

GLOBAL LEADERSHIP TRENDS



A report presented by Global Thinkers Forum in association with Global Thinkers



**Insights on successful leadership models
in a fast transforming world**

INTRODUCTION

The way of doing businesses is rapidly changing on a global scale. Recent advancements and the technological boom have dramatically transformed organizational settings, developing markets, and business operations. Globalization demands that leaders directly adopt these changes however transformation within an organization is difficult in the absence of a global context. Cultural, linguistic and geographical challenges are just a few obstacles that face emerging leaders when attempting to adopt global change. Examining the contextual and cultural factors that define global leadership will enable executives to develop an in-depth understanding of the differences between local and global environments.

In order to assist leaders and executives in understanding and embracing these changes, our study addresses the latest trends and patterns involved in global leadership. In this study, we identify the key characteristics and traits an individual requires in order to become a successful global leader. For this reason we have included the leadership profiles of CEOs that are considered 'giants' in the global industry; they are trailblazers, and their courses serve as successful roadmaps for emerging leaders.

This research also highlights challenges and key opportunities often experienced by managers in global settings. In summary, this report offers global leadership insights that can be useful to managers, entrepreneurs, and students who are (or will become) leaders in their industry or who will become tomorrow's global leaders.

TABLE OF CONTENTS

7	Introduction to Global Leadership
8	What Does 'Global' and 'Globalization' Mean?
9	Globalization vs. Internationalization
9	What is Global Leadership?
9	Leadership Differs From Global Leadership
10	Global Leadership Key Trends
12	Challenges and Opportunities for Leaders
15	Key Challenges Faced by the Leaders Today
15	Strong Opportunities for Global Leaders
19	Recent Trends for Global Leaders
20	Key Emerging Trends for the Global Leaders
22	Women & Global Leadership
22	Women in Leadership
22	Arab Women & Leadership
24	Successful Global Leaders of Today
26	Successful CEOs in Europe
28	Successful CEOs in USA
30	Successful CEOs in Asia
32	Successful CEOs in Africa
34	Successful CEOs in the Middle East
37	An Outlook of Global Leaders of Tomorrow
38	Profile of Tomorrow's Global Leader
39	What Shapes the Leaders of Tomorrow?
42	The Importance of Global Thinking for a Leader
44	Conclusion
48	References



INTRODUCTION TO GLOBAL LEADERSHIP

Globalism has dramatically changed classical business strategies and patterns. The term 'convergence' has become the new buzzword in the corporate world. Most industries today offer boundless opportunities, and enterprises are evolving into global ventures. The earlier trend of vertical convergence has transformed into horizontal convergence. Mergers, acquisitions, alliances, partnerships, and outsourcing have developed new global methodologies which allow managers to access a variety of skills, resources and market opportunities that go beyond cultural and political boundaries.

The purpose of this report is to touch on the role of globalization in the development of contemporary businesses, providing a point of reference for global leadership development. Our research highlights the key challenges of global leadership and the opportunities it presents. Leaders today need to grow with a global mindset, develop a unique identity and create a flexible, adaptable worldview. Therefore, this study aims to help managers to develop a strong, global mindset, enabling them to successfully respond to change and take advantage of new opportunities.

Moreover, this report also focuses on identifying and examining key trends in global leadership. In order to broaden research boundaries, this report includes profiles of highly successful leaders from the global business world. These exemplary profiles may be helpful in understanding the traits and virtues of a global leader.



What Does 'Global' and 'Globalization' Mean?

The biggest corporate challenges and opportunities are usually global in nature (Cabrera, 2012). The term 'global' in the business domain refers to the international trade, whereas 'global business' refers to the organization doing business worldwide. The long distance trading of goods has been practiced in Europe since the Stone Ages. In early Greek civilization, sea-borne trading was quite common in various regions of the world.

Sea-borne trading was not global by definition; but it involved similar characteristics. Actual global trading began at the beginning of the 17th century, which rapidly changed the way of doing business forever.

According to Cabrera (2012), the old motto of 'think global, act local' does not embrace the real-time, complex realities experienced by global leaders. Global leaders today are responsible for connecting talent and resources beyond cultural and political boundaries. Contemporary global leaders not only think globally, they also act globally.

Leaders possessing a global

mindset can easily connect with other companies and pursue partnerships through cross-boundary business and trade. They know how to create value through international connections. They connect with stakeholders, create value and grow their organizations.

The term globalization refers to social transactions and linkages, cross-regional or interregional workflows, cross-border networks and activities, and power and interaction (Held et al. 1999). Tessmann-Keys and Wellins (2007) claim that globalization refers to the expansion of business opportunities on a large scale. New market opportunities are available to organiza-



tions that provide resources to deliver their goods and services to their customers. Held et al. (1999) classified global change into four major types. The first type of change embodies the cross-border social, economic and political environment. The second type of change involves intensification which refers to the growing magnitude or intensity of relations, exchange of goods, investments, culture, and migration. The third type involves cross-border circulation of goods, information, people, ideas and investments. As the velocity increases, the development of global interactions will accelerate. The last type involves proliferating and growing global interactions while maximizing impact on local and global affairs. In short, one could argue that globalization in business is the process of expanding, increasing and intensifying the impact of commercial, political and social relations and linkages.

Globalization vs. Internationalization

Many professionals and researchers use the term internationalization interchangeably with globalization.

According to Worthington and Britton (2009), globalization and internationalization in the domain of business differ from each other. It is important that organizations understand this gap. Globalization is dynamic in nature. Earlier, it was believed to be the process of westernization of developing countries. However, this idea has been redefined by rapidly developing economies including India, China and Brazil. During the 1980s, the share of developing countries in global trade was reported at 22%, rising to 32% by 2005. As per the analysis of Worthington and Britton (2009), this figure is expected to reach 45% by 2030. Globalization is more about integration of markets and production on a global scale.

The world is shifting from domestic markets that historically restricted access to trade via regulations, distance and cultural barriers. The technological boom and enhanced mass communications have introduced limitless opportunities for individuals to collaborate, trade, and exchange knowledge.

Internationalization defines the strong relationship between regional states who trade and exchange resources.

What is Global Leadership?

In the last two decades, global leadership has evolved as the latest trend for modern world managers. This trend is regarded as a response to the increasing need for multinational firms to develop strong global strategies, to flourish in international markets and to enjoy a competitive edge in the global market (Mendenhall et al. 2008). Hinds et al. (2011) stated that the increased magnitude and development in global business, which is often defined as managers collaborating and coordinating beyond national and regional boundaries, is extraordinary. It is important to understand that a good leader in an international environment will not necessarily make a good global leader.

Leadership Differs From Global Leadership

Every leader has a particular role which may or may not include a global aspect.

“Globalization has resulted from the collapse of global communism. The recent trend is dominating the markets now, which leads to free trade of goods and services, enhanced capital and knowledge, and increased number of job opportunities.”

Even a successful leader cannot effectively run a global corporation utilizing the same talent and traits that he relies on to successfully manage a local or regional company. Working in a global infrastructure and having diversified cultural norms and backgrounds is quite different from operating in a local environment. Even if a good leader adapts their skill set to a global environment, they must still employ additional time and effort to adapt to the standards, practices and regional trends within the countries they operate. Even a single slip-up can damage relationships with internal and external stakeholders.

Global leaders must perform like domestic leaders while shifting strategies, personal attitude and business processes to international standards.

Global Leadership Key Trends

Parrey (2013) and Jones (2013) presented some major trends that indicate the direction of future global leadership development in high-performing firms. These trends will help global leadership professionals address the four key questions which are as follows:

- Who should become global leaders?
- How should they be selected?
- What skills are required to become a global leader?
- How to measure the effectiveness of a global leadership program initiative?

Jones (2013) and Parrey (2013) answered these questions by defining a new outlook for global leadership development. The key trends for modern global leadership are described as:

- Modern firms identify their leaders by their dominance and influence rather than

their rank or position. It has been estimated by Jones (2013) that about 53% (more than half) of organizations recognizes their leaders not on the basis of their job type, but in terms of their influence and performance level. About four out of ten respondents indicate that they require a leader who is able to influence a group, while 14% of respondents defined a leader as a person who stands out in performance rather than in management of people.

- Strategic management plays an important role in driving global leadership programs. As per the analysis of Jones (2013) long-term strategies will persist on driving global leadership development with a greater emphasis on strategic workforce planning, something necessary to spot competency gaps.
- Technology and innovation are two critical aspects in global leadership programs.



Very often, virtual technology, creativity, social networking and establishing a culture of innovation are absent from global leadership programs. Change management and critical thinking will continue to enjoy the top two positions in the list of essential competencies required in a global

leadership program. Other competencies include cultural engagement, corporate insight, creativity and partnerships development, etc... (Jones 2013; Parrey 2013).

- High-performance organizations (HPOs) are sending their managers to global leadership development programs.

Although chief executives and high performing employees are regarded as the most preferred candidates, global leadership development makes the process of selection accessible to any manager who shows an interest.

- In order to measure the global leadership development initiatives, Parrey (2013) suggests that engagement scores of the leaders become prominent. In addition, sales and productivity measure scales are found to be more useful when compared to traditional measurement scales. These scales greatly help determine the performance and effectiveness of global leadership programs.

CHALLENGES AND OPPORTUNITIES FOR LEADERS

Companies around the world want to achieve success, develop their competencies, embrace innovation, and expand. This chapter aims at highlighting the key challenges and opportunities experienced by the global leaders of modern world. The findings of this chapter can benefit the managers striving to set an error-free, successful global leadership strategy for their businesses.



An effective strategy for 'beyond borders' expansion in the 21st century should include ten critical steps.

- Localize the global and globalize the local; adjust your strategy accordingly. It is important to pay attention to the global vs. local balance.

value than they can achieve on their own.

- Locate and invest in the untapped part of the market. Domestic and international underserved markets represent a multitrillion-dollar opportunity that is largely untapped.



- Involve local partners; take advantage of their local insights, contacts and also avoid overheads. Often they can be of significant help in overcoming government barriers.
- Form partnerships (aka strategic alliances). A strategic alliance is a relationship between firms to create more
- Collaborate with non-traditional partners. Non-corporate and non-profit local partners can provide the necessary expertise on social infrastructure and local legitimacy.
- Remember that the best way to predict the future is to create it. Do not allow fear to put you off.

“Remember that the best way to predict the future is to create it. Do not allow fear put you off.”

- Customize your brand for the local market.
- Develop a communications program based on your company's core vision and competitive advantages.
- Engage your grassroots staff; they are able to help creatively and aggressively.
- Create organizational energy by sharing the challenge and by inspiring and mobilizing your people.

Key Challenges Faced by the Leaders Today

Tessmann-Keys and Wellins (2007) believe that customers, capital and suppliers are the keys to success in a globalized era. Organizations that invest in developing global leadership traits and encourage out-of-the-box thinking significantly grow their outreach, against entities that do not question the status quo and resist risk-taking and change. There is a growing demand for business and trade with the developing

economies such as Brazil, Russia, China, India and South Africa. Business in emerging markets presents a series of challenges along with remarkable opportunities. Issues like poor infrastructure, inadequately functioning legal and education systems, corruption, inequality, and poverty are all challenges faced by outward-looking leaders who apply expansion and growth strategies.

Head-to-Head Competition for Global Leaders

Competition is more relentless than ever. New competitors emerge from all regions of the globe.

Traditional Leadership Skills Are No Longer Enough

Companies need to expand their perspective of global leadership and think out-of-the-box. Modern world global leadership requires agility and adaptability to address different market conditions.

Self-Adaptability

Leaders must be equipped with the right skills that will enable them to accurately interpret people and their cultural environment so that they can adjust their attitude accordingly and achieve their goals.

Learning Ability to Manage External Factors

Understanding and managing the external environment is yet another challenge for today's global leaders. Leaders need to understand the political, governmental, historical, and economical forces that may affect their plans. These are all external forces that may impact a global strategy.

Strong Opportunities for Global Leaders

In order to develop successful, efficient globalization strategies and achieve consistent growth in new markets, one requires strong, effective global leadership traits.

CEB (2012) studied the corporate performance of more than 12,000 senior global executives working at 90 companies and found that businesses that thrive are those operating under insightful global leadership. It appeared that this applied to less than one out of five of the senior corporate leaders studied.

Let's have a look at some of the qualities possessed by 'global leaders':

Big Names in the Industry Opening New Doors to Upcoming Talent

Companies that devote significant resources to developing powerful global brands offer greater access to leadership individuals around the globe, supporting the selection and recruitment of top talent. Although the battle for selecting the best candidate appears aggressive, the corporate giants like

IBM, Toyota and Intel have already taken this initiative for developing global leadership.

Competitive Edge

Competitive fields lean significantly towards having expert global leaders on their team. These leaders understand the customs, cultural norms, and etiquette of the targeted place or the region in which they operate. They also know the degree of business in the target place i.e. the success

and failure determinants. The capability of estimating these determinants can be either as easy as understanding the cultural norms, or as technical as having knowledge of the supply chain relationships in a country (Tessmann-Keys and Wellins, 2007).

Increased Level of Competence

Global expansion is focused on low costs but competence is only accessible to the right kind of leaders. True global leaders identify and capitalize the potential of every single asset within their global range. Leaders having a global mindset will leverage further skills and opportunities that emerge from a new place in a timely fashion for e.g. by offering unique product design or strong customer service.

Global Leadership Network

True global leaders develop other global leaders and the chain moves on. For instance, Honda expanded its global leadership network to set a dominant presence in North American regions by ensuring that Japanese top-management was offered facilities in accordance with North

American culture. Through its global leadership initiative in North America, the company shifted their mentors and experts around the world, even in Japan. Honda's US division transfers the various department leaders to different plants and construction units, to ensure they experience different standards and working environments. The major focus has been on the North American market, but the company actually takes a 'North American ambassador' and drops him or her into either one of its Japanese or other international settings, challenging them to lead effectively and successfully under diverse circumstances (Tessmann-Keys and Wellins, 2007).

In order to ensure on-going success, leaders must identify leadership candidates who not only possess strong leadership skills, but who also own the right kind of attitude and capabilities, along with high competency to grow in more crucial global roles.





RECENT TRENDS FOR GLOBAL LEADERS

Leadership profiles have been dramatically transformed, following a paradigm shift in leadership practices over the past few years. These implications are accompanied by both sustainable patterns and evolving leadership trends which have allowed leaders to extend their capabilities and thrive in the global market place. However, there are specific leadership characteristics that will never change including integrity, focus, customer satisfaction and loyalty, and a clear definition of a shared vision.

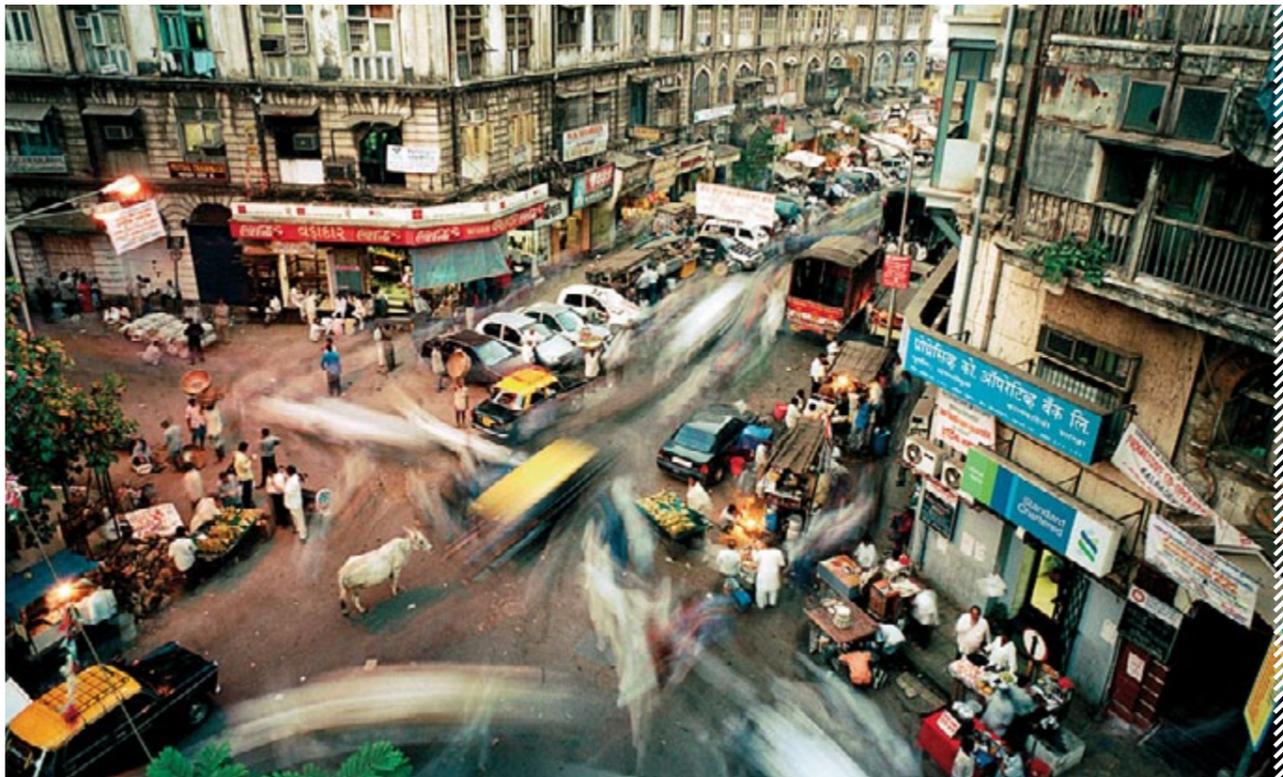
In this chapter, we discuss the key trends that emerged in the past and are likely to evolve further in the future. Moreover, this chapter also discusses the role of women in global leadership along with the specific challenges they experience. The discussion moves further with an analysis of the role of Arab women in global leadership programs and the leadership style they acquire. The information presented in this chapter can be helpful for developing economies as well as for the small- to mid-sized companies willing to make a leap to overseas markets.

Key Emerging Trends for Global Leaders

Due to a rapidly growing global economy, emerging markets have become favorites for companies and entrepreneurs, as well

and a growing middle-class are all key factors that make many popular companies view developing markets through an entirely new prism.

With the rise of developing economies, smaller, national companies are also likely to



as for the business press. Once considered the hubs for cheap labor, natural resources and low production costs, today they are emerging as resources of wealth, investment potential and incredible talent. Frequently growing population rates, constant economic development

flourish, and companies that previously showed no threat to big brands are now able to compete in the marketplace.

Such advancements and ongoing changes in emerging markets have expanded the global competitive arena. This trend will grow more as developing markets grow in size, achieve power and dominance,

find boundary-free opportunities and expand their vision. Considering these changes and developments, we have highlighted some major trends that are likely to give a new dimension to the global leadership landscape in the future.

Top-Grossing Emerging Markets Will Continue to Accelerate Global Growth

EY (2011) estimated that 70% of world growth over the next few years will be generated by developing economies, with a 40% contribution from India and China alone. This suggests that investors will continue to put their money in developing economies for the next few years and by 2020 the BRICs (Brazil, Russia, India and China) are expected to account for 50% of the global GDP growth.

Technological Growth Will Continue

The technological revolution in companies, specifically in planning, organizing, interaction, manufacturing and delivering, has turned the global market into a robust virtual network. Information and communication systems have become the spirit of global enterprise. Most top-level managers and executives

are not required to manage the flow of information within their organization, but they are required to develop the strategic use of technology to ensure its efficient use within the company. If leaders plan to shift to an e-commerce paradigm, they must own technological leadership qualities. In the future, technological trends will mean more business in the cloud, an emerging marketing platform entirely shaped by social media, instant mobility and an evolving number of tech-savvy professionals joining the workforce (Morgan, 2013). These trends are expected to continue to improve, and the introduction of collaborative technologies will allow a steadily growing number of people to connect to a virtual global network (Syms, 2013). The important factors leaders need to keep in mind in order to gain technological leadership skills include:

- Learn how intelligence and science of new technologies can help you.
- Recruit, select, establish and maintain a network of technically proficient personnel.
- Invest in and manage technological costs smartly.
- Stay positive in embracing innovation and leading the use of new technologies.

Organizations having technology savvy executives are likely to enjoy a greater competitive edge and grow further than those who don't possess a technical mindset. Without technological advancement and growth the future of integrated global leadership is largely impossible.

Emerging Market Leaders Have Become the New Competitive Threat

With the rise of emerging economies, new companies are able to acquire a considerable place in the global arena. The augmentation of these emerging market leaders are expected to constitute one of the most significant global trends of this decade (EY, 2011). Developing companies will continue to enjoy the competitive edge in their local markets, while gradually making foreign investments into other developing economies of the world. There are many developing market leaders who have grown up in markets where distribution channels, source of transportation, telecommunication, industry, and water supply don't exist. This institutional void makes these companies more innovative and flexible and helps them

develop an entrepreneurial culture that addresses the demands of their bottom-of-the pyramid (BOP) consumers.

Increasing Population Rate Drives New Target Market Segments and Leads to Urbanization

It has been estimated that the world's population is likely to grow by 2.3 billion people, reaching 9.1 billion by 2050 (EY, 2011). This implies that combined buying power of the global middle class segments is anticipated to more than double by 2030 i.e. by US \$56 trillion. Moreover, it has also been predicted that 80% of this purchasing power will emerge from Asian countries.

Most of the recent middle class segment of customers is likely to reside in developing countries and almost all of them will be located in cities – small cities in particular. This trend of urbanization will continue to stimulate businesses. At the same time, it places enormous strain on infrastructure (EY, 2011).

Women & Global Leadership

The feminine facet of both leaders and leadership is playing a vital role in the formation of the global

landscape. The number of women in executive positions is increasing, while the style of global leadership is in need of qualities that women possess, such as excellent organizational skills and the ability to multi-task in complex environments (Adler, 2012).

According to the International Center for Research on Women, (ICRW, 2004) the number of women acquiring senior leadership positions in overseas markets has dramatically increased in the past few years. It has been estimated that women are gradually acquiring top posts in international firms and in foreign, trade, and defense ministries, finance and corporate sectors, and even in government companies. However, both in the political arena and in the corporate world, the ratio of male leaders is still higher.

Women in Leadership

Claus (2013) believed that many firms are enthusiastically taking initiatives towards removing professional discrimination, and prejudice. However, societal norms and cultural barriers, particularly in reference to gender roles, have not been eliminated. Stereotyping and gender bias create barriers for women who

seek leadership opportunities. Hence, women often feel that they must balance the level of masculinity, which is still enjoying a dominant position in leadership (Callahan et al. 2005).

Arab Women & Leadership

Bligh et al. (2005) stated that leadership development tends to expand quickly throughout the world. This proves true only by a simple search for the phrase 'leadership development' on Amazon.com. Results show that more than 29,000 books on the subject have been published to date. Regardless of the limitations of locally valid concepts, the Arab countries have nurtured a variety of leadership styles from the private, public and non-profit sectors. At the same time there has been a significant increase in the number and types of leadership initiatives in recent years (Abdallah and Al-Homoud 2001). These initiatives and development programs vary in terms of objective, scope, methodology, source of funding and assessment procedures. Dabbagh and Assaad (2010) argued that the Arab world is saturated with leadership development programs offered by local and international institutions, private

companies, non-governmental firms, and profit consultancies.

Rania Atalla, Executive Director at Women for Women in the USA, defines 'the perfect Arab woman leader' as "the one who is sufficiently confident, secure, knowledgeable and competent to lead others while surrounding herself with a dynamic team having more

and career development but they also excel in other fields, such as their family lives and also as mentors who motivate and empower the next generation of women.

Arab women leaders are highly competent and committed to their goals and responsibilities which are often burdened by cultural and religious



talent than herself".

DWE (2009) reported that behavioral concepts of leadership depend upon a general belief that great leaders are made, not born. Charismatic presence and special physical appearance, not accompanied by other smart skills, are not sufficient in today's fast paced and hugely competitive world. Arab women are not only passionate about their profession

obstacles. In short, they pay more attention to detail; they tend to be less attracted to power and glory, and are more success-orientated. Their leadership style is less autocratic and broader than that of men.

SUCCESSFUL GLOBAL LEADERS OF TODAY

A great leader is one who responsibly takes the lead and inspires people to work in a collaborative, goal setting manner. A leader who has a charismatic personality, vision, courage and the determination to meet the defined mission will always achieve organizational success. A true leader not only motivates others to work, but he or she encourages the team to perform collaboratively to their maximum ability at all times in order to achieve results.

Below we have profiled some of the top CEOs from Europe, the USA, Asia, Africa and the Middle East. These profiles serve as a roadmap to the successful patterns laid by top leaders of the modern world. We learn from their leadership styles and practices in order to meet our own plans and objectives, whether international or global in nature.



Successful CEOs in Europe

Chris Viehbacher | Sanofi

Chris Viehbacher was named the leading CEO of Europe in 2013, as reported by Thomson Reuter's Extel Survey. According to the report, more than 2,200 asset owners and 2,500 analysts from 250 European investment banks voted for him (Wadlow, 2014).

In 2008, Viehbacher was appointed the CEO at Sanofi - one of the top healthcare developing, research and pharmaceutical companies. At that time, the company was reported to have more than €35 billion in sales. Currently, the company has established its presence in 100 countries around the globe with a workforce of 110,000 employees.

Viehbacher started off his career in the public health sector after graduating from Queens University in Ontario, Canada. In 2003, he received the Knight of the French Legion of Honor. In June 2013, he was elected President of the European Federation of Pharmaceutical Industries and Associations on two year tenure.

According to Viehbacher, 'a leader must be present and involved with a robust set of values in order to drive change' (Financial Times, 2009). He believes that strategy management is not the only driving force—a true leader is the one who knows how to mobilize and motivate the employees of the company.



Herman Gref | Sberbank

Herman Gref is a leading name in the European Banking industry. After serving seven years as Russia's minister of Economic Development and Trade, he was appointed the head of the Russian state-run Sberbank. Under his leadership the company saw rapid development with profits reaching 74% in 2011, very soon after its recovery from the major financial crisis (BRICS, 2013).

At the Russia Forum 2013 organized by Sberbank, Gref stated that people often expect something that should not be expected at all. He thinks that people tend to rely heavily on their

governments (either regional or federal). We all anticipate that the employer is responsible for making our lives better. However, Gref believes that it is high time to put all these expectations aside. "If people



don't make a difference in their own life, nobody else will," argues Graf.

Gref strongly believes in the principle of Kaizen i.e. changing the mentality of the employees and making them put more focus on the customers while implementing lean technologies. That was one of the major challenges he faced during his plan to reform Sberbank. As far as strategy development is concerned, Gref transformed the Russian retail banking giant into one of the most innovative international banking groups in terms of performance, efficiency, assets and profits (BRICS, 2013).

Markos A Kashiouris | IronFX

Markos A Kashiouris is yet another prominent name in the European corporate zone. Kashiouris is viewed as one of the best CEOs of one of the fastest developing online trading companies in the world: IronFX. Kashiouris has combined his academic background in accounting and finance with his mission to integrate a unique customer-orientated and impeccable service model, to ensure that the needs of their customers are met (Wadlow, 2014).



The leading CEO firmly believes that the global online trading industry is leaning towards the concept of added value customer service for the end user. The motto of the company of 'global presence, local reach' depicts a dedicated worldwide organization with a dominating local market space, and their customer base is growing every day. Back in 2012, the whole IronFX group of companies comprised of IronFX financial services and other affiliated firms, embarked on an aggressive global expansion of operations, opening a number of offices around the globe. This expansion was governed and authorized by international and local regulations (World Finance, 2013).

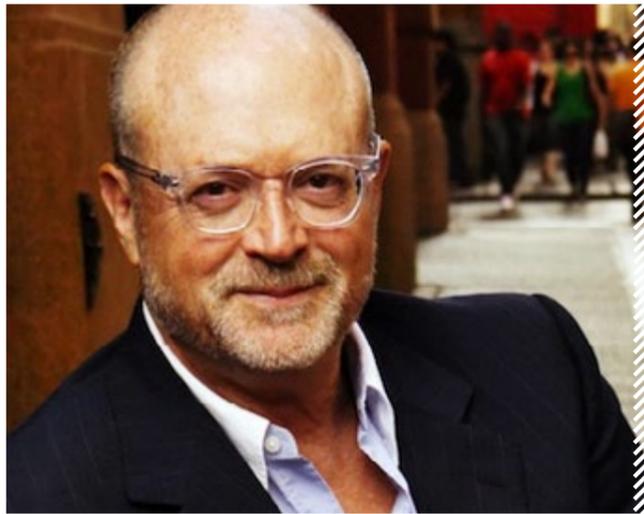
IronFX is regulated by ASIC (Australia) and CySec (Cyprus). It is registered with all regulatory parties in Europe and runs under the European MIFID passport. Under the leadership of Kashiouris, the company has opened offices in 17 cities including Hong Kong, New York, Mumbai, London, Buenos Aires, Warsaw, Budapest, Montevideo, Madrid, Kuala Lumpur, Moscow, Frankfurt, Sydney, Shanghai, Johannesburg, etc. The popular European leader now plans to open another 10 offices around the world (World Finance, 2013).

The company is planning to grow and expand its local offices as well as its headquarters. Currently, it employs around 220 people around the world, of which 150 are account managers.

Successful CEOs in USA

Milliard Drexler | J. Crew

Milliard Drexler aka 'Merchant Prince' is considered America's top rated CEO. Drexler is an iconic trend setter, responsible for introducing many classic trends including khakis and 'casual Fridays' attire'. Drexler has served as the Chairman and CEO of J. Crew Group Inc. since 2003. Formerly, he served as President and CEO of Gap Inc. (Lutz, 2013).



Drexler encourages his employees to openly share their ideas during his open office hours. He thinks that open-plan offices encourage cross-pollination and a better flow of ideas. He is also obsessed with real-time feedback and suggests that employees take criticisms positively.

Drexler is seen as a practical leader and thinks that no task is too small if it can improve the business. He has always believed in being honest with his employees, which is the key reason for his success. According to Drexler, women have greater intuitive qualities than men. Drexler also claims that success doesn't happen overnight: 'It takes a long time to reach your destination in business' (Crithchell, 2012). Under Drexler's strong leadership, J. Crew has been transformed into a trendsetting company.

Bill Gates | Microsoft

Bill Gates is the top American business magnate, programmer and inventor. Gates - the former CEO of Microsoft is currently an active philanthropist. Microsoft is regarded as the world's largest personal computer software company. The co-founder of Microsoft is said to be an impatient manager which greatly helped Microsoft earn exceptional revenues (Santos, 2011).



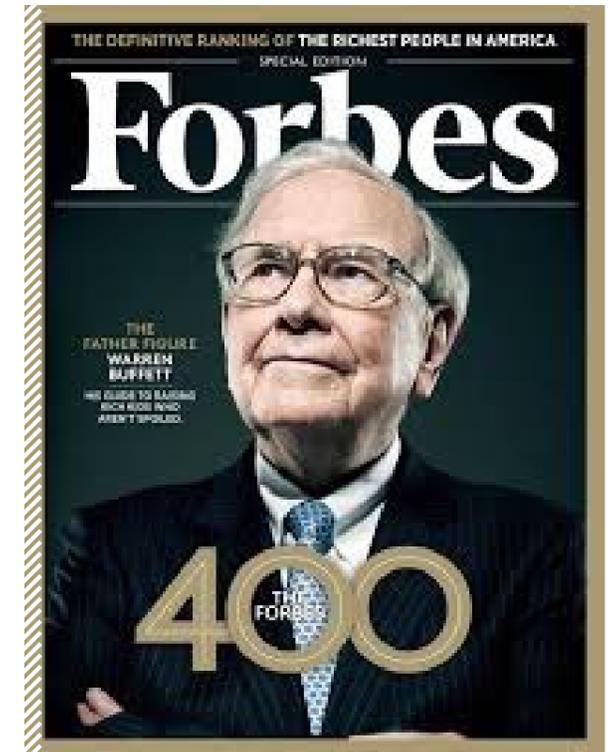
He has been constantly ranked in the Forbes list of the world's wealthiest people and was in the top position between 1995 and 2007. In 2011, he became the wealthiest American individual and second wealthiest person in the world. As reported by Bloomberg Billionaires List, Gates is currently the world's richest person and is enjoying the same position as he did in 2007 (Toscano, 2013).

Bill Gates' charismatic personality encompasses many positive characteristics including modesty, dominance, intelligence and fearless decision-making. In his formative years Gates was guided by his parents William and Mary Gates. The emotion and intelligence from William and Mary's strong will power contributed tremendously to Gates' corporate personality (Santos, 2011).

Warren Buffett | Berkshire Hathaway

Warren Edward Buffett, born in 1930, is an American corporate magnate, philanthropist and investor. Buffett is broadly considered the top-grossing investor of the 20th century. He is the Chairman, CEO and the largest shareholder of Berkshire Hathaway and is consistently ranked among the world's richest people. In 2008, he was ranked as the richest person in the world, and in 2011 he became the third wealthiest person globally. As published by Time Magazine, Buffett was named as one of the most influential global leaders of 2012.

Buffett is known for making smart and profitable decisions (Sorkin, 2011). He adapts a 'hands-off' management style, also known as Laissez Faire Style, which works perfectly with staff that is highly motivated and skilled (Cherry, n.d.). Buffett possesses the ability to choose the right kind of people and competent managers who know how to excel in results-based settings.



Successful CEOs in Asia

Asad Umar | Engro Corporation

Asad Umar is one of Pakistan's top-rated CEOs and corporate giants. He served as the CEO and President of Engro Corporation for 8 of his 27 years in total service for the company. In 2012, he resigned from the company and entered Pakistan's political arena.



Umar's career began at Engro in 1985 when the company was operating as a subsidiary of ExxonMobil. He started as a business analyst offering his services from Canada. In 1997, Engro was established and Umar went back to Pakistan. Engro's phenomenal success, in a variety of business units within a very short timeframe, can be attributed to Umar's exceptional efforts coupled with his impeccable business acumen. His brilliance, innovation, futuristic approach, fine managerial skills and competitive spirit catapulted the company into the premiere league of top-grossing companies in Pakistan.

Umar has played a pivotal role in Engro's glorious expansion which has resulted in its remarkable growth in terms of corporate ventures and revenue generation (Roghay, 2013).

At CIMA Business Leaders Summit 2012, Umar emphasized that business leaders need to understand the power of trade, and that South Asia should learn from the tremendous examples set by regional and inter-regional partners, and take advantage of the unprecedented opportunities for new trade and investments.

Azim Premji | Wipro

Azim Premji initiated a small revolution in the 1960s by packing cooking oil. He was the major driving force that brought a dramatic change within the IT sector of India.

Azim Premji graduated from Stanford University in the USA with a degree in Electrical Engineering in 1967 and has been at the helm of Wipro Limited ever since his return to India in the late 1960's. At the time of Premji's return, Wipro was a \$2 million hydrogenated

cooking oil company. He has since turned Wipro into a \$7 billion revenue IT, BPO and R&D Services organization, with a presence in 60 countries. Today, Wipro Group's total revenues are \$8 billion a year.

Premji was committed to developing the young brains of India. Wipro today employs 120,000 people and runs its operations in more than 50 countries over the globe. Premji is India's third richest man having a wealth score of \$13 billion. Recently, he was awarded the Asian Business Leader of the Year Award (The Times of India, 2013).

The 66-year-old leading oil vendor stands out unequivocally when compared to many other Indian businessmen who have severely criticized for their limited interest in philanthropic causes. Premji has donated more than \$3 billion to the Azim Premji Foundation that aims at providing primary education to children (TWHI, 2012).



Laxmi Mittal | ArcelorMittal



At present, Laxmi Nivas Mittal is the wealthiest man of Asian origin. Born in 1950, Mittal is now one of the world's most visionary leaders. In 30 years, the steel magnate, CEO of Arcelor-Mittal has transformed the little Indian steel factory inherited from his father into the number 1 of the steel in the world. With a personal income of US 20.7

billion, he has been positioned in the list of world's richest people, ranked as the 6th richest person in the world by Forbes in 2011, but dropped to 21st place in 2012, due to having lost \$10.4 billion the previous year (Bornrich, n.d.).

Mittal graduated from the Indian Institute of Social Welfare and Business Management—the first business school in India. He started off his career working for his father’s steel business, Nippon Denro Ispat, but differences with his family led him to establish his own company, LNM Group.

According to Mittal, we should not only focus on constantly challenging ourselves to improve what we are, but also encourage the talent and foster the responsibilities in others (ArcelorMittal, n.d.). He thinks that a strong player surrounded by competent managers can better withstand pressure and set a more consistent and stable environment that benefits all stakeholders, including employees (Bornrich, n.d.).

Successful CEOs in Africa

Maria Ramos | Absa Group

Maria Ramos is one of the most powerful women in international trade and business. Ramos has been the CEO of Absa Group since 2009 and is regarded as one of the most valued public administrators and corporate leaders today. She is considered one of the architects who transformed the South African economy. She formerly worked in South Africa’s public sector (Nsehe, 2012).



Ramos was born in Lisbon, Portugal. Her parents moved to South Africa when she was a child. Ramos, was the daughter of a poor bricklayer and the eldest among four sisters.. She believes in the motto of “when there is a will, there is a way” and she is always committed to making things happen (TWHI, 2011).

Her charismatic personality first shone through in 1983 when she applied for a scholarship that was subsequently rejected due to an antiquated rule based on gender bias. Refusing to give up, Ramos persisted in her aca-

demical goals and won the Barclays Bank Graduate Scholarship to study economics at the University of Witwatersrand in Johannesburg.

During her tenure with Group CE of Transnet Limited, she was appointed to turn around the declining revenues. And indeed she managed to transition the organization from \$3 billion in losses in 2004, into a \$3 billion profit in 2008! The organizational transformation that was achieved under her leadership positively impacted more than 70,000 employees (Chetty, 2010).

Alhaji Aliko Dangote | Dangote Group

Alhaji Aliko Dangote is yet another dominating name in African business. He is the richest person on the continent and leads the Dangote Group. The Nigerian business tycoon has acquired an estimated net worth of \$16.1 billion. Dangote group, based in Nigeria, operates in several other countries across the African continent. With the help of his uncle Alhaji started trading commodities more than three decades ago. He then established Dangote Group that today owns numerous refineries including, cement, sugar, flour, and salt processing plants (Hanna, 2013).



As Africa’s richest man, Alhaji Aliko Dangote plans to further expand his publicly traded company across the continent. He has announced plans to develop new plants in Kenya and Niger. Having operations in eight countries, the company claims to be the largest cement manufacturer in sub-Saharan Africa. Dangote has already decided to establish a \$9 billion petrochemical and oil refinery in Nigeria. The business magnate announced that it will be Nigeria’s first, and Africa’s largest, petroleum refinery when it is complete (Abiyamo 2013; Nsehe 2012).

Successful CEOs in the Middle East

Mohamed Alabbar | Emaar Group

Since the inception of Emaar Properties in 1997, its founder Mohammed Alabbar has also served as the company's chairman. Mr. Alabbar is also one of the board members of Nor Investment Group, the top-rated diversified financial company of Dubai (Gulf Business, 2013), and the chairman of Bahrain-based Al Salam Bank.

As stated by John C Maxwell, 'a leader is the one who knows



the way, goes the way and shows the way'. Alabbar has proven this to be true. In his own words: 'There is a minor difference between a boss and a leader. A boss simply commands while a leader leads by saying 'let's go!' (Hussain, n.d.)

Alabbar takes inspiration from his mentor His Highness Sheikh Mohammed bin Rashid Al Maktoum, Prime Minister of

UAE. He is guided by Mohammed's way of dynamic leadership. Mohammad believes that a leader should be able to lead his people by positioning himself in front of his team rather than behind them. Arabian Business, one of the leading regional business magazines ranked him second on the list of The World's Most Influential Arabs of 2009 (Hussain, n.d.).

Abdul Aziz Al Ghurair | Mashreq Bank

Abdul Aziz Al Ghurair from the United Arab Emirates is the acting CEO of the publicly traded Mashreq Bank. His net worth as estimated by Forbes is \$2.7 billion, making him the 420th wealthiest person in the world (Forbes, 2006).

Al-Ghurair is head of the Mashreq Bank, founded by his father during the Gulf's first oil boom in the 1960s when profits were down across the region. Ghurair's family acquired diverse holdings in real estate, publishing, contracting, residential care, and petrochemicals, which in turn helped others to come over the deficit. The food divisions acquired by his brother Essa include the Middle East's popular Masafi mineral water, and the region's second-largest flour mill. Al Ghurair leads the Arab Business Angels Network, an organization with a mission to match angel investment funding with startups by Arab corporate leaders (Hanna, 2013).

Ghurair served as the Speaker of the House of the FNC i.e. Federal National Council between 2007-2011. He was the first to launch Automated Teller Machines (ATMs), debit and credit card facilities, consumer loans, Point of Sale (POS) terminals, digital chip enabled credit cards in the UAE and the most popular Marshreq Millionaire rewards-based savings program.

During his tenure, his bank received many international accolades, including The Best Bank in the UAE for the year 2005, from Euromoney magazine. Mashreq also achieved the MasterCard product Award for the UAE E-gate Prepaid MasterCard program.



AN OUTLOOK OF GLOBAL LEADERS OF TOMORROW

A true leader is one who understands the value of the future and views his present as nothing more than a platform for creating a long-term vision. If one wants to lead more efficiently, he or she should shorten the space between the present and future. Change management and stimulating innovation require more than a process—they need strong adaptation of a cultural mindset. Leaders must question the status quo to bring about change and to prepare their organization for the future. A leader should have risk taking ability and should be capable of learning from their failures. A leader should be able to lead rather than give orders to his or her sub-ordinates.

This chapter intends to design a profile for the global leader of tomorrow. It highlights the key characteristics and the essentials young leaders of today require to become the leaders of tomorrow. In addition, this chapter also presents a discussion on the growing significance of leadership around the world.

Profile of Tomorrow's Global Leader

Having a global mindset means that leaders look at problems and issues and arrive at solutions through a multi-cultural strategy, taking into account global trends, weak signals and global social capital. In order to go global, one should understand that organizations cannot thrive if they operate in silos. Global organizations in particular should operate within a multifaceted, prolific international framework. Being global is all about crossing the cultural limits between businesses, social and governmental sectors.

Developing a global mindset and cultivating global leadership among the emerging leaders of today does not necessarily depend upon what we call 'global experience'. Having a global experience is important but not sufficient for the development of a progressive and broad global mindset.

According to Tessmann-Keys and Wellins (2007), there is no perfect leadership model that will fit everyone. However, practice shows that outward looking and internationally-minded executives apply these basic rules:

Cross-Cultural Leadership Development

Link senior executives from around the world, helping them to navigate through major transitions, increase sustainability and adopt a revolutionary change approach, both for the organization and for the leader.

Training and Foreign Assignments

These are essential as they offer an experience of working and leading through international practices. For a company, this could be a great opportunity to examine the individual's abilities and talents in a multicultural, challenging environment.

Network Support

This enables global leaders to bring a broader view to any business issue through a knowledge base. Strong network support allows professionals to respond to professional and cultural challenges experienced by global executives.

Cross Cultural Training

This is necessary in order to understand and appreciate significant issues and differences in culture, language, beliefs, values, communication, dress code, and behavior.

Online Performance Support Systems

These systems share on-the-job tools, tips, knowledge and insights of the existing global leaders, resource materials, etc... There are certain virtual training tools that offer action planners, assessments, and performance tools, supporting leaders to maintain corporate policies, procedures and objectives.

Performance Tracking Measurement Systems

These systems are important to ensure that global leaders are meeting objectives and fulfilling the mission in accordance with their corporate assignment for e.g. financial, development, or operation goals. This also ensures that they are successfully taking advantage of and protecting intangible assets such as brand image.



Diane Erdei: "But hard skills are by far insufficient in order to fully engage teams and organizations. Leaders are expected to display what we call 'emotional intelligence'"

What Shapes the Leaders of Tomorrow?

by Diane Erdei, Head of Financial Planning and Analysis for General Electric (GE) Energy Germany, GE Austria and Switzerland

A few years ago I took part in a brand awareness class as part of one of General Electric's top leadership programs. During the class, we (about 90 highly-powered diverse individuals) were asked to call out what differentiated us as leaders. A few minutes down the road, we all called out our differentiators as

being smart, having international experience and the drive to succeed. It was simply eye-opening for the group, realizing that what we all considered to be great differentiators had become common denominators. The first good news was: we all had them. The other news was that the standard had risen. So that

forced us all to go back to the white boards of our characters, searching for more profound and clear-cut differentiators as leaders in our company.

Today we live in the context of a multi-speed world. Realities such as the power of social networks, the omnipresence of information, the importance of big data and the internet of things, the still visible and pervasive effects of the last financial crisis, global challenges such as global warming, the diversity needs in

our teams, are part of our daily life, thoughts, and vocabulary. What is new is that society expects more of its leaders. Being an expert and having the hard skills are just the foundation, the enablers which propel us to become leaders in our organizations. But hard skills are by far insufficient to fully engage teams and organizations. Leaders are expected to display what we call “emotional intelligence”: to be perceived as trustworthy persons, have a vision, be motivators able to rally people behind them, and give hope and meaning to the people led. We as leaders are expected to drive profitability AND at the same time be socially and ethically responsible. We expect to have and provide meaningful careers,

AND at the same time be flexible and able to balance work and “life”. The time of “or” is passé. The “and” in the sentence is the new word in the vocabulary; the past compromises are re-challenged and re-looked at. Being profitable at the expense of ruining the environment or destroying communities is just not acceptable anymore and society and the younger generations are making a point of it. Advancing in your career while neglecting your personal life and health is, while still accepted, no longer desired.

What are also new are the demographic challenges we’re facing globally. The age pyramid profile is changing, but not homogeneously. Overall, 50% of the world’s population is 30 years or younger but not equally distributed across regions. Europe, regions in Asia and the U.S. are aging. Africa’s median age is about 14 years. For the first time ever the work force has, depending on the region, three to five generations side by side, with different expectations and behaviors. The traditional leadership and career paths see work as almost a religion, with clearly laid out paths, with defined careers from beginning to end, where diversity may be a notion easy to spell but hard



to live. There is however a new reality emerging under our eyes: the millennial generation is pushing the envelope on flexibility, on balance between work and life, on protecting the environment, on being inclusive and diverse. In this new reality, jobs which exist today may disappear in the next five years. Jobs of today may not have existed five years ago. Participants to the work force are expected to be flexible and adaptive to changes. Careers are shifting from linearly vertical to a series of formative experiences in multiple areas and domains which further lead to rounder and broader leader profiles at the top. Former rigid hierarchical structures that took time to climb are being challenged, simplified, flattened or even rendered obsolete. A new power house has emerged through influence-based leaders who need no titles to create trends, engage followers and drive action. Environments are becoming increasingly permeable and collaborative, with flexible teams forming and dissolving on a project-by-project basis. The leaders of tomorrow are those who understand and accept that knowledge and expertise does not always come from one single source of truth—the head of the organization—but that by

empowering employees, they can drive innovation, increase engagement and further build strong new leaders.

The question which still remains to be answered is: Will there be a clash between “old” and “new” or will the transition occur gradually and naturally?

I guess the trick in dealing with this question is in how we view the topic. We can decide to see it as a problem, or we can view it as an opportunity. Although debated by linguists, I like the Chinese symbol that stands for both crisis and for opportunity. I too believe that in each crisis is opportunity. We can decide to harvest it, or can decide to look away or fight it. What is not going to change however are the realities we move within and the questions that are being asked by millions of new work entrants with an attitude that asks for meaning, a balanced approach to work, life, environment and a longer, more responsible view of the world around us.

So what are some of the key skills that we as 21st century leaders should have? Rivers of leadership literature have been written on the topic, so I would like to list some non-exhaustive thoughts from my personal experience:

- In the 90s the military intro-

duced the term VUCA standing for volatility, uncertainty, complexity, ambiguity. The only thing that is certain is that nothing is guaranteed. As leaders we are expected to anticipate trends, be agile and feel comfortable in ambiguous environments, see around corners and solve complex problems. Those of us who can ignore the noise, extract the value from all the information around us, and connect the dots will be the ones who create impact.

- The best leaders are and will continue to be fluent diversity promoters. We need to understand and be at ease with diversity, able to effectively work across cultures, countries, ages, genders, and backgrounds. The leaders who understand that diversity equals “strength” and not “problem” will also have the strongest teams delivering the best results.
- The next differentiators will be in leading by influence and not only by position—the ability of designing an environment where creativity and innovation are not stifled but promoted, where everyone is expected to contribute, collaborate and bring their best to the table.

I believe that each of us, as global leaders, can make a difference. We need to realize more than ever, how strongly inter-dependent and inter-connected we are. It's easier blaming difficulties on the system, on the government, and on others but we need to realize we have a voice and we can make things happen. And so, we should ask ourselves everyday how we, without big words but through our actions, can make a difference to the world we are a part of. We should assume less and challenge more. To ask the question behind the question and realize that there is more than just one way of looking at a topic. We will realize that we can drive dialogue with facts, that getting attention for the right cause is sometimes easier than we think, and that the interest and support may already be there, waiting to be united around a worthy cause. Our actions speak for us because our reputations precede us. And our reputations and actions as leaders of tomorrow will be the information that people will frequently rely on to make the decision whether they will follow and trust us.

The Importance of Global Thinking for a Leader

It is necessary that leadership, regardless of professional realm, pursues excellence through global thinking and ethical governance. We need to train leaders to successfully challenge incumbent behavioral patterns, invest in social capital and re-engineer group thinking in ways that promote productive collaboration and progress. This is the challenge that [Global Thinkers Forum](#) is addressing by bringing together innovative avant-garde minds and successful or aspiring leaders to discuss progress and excellence in governance.

As the importance of global thinking grows in the context of leadership, it is becoming more evident that the leaders of tomorrow will have to grow in an intricate, rapidly expanding and multi-cultural context. Many leadership experts have started to present the concept of global leadership to help leaders understand that they have to adapt and contend with a changing world in which global practices can be cultivated. Some studies claim that the difference between leadership and global leadership is getting

smaller and eventually all leaders will become 'global leaders'.

At present, local leaders working in developing countries who manage employees from diversified cultures and countries, and those who serve the customers from all over the world are also recognized as global leaders. Similarly, global leaders can also be managers looking to improve their performance by establishing global supply chains, or professionals who meet different people from

that global leaders of tomorrow might need to invest more time in multiple countries in order to have a better understanding of how international trade can help them develop their organization and enjoy a competitive edge. In a setting where competitive pressures are rapidly increasing, manufacturers will be required to learn and understand how to manage global production, their sales team and marketing functions.

Advanced technology is yet

in India can easily interact with designers in Italy to assist them in developing systems that are then made in Indonesia and sold in Brazil. Technology can greatly help cut down the limits to global business, something that used to be impossible. Leaders having a global mindset and philosophy will be better prepared to make globalization work in their favor, allowing them to be highly competitive in the changing global business landscape.



different cultural backgrounds.

Goldsmith (2014) suggests that the two preliminary factors making global thinking an important aspect for future leaders include rapid growth in global business, and integrated global technology. Several researchers have suggested

another key factor which is going to make global thinking a must-adopt element for the global leaders of tomorrow (Goldsmith, 2014). New technologies and social media have made it cost-effective to outsource production around the world. Software engineers

CONCLUSION

In this study, we conclude that global thinking includes several aspects. Firstly, it includes the idea of establishing alliances with companies, including competitors, to survive in a global setting. Secondly, it is the global integration which refers to taking advantage of economies and global earning, while addressing local needs. Moving forward, we also learned that a new understanding of vision and values is required in order to develop a global mind set. Different countries have different and often unique ways of doing businesses.

Our findings suggest that a leader must also delve into the perceptions, social aspects and motivations that exist in the political, social and cultural environment they operate. Global leadership should be interactive in nature. A leader must acquire a leadership style that focuses more on relationships rather than position, power and control. Two major elements that are needed to develop these values are collaboration and relationship building.

Female leadership is setting an example and tends to be more effective at managing both turbulence and culturally diverse settings. In fact, women are seen as more effective than men at leading a workforce and openly expressing their views. Women are highly capable of resolving the conflicts within organizations and are better motivators than men. They highly encourage and invite others to show their interest and involvement in the leadership process. Juxtaposing this with masculine leadership, men are more attracted to power and control and tend to be more effective at exercising their authority.

A shift has occurred in the world's perception about the role of leaders. They are expected to empower their people to perform well and excel; they are expected to manage effectively, with vision and a profound understanding of global trends, with immediate perception of the 'weak signals'. Our world needs inspiring global leaders who will be insightful and also communicate openly to achieve engagement and create ecosystems of power and trust for companies to thrive, progress, and grow.

Report Editors

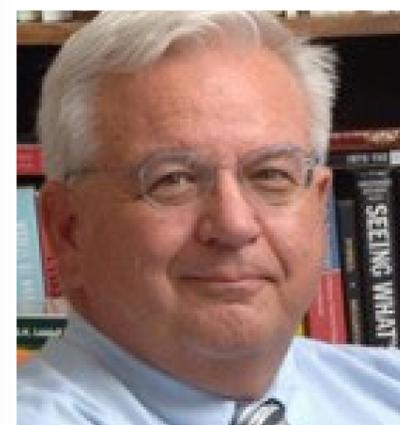


Elizabeth Filippouli – Founder & CEO Global Thinkers & Global Thinkers Forum

Elizabeth Filippouli is an entrepreneur and communications and business strategist with particular focus on social entrepreneurship, innovation, future trends and visionary leadership. She is the Founder & CEO of Global Thinkers, a UK-based and internationally operating Strategic Communications & Business Development consulting firm, and of Global Thinkers Forum, a non-profit think-tank bringing together incumbent and future leaders and promoting excellence in leadership and governance.

Elizabeth has studied Strategy and Innovation at Said Business School, Oxford University, and Transnational Media and Globalisation at London City University. She has taken the Harvard Kennedy School of Government Executive Education program on "Shaping Change in the Information Age". Born in Athens, Greece, Elizabeth's background is in media, having worked as a journalist with Greek press and TV and international organizations such as Al Jazeera English and CNN. As a media expert she has worked with the Olympic Games (Athens 2004), Eurovision, the National Lottery UK, and Coca Cola.

Elizabeth moved to Qatar in 2005, joining AJE as a presenter and correspondent, and since 2007 she has been based in London (UK) but travelling extensively for the needs of GT and GTF. Elizabeth is a regular contributor to Huffington Post.



Dr Marc Ventresca – Fellow & University Lecturer University of Oxford

Dr. Marc Ventresca is an organizational and economic sociologist who teaches strategy, leadership and organization theory at Said Business School with a focus on innovation and on how new markets are established. He is a Fellow of Wolfson College and affiliated Fellow of the Institute for Science, Innovation and Society (InSIS). He also works as Senior Scholar with the Center for Innovation and Communication at Stanford University. Marc holds a lead faculty role in research and

teaching initiatives focused on innovation and entrepreneurship, including service as faculty lead for Science Innovation Plus (collaboration on enterprise skills with the Oxford Sciences Division). His research investigates governance innovation among global financial markets, entrepreneurial leadership in knowledge- and -information-intensive organizations, and value creation in emerging ecosystem services markets. Beyond Oxford, Marc serves on several journal editorial boards and is a regular reviewer for the U.S. National Science Foundation and the Oxford University Press.

He contributes to scholarly and professional activities in the American Sociological Association, the Academy of Management and the European Group for Organizational Studies. He is a Research Associate Professor of Global Public Policy at the Naval Postgraduate School and a research affiliate at the University of California Irvine Center for Organizational Research and at the Center for International Security and Cooperation, Stanford University. Marc is a GTF Awards Excellence in Innovation judge.



Reem N. Bsaiso – Advisor, ICT & Knowledge Economy

Reem is an independent senior consultant specializing in knowledge economy policies and public reform; her focus is on ICT in education and national training schemes, working with international agencies on ICT in education in the MENA region, such as the World Bank, UNESCO and EU Investment Bank. She is Founder of Global Tech-Net (G-TeN), a non-profit initiative registered at the Ministry of Industry and Trade, Jordan. Reem is ex-CEO of World Links Arab Region and World Links International,

initiated by the World Bank and committed to spreading and merging ICT and knowledge economy skills in education and training of youth and women. She has created scalable and sustainable schemes to reach hundreds of millions of youth through highly effective, low cost models. She was part of the Prime Ministerial National Agenda of Jordan, and worked on the labor, employment, vocational training, education and social components. In 2002 and 2003, she initiated the Jordanian national strategy for merging ICT in education, established the first ICT department and programs for ICT literacy, e-learning and technical support, under a UNDP/ Government of Jordan scheme.



Katherine Barger – Senior Editor, Global Thinkers Forum

Katherine graduated from the University of North Carolina at Chapel Hill having earned a Bachelor's Degree in Journalism with a concentration in Public Relations. As a licensed attorney she has focused primarily on working in the field of international human rights, helping asylum seekers gain entry into the United States and defending the rights of women, specifically those affected by China's One-Child Policy. She has extensive legal and media-related research experience, having worked as the Senior

Research Attorney for a boutique, non-profit in Washington, D.C. and serving as the Director of Communications for one of its human rights-specific projects. She also has a background in collegiate media, having worked as both a writer and assistant editor for publications at UNC-CH and North Carolina State University.



Diane Erdei – Financial Planning & Analysis GE Energy Germany

Diane Erdei is the Head of Financial Planning and Analysis for General Electric (GE) Energy Germany, GE Austria and Switzerland. She is currently based in Frankfurt, Germany. With more than 10 years of intensive professional experi-

ence in commercial and finance areas, Diane is currently engaged in supporting the design of the company's regional growth strategy from a financial perspective, and leading strategic cross-functional projects. Diane has held a variety of roles in her career, developing broad expertise both on the capital as well as on the industrial side. Through her work she has covered, worked and travelled to Europe, North and Latin America, and Asia. Diane is an alumna of the General Electric Corporate Audit Staff (CAS), one of the best global leadership programs for experienced finance professionals. Prior to joining GE, Diane worked with Raiffeisen Leasing in Austria as the International Key Account Manager. She was in charge of large international key accounts (leading manufacturing companies) and drove top line growth by setting up financing programs through an international subsidiaries network, now present in 17 countries in Europe and Central Asia. An energizing leader, Diane is a passionate promoter and advocate of diversity, as well as a strong people developer, actively engaged in GE's Women's Network as a regional leader for Germany, Austria and Switzerland. She currently seeks to address challenges faced by parents in balancing careers and family by actively leading a Parental Leave initiative in her region. Through this initiative she aims to drive employee engagement in her company. Diane studied at the Diplomatic Academy of Vienna and University Paris 1 Sorbonne and holds a double Master's Degree in International Relations and in European Law.

REFERENCES

Abiyamo, 2013, *Aliko Dangote: Things You Never Knew About Him*, Nairaland, viewed 20th February 2014 <http://www.nairaland.com/1280091/aliko-dangote-things-never-knew>

ArcelorMittal (n.d.), *Who we are – Leadership, ArcelorMittal*, viewed on 27th February 2014 <<http://corporate.arcelormittal.com/who-we-are/leadership>>

Aperian Global (n.d.), 'What is Global Leadership', Aperian Global, viewed 6th February 2014 <http://www.aperianglobal.com/newsletter_archive/publications_newsletter042.asp>

Abdallah, I, & Alhomoud, M 2001, Exploring the Implicit Leadership Theory in the Arabian Gulf States, *Applied psychology: an international review*, vol. 50 no. 4, pp. 506-531

Adler, N, J 2012, I am My Mother's Daughter: Early Developmental Influences on Leadership. *Early Development and Leadership: Building the Next Generation of Leaders*, pp.159.

Al-Dabbagh, M, & Assaad, C 2010, Taking stock and looking forward: Leadership development in the Arab world. *Dubai School of Government Working Paper*, pp. 10-09.

Bird, A, Mendenhall, M, Stevens, M J, & Oddou, G 2010, Defining the content domain of intercultural competence for global leaders, *Journal of Managerial Psychology*, vol.25, no. 8, pp. 810-828

Bligh, M, C, Kohles, J C, & Pillai, R 2011, Romancing leadership: Past, present, and future. *The Leadership Quarterly*, vol. 22, no.6, pp. 1058-1077.

Bornrich (n.d.), *Laxmi Mittal Biography*, Bornrich, viewed on 27th February 2014 <<http://www.bornrich.com/lakshmi-mittal.html>>

BRICS 2013, *Most Admired*, BRICS- Business Magazine, viewed 16th February 2014 <<http://www.bricsmagazine.com/en/articles/most-admired>>

Bücker, J & Poutsma, E 2010, 'Global management competencies: A theoretical foundation. *Journal of Managerial Psychology*, vol. 25, no.8, pp. 829-844

Cabrera, A 2012 *What Being Global Really Means*, HBR Blog Network, Harvard Business Review, viewed 6th February 2014, <<http://blogs.hbr.org/2012/04/what-being-global-really-means/>>

Callahan, J, L, Hasler, M, and Tolson, H 2005, Perceptions of emotion expressiveness: Gender differences among senior executives. *Leadership and Organizational Development Journal*, vol. 26 no.7, pp. 512-528

Cherry, K (n.d.), *What is Laissez-Faire Leadership?*, About.com, viewed on 27th February 2014 <<http://psychology.about.com/od/leadership/f/laissez-faire-leadership.htm>>

Chetty, T 2010, *An Analysis of a Top Female Chief Executive*, Cordon Institute of Business Science, University of Pretoria

CIMA 2012, *Asad Umar: Leveraging power of Asia*, Chartered Institute of Management Accountants, viewed 20th February 2014 <<http://www.cimaglobal.com/Thought-leadership/Newsletters/Regional/The-CIMA-Edge-South-Asia-and-Middle-East/May-June-2012/Asad-Umar-Leveraging-power-of-Asia/>>

Claus, V, A, Callahan, J, & Sandlin, J, R 2013, Culture and leadership: women in nonprofit and for-profit leadership positions within the European Union. *Human Resource Development International*, vol. 16 no. 3, pp. 330-345

CCL (n.d.). *Global Leaders: The Reality of Multiple Complexities*, Center for Creative Leadership, viewed on 8th February 2014, <<http://www.ccl.org/Leadership/podcast/transcriptgloballeaders.aspx>>

Critchell, S 2012, *J. Crew CEO Drexler emphasizes hospitality*, The Big Story, viewed on 27th February 2014 <<http://bigstory.ap.org/article/j-crew-ceo-drexler-emphasizes-hospitality>>

Deem, M 2013, *Drexler University: How J. Crew Became Fashion's Finishing School- Unleashing an army of orange-panted entrepreneurs*, New York Observer, viewed on 27th February 2014 <<http://observer.com/2013/09/drexler-university-how-j-crew-became-fashions-finishing-school/>>

DWE 2009 *Arab Women Leadership Outlook 2009-2011*, Dubai Women Establishment

EY 2011 *Tracking global trends: How six key developments are shaping the business world*. Ernst and Young, viewed on 8th February 2014 <[http://www.ey.com/Publication/vwLUAssets/Tracking_global_trends/\\$FILE/Tracking%20global%20trends.pdf](http://www.ey.com/Publication/vwLUAssets/Tracking_global_trends/$FILE/Tracking%20global%20trends.pdf)>

Filippouli, Elizabeth, 2012 'Successful Leaders & Global Thinkers Forum' http://www.huffingtonpost.com/elizabeth-filippouli/successful-leaders-global-thinkers_b_1773958.html

Financial Times 2009, *My Leadership Style: Chris Viehbacher*, FT.com/video, viewed 15th February 2014 <<http://video.ft.com/63151756001/My-Leadership-Style-Chris-Viehbacher/Companies>>

Forbes 2006, Abdul Aziz Al Ghurair & family, Forbes, viewed 20th February 2014 <<http://www.forbes.com/lists/2006/10/JDP8.html>>

Gulf Business 2013, CEO Predictions 2013: Mohamed Alabbar, Chairman, Emaar, Gulf Business, viewed 20th February 2014 <<http://gulfbusiness.com/2013/01/ceo-predictions-2013-mohamed-alabbar-chairman-emaar/#.UwT-eVeNjcc>>

Hanna, 2013, *Top 10 CEOs*, African Business Review, viewed 20th February 2014 <http://www.africanbusinessreview.co.za/top_ten/top-10-ceos>

Held, D & McGrew, A, Goldblatt, D and Perraton, J 1999, 'Global Transformations: Politics, Economics and Culture', Polity Press, Cambridge, viewed 6th February 2014 <http://www.polity.co.uk/global/globalization-oxford.asp>

Hinds, P, Liu, L, & Lyon, J 2011, 'Putting the global in global work: An intercultural lens on the practice of cross-national collaboration'. *Academy of Management Annals*, vol. 5, no. 1, pp. 135-188

Hussain, Y (n.d.), The Inspiring Leader - Mohamed Bin Ali Alabbar, The Financial Daily, viewed 20th February 2014 <<http://www.thefinancialdaily.com/Articles/ViewArticleDetail.aspx?ArticleID=3562>>

Goldsmith, M 2014, *The Global Leader of The Future: New Competencies For a New Era*, Growing-Global, viewed 20th February 2014 <<http://www.growing-global.com/detail.asp?ID=88>>

Guy, M, E, & Newman, M, A 2004, Women's jobs, men's jobs: Sex segregation and emotional labor. *Public Administration Review*, vol. 64, no.3, pp. 289-298

ICRW 2004 Women and Global Leadership, Report of the Women's Leadership, *Conference of the Americas*, International Center for Research On Women, viewed on 8th February 2014 <<http://www.thedialogue.org/PublicationFiles/Women%20in%20Global%20Leadership.pdf>>

Isaacson, W 2012, The real leadership lessons of Steve Jobs. *Harvard business review*, vol. 90, no.4, pp. 92-100, viewed 17th February 2014 <http://www.mdh.co.uk/wp-content/uploads/2013/04/Real_leadership_lessons.pdf>

Jones, J, 2013, *Key Trends Found in Global Leadership Development*, American Management Association, viewed 6th February 2014 <<http://www.amanet.org/news/8529.aspx#sthash.fZdgArOG.dpuf>>

Jones, B 2013, *Letting Go: Leadership Lessons from Walt Disney*, Disney Institute, viewed 19th February 2014 <<http://disneyinstitute.com/blog/2013/10/letting-go-leadership-lessons-from-walt-disney/211/>>

Kalla, S 2012, *10 Leadership Tips from Steve Jobs*, Forbes, viewed 16th February 2014 <<http://www.forbes.com/sites/susankalla/2012/04/02/10-leadership-tips-from-steve-jobs/>>

Kinny, T 2013, *Leadership Lessons from the World of Walt Disney*, Strategy-Business, viewed 17th February 2014 <<http://www.strategy-business.com/blog/Leadership-Lessons-from-the-World-of-Walt-Disney?gko=5dded>>

Korea IT Times 2010, *Hail the Father of Business, Lee Byung-chul*, Korea IT Times, viewed 20th February 2014 <<http://www.koreaitimes.com/story/7223/hail-father-business-lee-byung-chul>>

Kulnides, N 2011 *Global leadership a global challenge*, The Nation, viewed on 8th February 2014 www.nationmultimedia.com/2011/03/14/business/Global-leadership-a-global-challenge-30150808.html

Lutz, A 2013, *Mickey Drexler Has a Crucial Quality That Most Executives Have Lost*, Business Insider, viewed on 27th February 2014 <<http://www.businessinsider.com/mickey-drexler-ceo-of-jcrew-profile-2013-4#ixzz2uQXba9Kc>>

McCormick, R, D 2000 '10 Myths about Globalization by Vice President', *U.S. Council for International Business*, USA, Sept. 28, viewed 6th February 2014 via USCIB

Mendenhall, M, E, Reiche, B, S, Bird, A, & Osland, J, S 2012, 'Defining the "global" in global leadership'. *Journal of World Business*, vol.47, no.4, pp. 493-503, viewed 6th February 2014, <<http://blog.iese.edu/reiche/files/2010/08/Defining-the-global-in-global-leadership1.pdf>>

Morgan, J 2013, *Business leaders: Ignore these five trends at your peril*, The Globe and Mail, viewed on 8th February 2014 <<http://www.theglobeandmail.com/report-on-business/careers/the-future-of-work/business-leaders-ignore-these-five-trends-at-your-peril/article12834985/>>

Nsehe, M 2012, *The 20 Most Powerful People In African Business 2012*, Forbes, viewed 20th February 2014 <<http://www.forbes.com/sites/mfonobongnsehe/2012/04/23/the-20-most-powerful-people-in-african-business-2012/3/>>

Parrey, D 2013, *Four Trends in Global Leadership Development*, TrendWatcher, viewed 6th February 2014 <http://www.i4cp.com/trendwatchers/2013/10/16/four-trends-in-global-leadership-development>

PGS 2012, *Steve Jobs as a Global Leader*, Presidential Global Scholars 2012, viewed 17th February 2014 <<https://blogs.it.vt.edu/pgs2012/2012/04/steve-jobs-as-a-global-leader/>>

Roghay S 2013, *Asad Umar and countless CEOs*, The News, viewed 20th February 2014 <<http://www.thenews.com.pk/Todays-News-4-199936-Asad-Umar-and-countless-CEOs>>

Santos, R 2011, *Bill Gates: A Transformational Leader*, Examiner.com, viewed 19th February 2014 <<http://www.examiner.com/article/bill-gates-transformational-leader>>

Sorkin, A 2011, *Warren Buffett, Delegator in Chief*, The New York Times, viewed on 27th February 2014 <http://www.nytimes.com/2011/04/24/weekinreview/24buffett.html?ref=warrenebuffett>

Syms, 2013, *Identifying Global Trends*, LorrieSyms, viewed on 8th February 2014, <<http://lorriesyms.com/global-leadership-trends/>>

Toscano, P 2013, *Portfolio's Best American CEOs of All Time*, CNBC, viewed 19th February 2014 <<http://www.cnbc.com/id/30391313/page/14>>

Tessmann-Keys, D, & Wellins, R S 2007, *The CEO's Guide to Preparing Future Global Leaders*. DDI, viewed 6th February 2014, <https://www.ddiworld.com/DDIWorld/media/booklets/ceoguidetogloballeadership_bk_ddi.pdf>

The Time of India 2013, *Azim Premji bags Asian Business Leaders Award in UK*, The Times of India, viewed 20th February 2014 <<http://timesofindia.indiatimes.com/tech/tech-news/software-services/Azim-Premji-bags-Asian-Business-Leaders-Award-in-UK/articleshow/21335683.cms>>

TWHI 2012, *Emerging Leaders - Azim Premji, Chairman, Wipro Limited*, Thomas White International, viewed 20th February 2014 <<http://www.thomaswhite.com/global-perspectives/azim-premji-chairman-wipro-limited/>>

TWHI 2011, *Emerging Leaders - Maria Ramos, CEO, ABSA Bank*, Thomas White International, viewed 20th February 2014 <www.thomaswhite.com/global-perspectives/maria-ramos-ceo-absa-bank/>

Velazco, C 2013, *How Samsung Got Big*, TechCrunch, viewed 20th February 2014 <<http://techcrunch.com/2013/06/01/how-samsung-got-big/>>

Wadlow, T 2014, *Top 10 CEOs*, Business Review Europe, viewed 15th February 2014 http://www.businessrevieweurope.eu/top_ten/top-10-people/top-10-ceos

Worthington, I, & Britton, C 2009, *The Business Environment*. Pearson Education

World Finance 2013, *IronFX: Award-winning forex solutions with a global reach*, World Finance, viewed 16th February 2014 <<http://www.worldfinance.com/markets/global-reach-with-local-presence>>

Zhu, P 2012, *Seven Characteristics of Global Leaders*, Future of CIO, viewed 20th February 2014 <<http://futureofcio.blogspot.com/2012/12/seven-characteristics-of-global-leader.html>>



In association with



Global Thinkers Forum Ltd

145-157 St John Street, Suite 13949 London EC1V 4PY – UK | T: +44(0) 8456347820 / F: +44(0) 8447747558 | www.globalthinkersforum.org