

GLOBAL

Leadership Development





Common Approaches to Developing Leaders Globally

#1: Mentoring and Coaching

This approach to LD emphasizes learning by doing and learning through the interchange of ideas between practitioners from different contexts who are equipped to bring fresh outlooks to a leadership practice challenge given their experience in other contexts¹.

#2: Cross-Cultural Exposure

This approach allows global leaders to learn about cross-cultural management and diversity. Organizations that encourage the use of stretch cross-cultural assignments help facilitate an appreciation and an openness to new cultures that would have influenced all aspects of these global leaders' lives. Moreover, global leaders completed this initiative will be equipped with cultural intelligence and leadership abilities to succeed in challenging circumstances².

#3: Customized Online Learning Platforms:

The availability of open online courses and other on-demand LD solutions increase access to information while reducing costs. In this approach, the Personal Learning Cloud (PLC) generates training contents are personalized according to learners' roles and their organizations' needs.

#4: Leader-to-Leader Development: This approach entails pairing senior executives with leaders who are new to their role for mentoring that can result in benefits such as knowledge transfer, confidence building and collaboration³.

Global Leadership Development Best Practices

#1: Leveraging Tools for Personalized Leadership Development:

How can technology be used to personalize learning?

#2: Using Assessment Instruments: Leadership assessment is key to generating insight for development (personality/leadership style assessment).

#3: Fostering a Risk-Taking Climate: In a fast-changing work environment, leaders need to build up their risk tolerance to work effectively. According to a study of personality and reasoning in 800 senior managers conducted by Jenson, T. M. (2016), the ability to assess and take appropriate risks is a personality trait associated with leadership potential. Hence, organizations should allow LD programs to encourage a climate of exploration and experimentation. For instance, Qualcomm supports its local and global employee creative process by starting a storytelling system shared through an email link. These stories of failures reinforce the value of risk-taking and learning from mistakes by encouraging employees to be open to experimentation and failure⁴.

#4: Coaching and Peer-Coaching: Executive coaching is an effective short-term leadership development activity with a strong focus on goal setting, feedback, and performance, and is designed to address knowledge gaps or skills⁵.

#5: Globalization: Conducting LD programs with both local and global considerations (languages, culture, etc.)

#6: Evaluating Program Effectiveness: BP, Colgate-Palmolive, and IBM are using a level-evaluation method by conducting regular evaluation of Level I (participants' reactions to the training), Level II (participants' learning of new knowledge), Level III (transfer of learning) and Level IV (impact on the business).

#7: CEO's Commitment and Involvement: CEO demonstrates they value investment in people as much as investment in the LD programs⁶.





External Research/ Benchmarks



Valentine Foundation Funding Social Change for Women & Girls supports its leaders by offering internal and external training and coaching, courses and certificates offered by local colleges that emphasize building leadership capacity & characteristics. The non-profit organization also partners with consulting service providers to develop its leaders at all levels of the organization⁷.



Truist provides their future leaders with a strong foundation in the financial services industry through their structured rotational Leadership Development training programs developed by its Leadership Institute. The trainings focus on raising leader self-awareness, developing conscious leadership practices and improve skills critical to performance. Three key training areas culture development, employee engagement and managing change⁸.



Adobe equipped their employees with access to a library of educational information about the organization and pathways to progress in their careers. Accelerate Adobe Life, a program offered by the company to advance their employee careers, provides their employees with 1:1 meetings and training resources. The company also offers leadership training programs and a learning stipend to motivate employee growth⁹.

External Research/ Benchmarks (cont.)



Unilever provides its future leaders with a comprehensive LD program called Unilever Future Leaders Programme (UFLP). The 3 year-program enables their future leaders to learn all about the company 400 diverse brands, business and sustainability efforts. The trainees benefit from formal training, on-the-job experiences and mentorship¹⁰.



Coca-Cola has a LD program called Leadership Development Pathway that offers to all leaders across the organization. It aims at enabling our line managers to become high performing people leaders. Leadership development pathway aims to accelerate the skills of people leaders to: (1) develop teams to drive results through agile and customer-centric ways of working; (2) manage and continuously raise the performance of the team as a whole - promoting collaboration and performing as one; (3) act as a talent development champion; (4) empower team members to deliver work autonomously; and (5) inspire and drive engagement within teams¹¹.



IBM launched its IBM Leadership Academy portal to all LD content and activities. The portal provides cutting-edge content, micro-learning videos featuring IBM leaders and external thought leaders, practical tools to help IBMers draft goals they can share with their managers¹².

About Camden Delta

At Camden Delta we help our clients analyze, define, execute and measure the right people programs to achieve strategic organizational change objectives. We do this in collaboration with our clients and within the context of the world around us. Our solutions focus on:

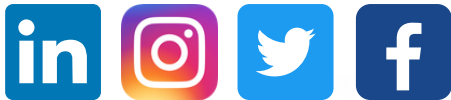
- Strategic workforce planning
- Change management
- HR strategy and HR organization effectiveness
- Talent strategy and integrated talent management process improvement
- Leadership/individual coaching for change

Our model of working with our clients is centered on the philosophy that organizations must constantly strive to balance the need for results with the needs of their people. We strive for long-term strategic relationships with our clients and are committed to providing value in every encounter.

Camden Delta consultants typically have more than 20 years of experience in leading and collaborating with clients on critical organizational initiatives. We bring a unique blend of experience to the table and have a passion for what we do.

To learn more or to schedule a Camden Delta Sharing Session, please visit www.camdendelta.com, e-mail us at info@camdendelta.com, or feel free to call 404-460-8200.

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