

During recent trips to Australia, India, and CCL's Brussels and Singapore campuses, I heard a great deal from colleagues and clients about the demands of global leadership. Such roles present complex challenges for executives and managers at every level. Just because you have a strong track record of leadership success in France, for example, you cannot assume you are ready to shine as a manager in Brazil—or anywhere else for that matter. The hard-charging style that made you a star in your home country might be viewed as abrasive in another. In some

From the President



cultures, when partners say yes to a proposal, they might mean maybe or even no. To lead globally, managers must be aware of the influence of their native cultures on their own thinking and then must develop the ability to go beyond that influence.

When leaders fail in this regard, the fallout for their organizations—and their own careers—can be substantial. A recent study conducted by the Conference Board asked CEOs in Asia, Europe, and the United States to name their top challenges. At or near the top of the list in all three regions was “excellence in execution.” Organizations can have truly innovative visions and brilliant strategies for realizing those visions, but if they cannot execute properly, they will struggle to succeed. And one absolutely critical aspect of execution is understanding various cultural contexts and how to operate effectively in them. Leaders must be able to size up situations in unfamiliar environments, see what’s required, and adapt their leadership styles accordingly.

These are daunting tasks, and CCL is helping leaders address them with a brand-new program. Advancing Global Leadership, a three-day classroom experience that includes private coaching, is designed to equip leaders with the tools needed for success in regional and global roles. The program revolves around an innovative simulation that links CCL's campuses in Asia, Europe, and the United States and mirrors the many layers of complexity that global leaders face in their day-to-day work.

The chance to lead globally is a great opportunity, but maximizing that opportunity requires thorough preparation—and the reality of the modern business climate is that carefully planned developmental experiences are increasingly hard to get. Whether they call it rightsizing or downsizing, many companies have taken away the kinds of middle-management positions in which talented men and women traditionally developed global leadership skills. As my generation of baby boomers moves toward retirement, a younger generation will increasingly be thrust into international roles. CCL's hope is that Advancing Global Leadership will make their transition smoother.

The challenges of global leadership can trip up even the most veteran leaders. But the skills required for global leadership can be mastered through self-awareness, persistence, and learning. I am very proud of my CCL colleagues for designing and developing a program that can help individuals and organizations strengthen their leadership capacity—and rise to a new level on the global stage.

A handwritten signature in black ink that reads "John R. Ryan". The signature is fluid and cursive.

John R. Ryan, president, CCL

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