-style-type: none">- Realizing results- Effective- Successful- Performing- Impressive- Status
Interaction <ul style="list-style-type: none">- Supporting- Active listening- Showing empathy- Mentoring- Recognizing- Rewarding	Inspiration <ul style="list-style-type: none">- Appealing vision- Act optimistic- Express confidence- Offer opportunities- Celebrate success- Personal example	Awareness <ul style="list-style-type: none">- Self awareness- Social awareness- Political- Environmental- Cultural- Transformational

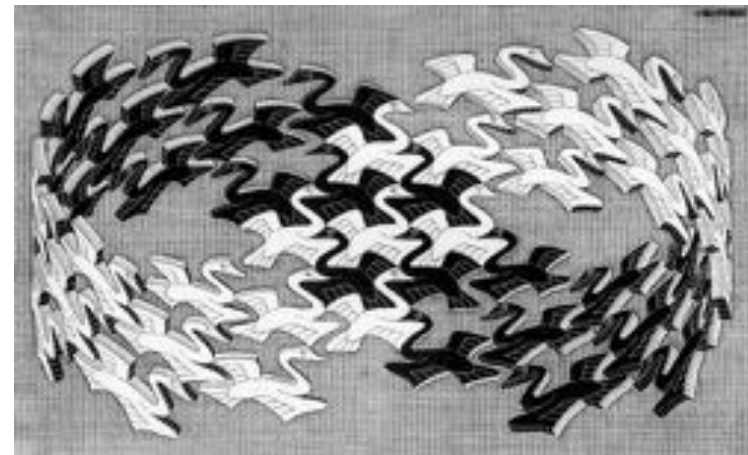
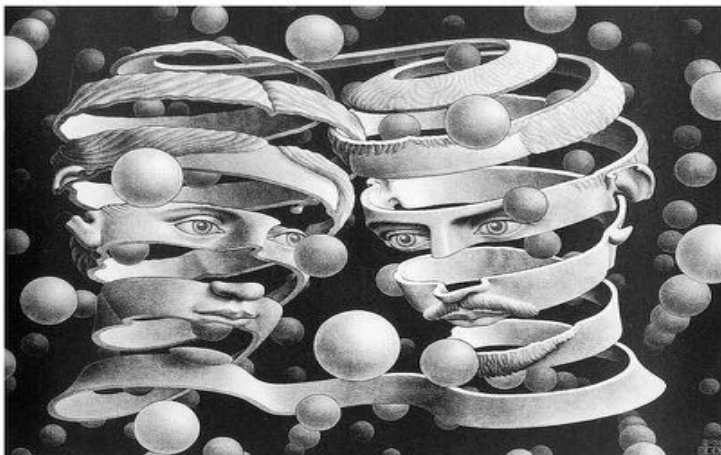
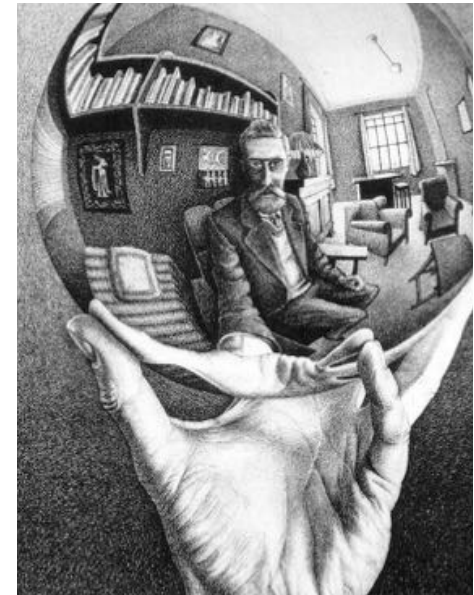
Change leader: Inside minds, hearts, stomach

- Expected to recite sacred verse when young
- Had to learn 12.000 individual characters or 26 letters
- Called parents by first name or brought up in Confucian society
- Private school or left comprehensive at 15
- Lived in poverty or wealthy
- Threatened and beaten up when young
- Lived in a war zone.....
- Parents were:
 - > Professional musicians
 - > School teachers
 - > Petty criminals
 - > Cult-followers
 - > Politicians
 - > Diplomats
 - > Entrepreneurs

Essence of change leaders

**Contributing to the ability of a community
to shape their own future and
to realize meaningful and
sustainable change**

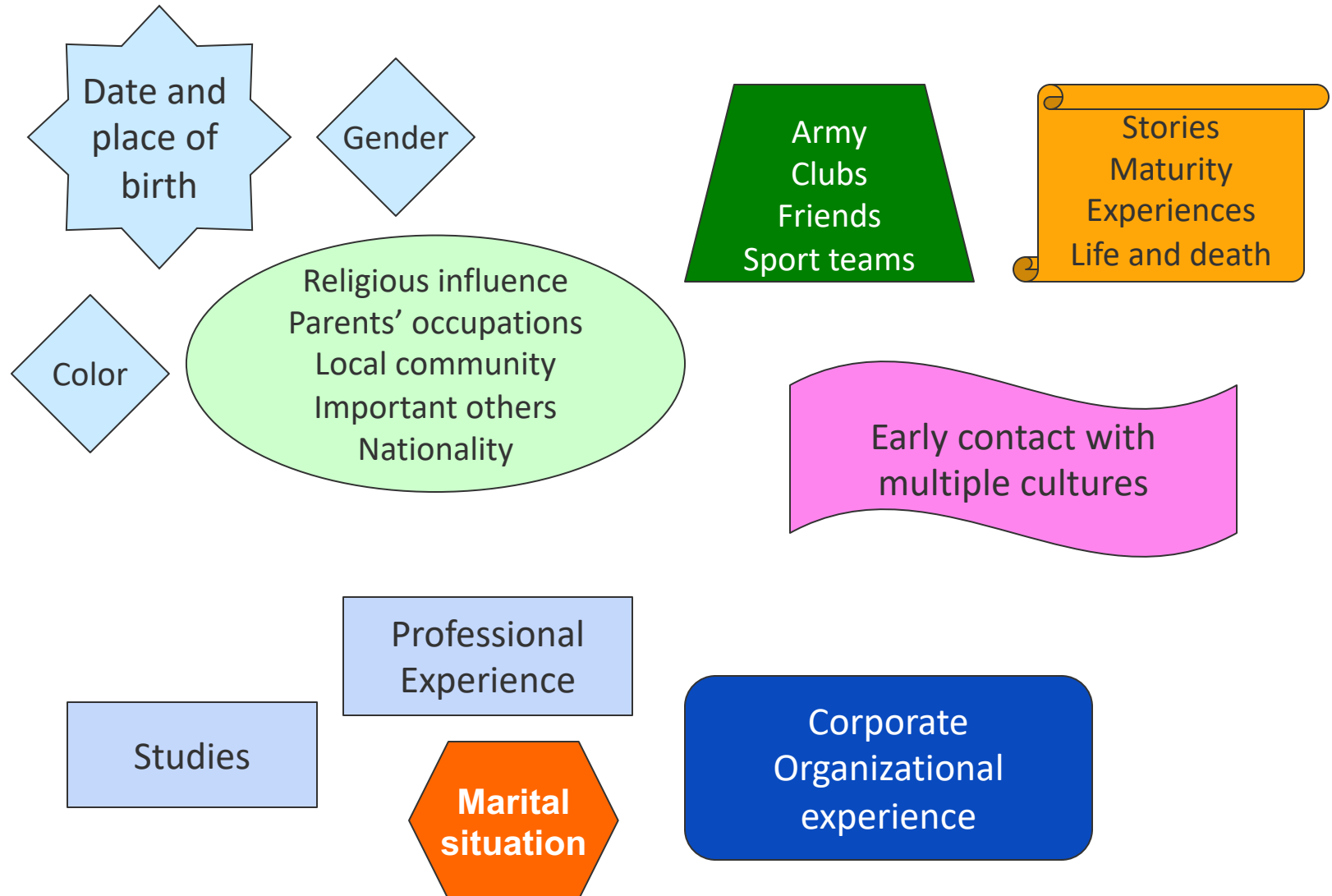
Leadership: five mind sets



Global leadership



Multiple levels of cultural influence



How can we learn from cultures?

Emic

Symbols
Meanings
Histories



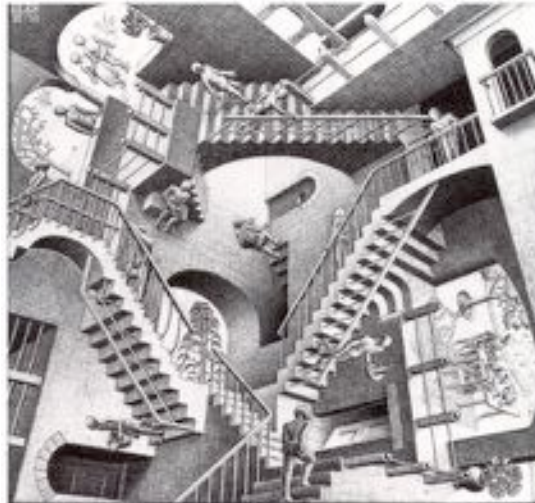
Epic

Comparisons
Dimensions
What **NOT** to do

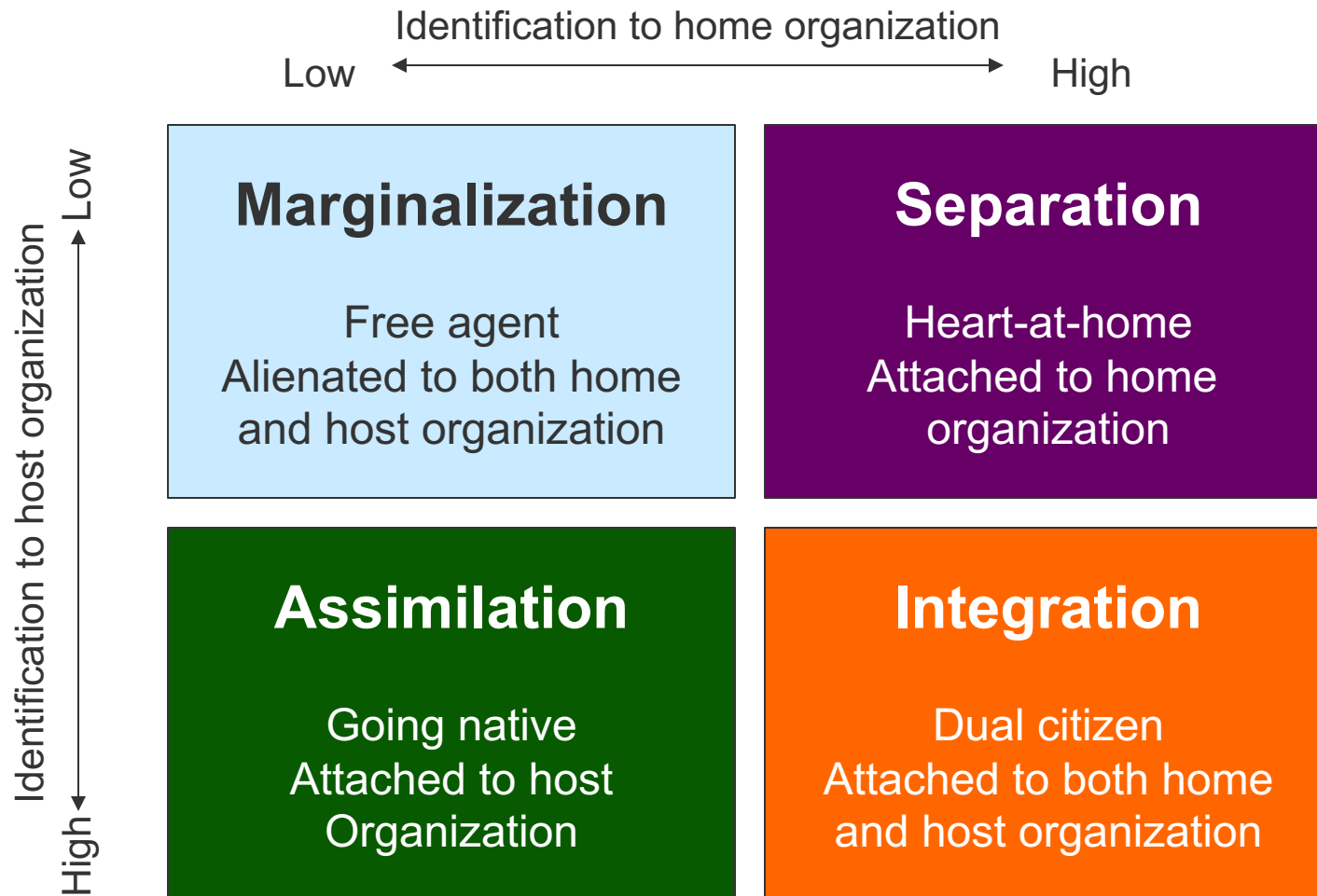


Experience

Inquiring
Learning
Adapting



Identification and alienation



Global leadership competences

Global leadership competences

Individual

Reflect on your international experiences working in other cultures
Read the sixteen descriptions below and categorize them in coherent categories

Team

Exchange your categorizations and how these categories are related to your experiences
Compose a short team presentation with the categories and how they are related.

1. Your disposition to look at new and different experiences as opportunities for variety, change, and learning.	
2. Your awareness of yourself, your values, beliefs, capabilities, and limitations, as well as an understanding how your beliefs, capabilities, and limitations impact others.	
3. Your innate disposition to respond with calmness and serenity to the stressors you face.	
4. Your natural interest in and curious about foreign countries, cultures, and geography, as well as current world and international events.	
5. Your capacity to regulate and adapt your behaviour to fit in and build positive relationships with others.	
6. Your willingness to explore new interests or hobbies and to try things that differ from your normal routine.	
7. Your innate disposition to cope well with setbacks, mistakes, or frustrations.	
8. Your capacity to can read the emotions and understand the feelings and concerns of others, as well as respond with empathy to the circumstances they face.	
9. Your belief in your ability to succeed by hard work and effort.	
10. Your awareness of and interest in other people, especially those who are different from you or who come from other cultures.	
11. Your positive mental outlook towards people and situations generally, and living or working in a foreign culture.	
12. Your ability to maintain your own values and beliefs while still being accepting of those who are different.	
13. Your willingness to withhold or suspend negative judgments about situations or people.	
14. Your capacity to be comfortable with ambiguity and uncertainty.	
15. Your willingness to take the initiative to meet and engage others in interactions, including strangers from other cultures.	
16. Your level of active effort to manage stressors in your life.	

Cultural intelligence

Individual:


- Categorize the behavioral attitudes
- Divide 100 points over these categories

Teamwork:

- Exchange experiences and perceptions
- Consider how the categories are related
- Relate the outcome to your own experience

Timing:

- 10 minutes individual
- 40 minutes team exchanges
- 5 minutes compiling final presentation
- 1 minute presentation



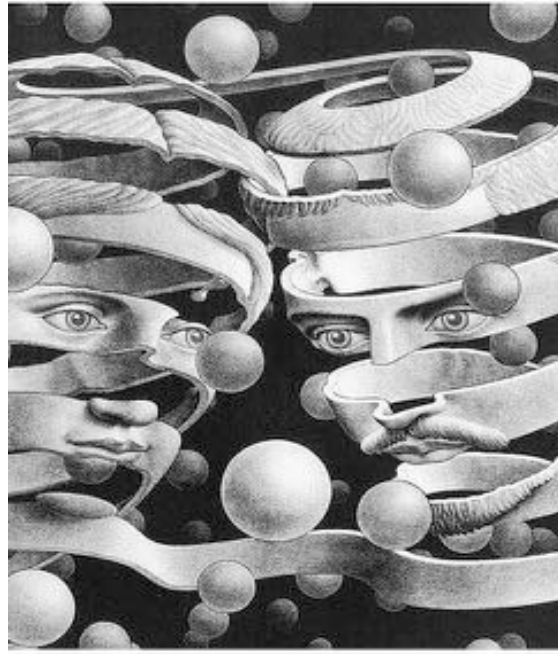
**Relate inquiry
to your own
experience as
a global leader**

Cultural intelligence



Self perception

3, 7, 9, 11, 12, 16



Social relating

2, 5, 8, 10, 15



Context perception

1, 4, 6, 13, 14

Competences of consultants

Approach specific competences		Intervention-specific competences
<u>Expert approach</u> Market knowledge Result orientation Quality orientation Functional management Leadership qualities Risk awareness Entrepreneurship Independence Expert consultation	<u>Process approach</u> Organizational context Organizing ability Building coalitions Decisiveness Positive energy Coaching capabilities Personal appeal Restraint Process consultation	Strategy, market orientation, new developments Organizational context and organizational dynamics. Structure, business processes, technology and HRM Organizational ability, planning and result orientation. Governance and control, processes between people Boldness and problem solving, attentions to details. Development, culture, team building, alliances and organizational learning. Organizational learning, training, team development conflict management, coaching.
Basic competences <u>Showing resilience:</u> flexibility, agility and humanity <u>Analyzing skills:</u> Analytical and conceptual thinking, creativity, learning orientation <u>Considering:</u> Balanced judgment, external awareness, generating vision <u>Facilitating:</u> Listening, sensitivity, social awareness, creating trustful atmosphere <u>Influencing:</u> Communication, presentation, inspiration, persuasion <u>Confidence:</u> Integrity, reliability, loyalty, independence, transparency		Sector knowledge Finance Production and process industry Service industry Information technology New business Family business Retail Healthcare Youth care Safety Education Social housing Public organizations

Career anchors

- Self perception pertaining our motives and needs
- Self image of talents and skills you excel in
- Basic values reflecting your real self
- Reasons for choices in your career
- Things you don't want to give up

Career orientations

Technical



Managerial



Independence



Security



Dedication



Challenge



Life style



Entrepreneur



Self and social awareness

Social awareness

Empathy
Organizational awareness
Dedication

Self-awareness

Emotional self-awareness
Accurate self-knowledge
Confidence

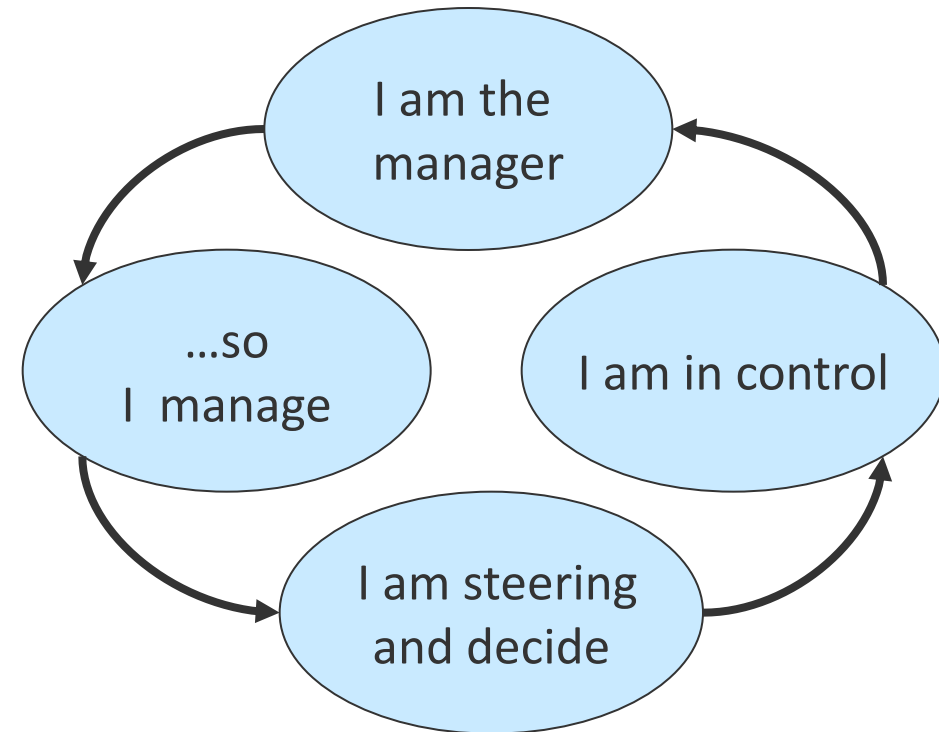
Relation management

Inspiring others
Ability to develop others
Ability to be player in change
Willing to manage conflicts
Cooperation and teamwork

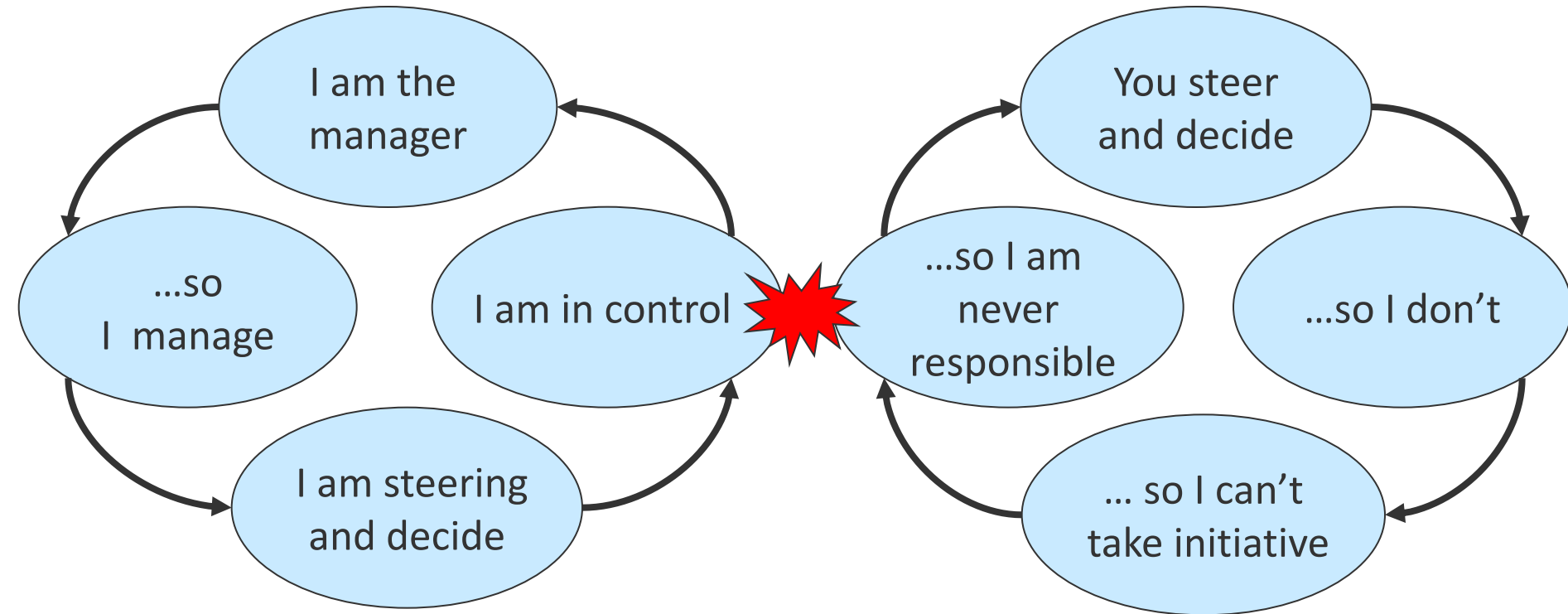
Self-management

Control of one's own emotions
Integrity and transparency of actions
Adaptive skills
Results oriented
Showing initiative
Optimism

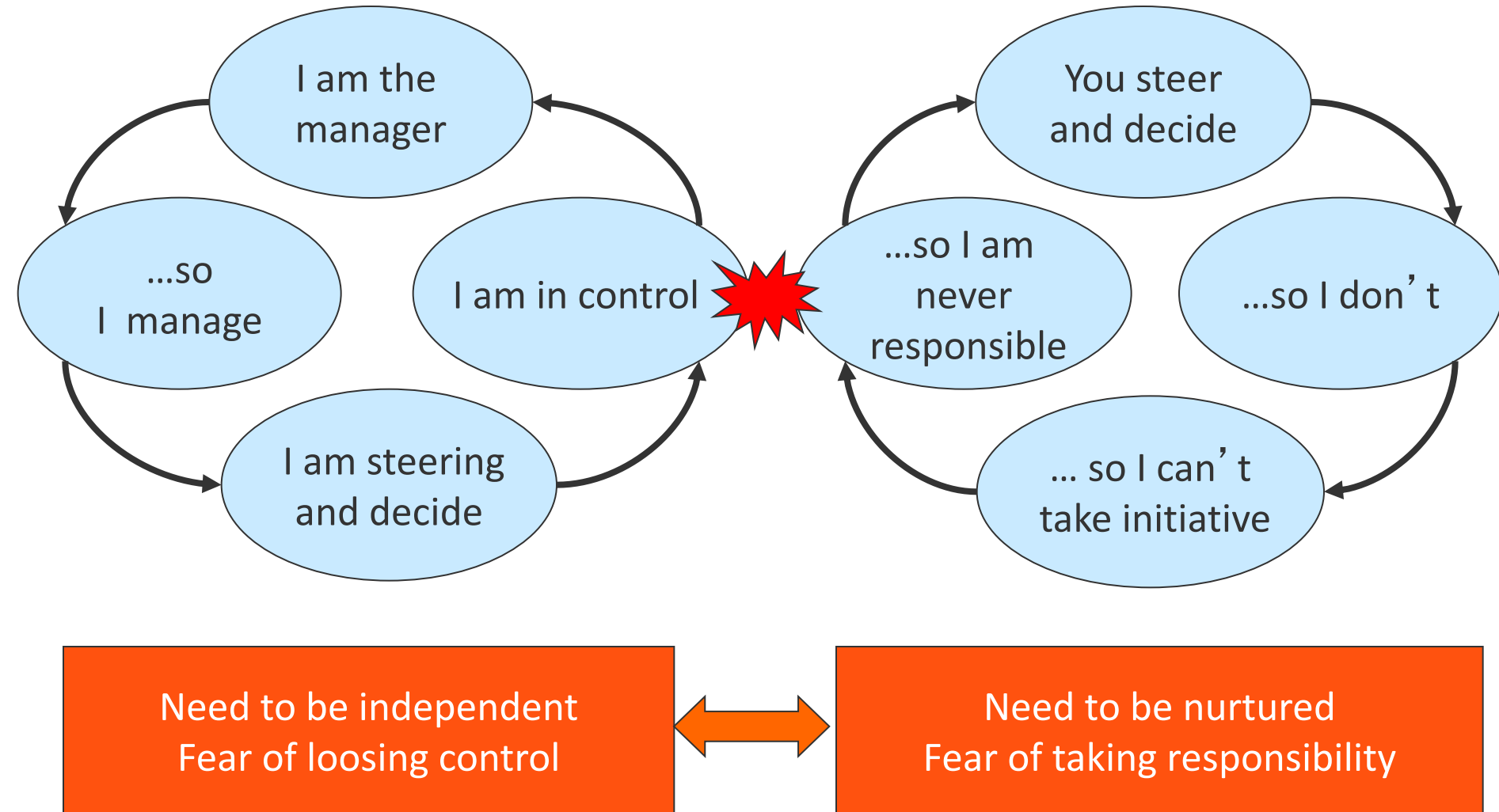
Leaders and followers



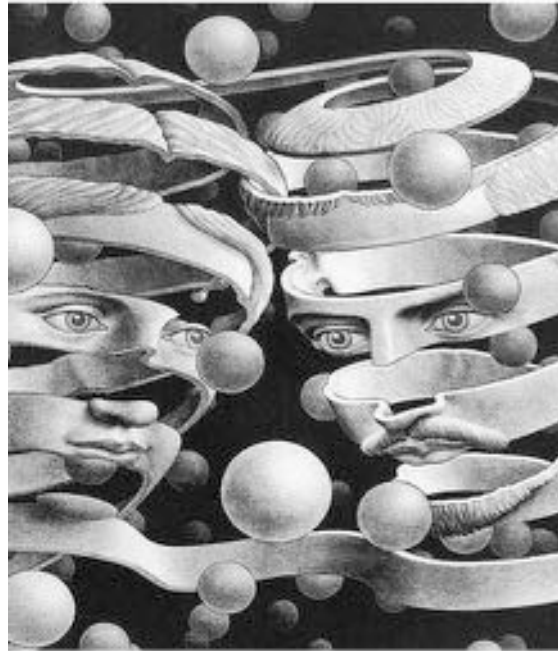
Leaders and followers



Leaders and followers



Authenticity



Developing authenticity

- **Get to know yourself and your origins**
 - Exploring autobiography (people, places, events)
 - Returning to your roots (what inspires you, gives energy)
 - Avoiding comfort zones (out of routines - new adventures)
 - Getting honest feedback (colleagues, friends, family)

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■ Getting to know others

- Building a rich picture (backgrounds, histories, families)
- Removing personal barriers (approachability, vulnerability)
- Empathizing passionately (care deeply, being there)
- Uniqueness about others (positive feedback and validation)

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- **Connect to organizational context**
 - Getting the distance right (connect and separate)
 - Sharpen social antennae (social cues of failure and success)
 - Honoring cultural values (cultural senses of beings)
 - Developing resilience (understanding own values)

Personal development

Fascinations Excitements since childhood Issues appealing to me Things I want to understand	Identity The professional roles I play Where I come from and who I am Who I really want to be
Inspirations Energizing environments Generating enthusiasm Opening up new perspectives	Meaning My purpose in life Contributions to be proud of My legacy for others
Distinctive qualities What I am really good at The proudest moment of my life Why people appreciate me	Engagement People and groups I identify with Significant relationships Professional and personal ties