

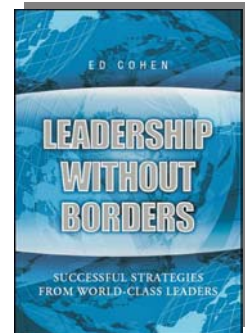
LEADERSHIP WITHOUT BORDERS

Name: _____

Position: _____

Company: _____

Date: _____



Complete the *Leadership Without Borders* assessment to determine your development areas in Global Leadership characteristics and competency areas.

The Assessment is divided into Two Parts. The first part 'Global Leadership Characteristics' has two sections – Leadership Traits and Core Values. The second part 'Global Leadership Competencies' has four sections – Business Acumen, World View, People Leadership and Business Leadership

1. Self-assess and mark the rating of each area under the sections.
Rating 3 = Does not Exhibit.....Does not demonstrate competency or not aware of it
2 = BuildingAware of and working on building competency
1 = ExhibitDemonstrate competency and feel confident about it
0 = Role Model.....Others look to you as an example, capable of teaching area
2. Mark the priority of each item for your current / desired role.
Priority: 3 = Highly Critical
2 = Important
1 = Desired
0 = Not Needed
3. Multiply your **Rating** by your **Priority** to get your **TOTAL** score for each area.
4. Circle the two highest scores for each section. These represent key development areas.

Part 1: Global Leadership Characteristics

Rating 3 = Does not Exhibit.....Does not demonstrate Competency or not aware of it
 2 = BuildingAware and working on building competency
 1 = ExhibitDemonstrate Trait and feel confident about it
 0 = Role Model.....Others look to you as an example, capable of teaching area

Leadership Traits – “WHO you are”	Rating	Priority	TOTAL
1. Open to new experiences – appreciate new and uncertain challenges, are mobile, consider a variety of viewpoints			
2. Curious about the world –constantly ask WHY to fuel a deeper and broader understanding of people and ideas			
3. Enthusiastic and energetic –motivated from experiencing new cultures and global opportunities; energized by new environments and perspectives			
4. Desire to Listen and Learn –when traveling abroad or working with new people spend time listening and learning from others			
5. Able to adapt rapidly to change – comfortable with differences, ambiguity, and change; realize there are multiple ways to solve issues, flexible			
6. Willing to ask the right questions – ask questions to gain deeper meaning behind issues, willing to ask even simplest questions			
7. Innovative and Creative – enjoy possibility and potential; always trying to think of new ways to do things; path maker rather than a path taker			
8. Self-assurance – demonstrate confidence in line with local culture, comfortable in dynamic, ambiguous environments			
9. Results-oriented – internally driven to get things done, meet deadlines and keep all commitments			

Core Values – “HOW you are”	Rating	Priority	TOTAL
1. Conviction – convey sincerity and confidence in beliefs and decisions; willing to make and stand by difficult decisions			
2. Diversity – value different perspectives; build multifaceted diverse teams, seek to understand what drives and motivates each person individually			
3. Entrepreneurship – recognize opportunities as well as discontinuities and organize resources to take advantage of new scenarios			
4. Excellence – strive for excellence, not same as perfection, understand “excellence” may vary from country to country depending upon local context			
5. Fairness – make decisions that are reasonable and equitable according to a blend of your values and the geographic culture where you work.			
6. Humility – humble, does not brag or use position to gain access or act as if more important than others			
7. Integrity – demonstrate honestly and make ethical decisions			
8. Passion – lead by example; demonstrate a high level of energy and enthusiasm			
9. Perseverance – show resolve in moving toward the laid path; strong will and drive to accomplish			
10. Positive attitude – maintain an optimistic and encouraging attitude; represent decisions and organizational policies in a constructive manner			
11. Respect – demonstrate high regard for others regardless of their situation in life; treat everyone with dignity			
12. Service-oriented – provide extraordinary, “extra mile” assistance to everyone, whether internal to the organization or a customer			
13. Teamwork – adapt to being a team player; encourage teamwork across organization			
14. Work/life balance – balance time spent at work with other dimensions of family, community, and social life			

Part 2: Global Leadership Competencies

Rating 3 = Does not Exhibit..... Does not demonstrate Competency or not aware of it
 2 = Building Aware and working on building competency
 1 = Exhibit Demonstrate Trait and feel confident about it
 0 = Role Model..... Others look to you as an example, capable of teaching area

Business Acumen	Rating	Priority	TOTAL
1. Business terminology – use relevant terms for industry, business, and organization. Able to dialogue with business executives and colleagues around the world in terms they understand			
2. Regional and global economics – understand the inter-relationships between regional and global economics; read business press and journals from different regions, watch or listen to business news programs, and review research; integrate into strategy and plan			
3. Financial reports – able to read, understand, and use annual reports from organizations in different countries			
4. Global financial awareness – track currency fluctuations, and central banks decisions frequently to make key decisions			
5. Strategic global marketing – understand market variances, culture, and geography, consider how products are perceived and buyer attitudes			
6. Organizational behavior – fluent in complexities of recruiting, developing, retaining talent, and creating an organizational culture with the right incentives, within multiple cultural norms; working knowledge of labor laws and business norms (written and unwritten, spoken and unspoken)			
7. Enterprise knowledge management – understand how organizational knowledge is captured, catalogued, disseminated, and facilitated; able to build a culture that values and rewards knowledge creation and sharing			
8. Operations management – understand how organizations work to develop and distribute value to customers			
9. Business innovation – possess skills to develop and implement new ideas with multifaceted groups (includes consideration for geographic, cultural, and organizational variances)			
10. Ask the right questions – Inquisitive skills result in clarity between self and others of different cultures; seek perspectives from multiple sources			

Worldview	Rating	Priority	TOTAL
1. Cultural understanding – when traveling, can identify and enjoy trying / learning about local music, food, literature, news, customs, etc.			
2. Broad networks –network includes people representing a wide range of ages, industries, cultures			
3. Multiple news sources – gain insights and knowledge by gathering information and resources from multiple sources (news from around the world)			
4. Social structures and value systems – traveled to at least five countries, observed different culture and value systems, able to adapt appropriately			
5. Business models, cultures, and socio-economic systems – understand a variety of different business models, cultures, and socio-economic systems			
6. People differences – when traveling abroad, study and learn about people with whom you work (including local laws and traditions that guide their lives)			

Part 2: Global Leadership Competencies continued

Rating 3 = Does not Exhibit..... Does not demonstrate Competency or not aware of it
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 1 = Exhibit Demonstrate Trait and feel confident about it
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People Leadership	Rating	Priority	TOTAL
1. Recruitment – know hiring criteria for locations throughout the world, familiar with local labor laws, assess and hire on attitude, potential and skill			
2. Retention – lead staff globally with turnover lower than the industry your organization belongs to			
3. Multifaceted workforce – built teams with representation from multiple cultures, designations, demographics, economic standings, education levels, gender, geographies, industries, personality types, and leadership priorities			
4. Effective communications – listen to others, and make sure everyone is heard, know how to vary speech with others whose first language is not the same; use influence and consensus, vary style to match situation			
5. Global team communication – adapt to time zones, cultural and language differences, communicate clearly and precisely, remain authentic			
6. Virtual communications –effectively conduct meetings via teleconference or video-conference, use appropriate technologies to maintain consistent contact, and build trust of long distances			
7. Empower and motivate people – aware that in different regions of the world people are motivated by different things and understand those motivators			
8. Celebrate successes, small and large – reward people based on your knowledge of motivational drivers for that part of the world			
9. Establish clear global goals and roles – performance objectives and work considers individual team member skills and cultural context			
10. Develop leaders – have identified successor / second team; have developed at least 5 additional leaders during your leadership tenure			
11. Sustainable relationships – fluent in online as well as face-to-face networking with at least 300 contacts in 10 or more countries			

Business Leadership	Rating	Priority	TOTAL
1. Decision making and problem solving – ability to, in complex, ambiguous, global situations, analyze large amounts of information and make key decisions			
2. Align and utilize complex business networks – take advantage of ideas generated across networks, empower, and align a wide variety of interconnected relationships when making decisions			
3. Lead change – know change management processes including awareness, adoption, penetration and measurement			
4. Shared vision –inclusive in developing vision and strategies, describing vision to different stakeholders; considering culture and geographic differences			
5. Design and implement strategic plans – manage complex projects, forecast and analyze implications of major trends, and risks, develop alternative responses to multiple scenarios			
6. Technology Awareness – maintain ongoing awareness of technology enhancements, especially in the areas of collaboration and knowledge management			
7. Broad business network – built diverse network of varying age, industry, designation, geography, gender, etc through professional associations, online networks, industry conferences, social groups, and company functions			
8. Organizational structure – able to construct organization design aligned to business strategy with full understanding of appropriate regional and global incentives			

The areas in each section that have the first and the second highest scores are your development areas. Write these areas for each section in the sheet below.

Key development areas

Part 1: Global Leadership Characteristics

Leadership Traits		
Core Values		

Part 2: Global Leadership Competencies

Business Acumen		
Worldview		
People Leadership		
Business Leadership		