



# Beyond Borders: Developing Globally Adaptive Leaders



BY LORI BREWER COLLINS

**A powerful new framework for helping leaders navigate global challenges and develop global leadership capacity.**

## Executive Summary

**C**ompetence leading in a global context is fast becoming a must-have for many executives in today's business environment. Leaders increasingly are challenged to address unique problems and cross-cultural issues in a climate that's more volatile, uncertain, and complex than it's ever been.

As globalization proliferates and the world's economic center of gravity shifts, global companies compete intensely with fast-growing local companies for a limited pool of executive talent. Prime targets are leaders who can span different cultures, economies, politics, and geographies; who can think systemically across multiple networks, deal with rapid change and layers of complexity; and who can speak the language of global business.

A growing number of organizations are hard-pressed to find leaders who can both adapt to these complexities and excel at helping those around them be similarly adaptive and agile. But the good news is that global leaders can develop the qualities they need to meet this growing demand.

*Beyond Borders: Developing Globally Adaptive Leaders* explores a powerful framework for helping leaders navigate global challenges and develop global leadership capacity.

# Introduction

Many factors contribute to the urgent need for globally adaptive leaders. Chief among them is technology's rise and the instant-on nature of 24/7 connections to anyone in the world. Unlike in the recent past, if your organization today has any global connection, you're affected — there's no skirting global effectiveness as a requirement.

Today's leader must carry the mantle of global responsibilities, a reality that leaders from countries outside the US (e.g., Europeans, Latin Americans, Indians, Australasians, Middle Easterners, Japanese, Africans, Chinese, etc.) have known for several generations now. Global, or at least transnational, interdependence is now a matter of economic survival.

A critical question for US organizations is how to accelerate the development of globally adaptive leaders to make up for a serious lag compared to much of the rest of the world. Global leadership needs to become an integral part of any large US organization's DNA if they are to compete in today's world. The role requires that they meld with all leaders everywhere while also being equipped for the *new normal* inherent in global realities.

Given the shortage of talent with sufficient global experience and acumen, organizations are forced to dispatch people abroad who are ill-equipped to adapt to local norms and business practices. They might have the right expertise, but they too often show up with a management/leadership style that served them well in their home country but is ineffective — or worse — in another.

In the past, we could rely on a relatively predictable set of conditions to base organizational leadership recommendations upon, but that's no longer the case. Things have changed rapidly from what they were and are changing even more rapidly as we look to the future.

Other global leadership development frameworks have proven inadequate to fill the needed pipeline. We're running short of leaders who have already lived and worked in different countries, mastered a second language, and worked effectively across cultures. Relying on experience is no longer sufficient.

## **A Different Kind of Leadership**

What we need is a different form of leadership. This is not about adding "Global Acumen" to a deck of existing leadership competencies. What's needed is not *additive*; it's not bolting on another leadership tool. Instead, this is about *transforming* leadership for wholly new contexts, adapting where needed, while assisting the development of an embodied leadership that is authentic and an expanded version of a leader's truest self.

Up to now, we've relied primarily on approaches I refer to as "*leadership plus*." Many of us have years of experience designing leadership programs and initiatives for cross-cultural leaders and their teams. A common question that has consistently surfaced the past several years is, "How do we develop leaders for global responsibilities?" Invariably, the common solution we inevitably came back around to was this: Global leaders need to do what any effective leader does — just more of it. We've learned that this *leadership-plus* solution isn't sufficient for de-

veloping globally adaptive and successful leaders. What's needed is a *something else* solution that is designed specifically to meet the challenges of leadership on a global scale.

## **Time to Change the Approach**

In developing the framework for what we are calling the "Globally Adaptive Leader," we explored and distilled a wide array of existing competency-based frameworks and models. We studied dozens of related articles from well-known journals and business publications and reviewed several of the most widely-used global leadership assessments (Bennett's Intercultural Development Inventory, Thunderbird's Global Mindset Index, IMD's Cultural Intelligence Development, to name a few).

Additionally, we examined our own database of several dozen in-depth critical incident interviews with global leaders from a variety of multinational companies (e.g., Accenture, Cisco, Intel, ExxonMobil, Alcoa, United Technologies). Our focus was on what these highly effective leaders do and the skills and characteristics they possess and demonstrate to be effective in living and moving among different contexts. And I relied on my own and others' first-hand experiences and observations working with hundreds of global leaders from years of living and working outside the United States.

For the distillation process, we started by looking at overall aptitude, interests, and motivations and how they led to choices and experiences that set a leader on a positive global path. We also noted how these individuals acquired new knowledge and mindsets to master their expanding roles along the way.

Two critical factors consistently emerged: *a deep commitment to their own self-awareness and ongoing growth, and the ability to empathize and see the world from the perspective of others.* These two components led to important developmental progress that continued to shape and enlarge their views of themselves and the people and cultures around them.

These steps taken together are necessary for developing the globally adaptive leader. From them, we derived a new framework, one based on essential characteristics that enliven and fuel an overarching process of development that increases leadership capacity.

The key that unlocked the black box was developmental psychology and an understanding of adult stage development. This is a body of work that we and others refer to as "vertical development." It's triggered when we recognize that our current thinking no longer helps us solve our current problems. This recognition, followed by a willingness to challenge our existing approaches and perspectives, kick-starts an inner process of developmental progression. Researchers at the Center for Creative Leadership, including Nick Petrie, John McGuire and Gary Rhodes, have been writing about this concept in recent years. McGuire and Rhodes write, "When you are confronted with increased complexity and challenge that can't be met with what you know and can do at your current level, you are pulled to take the next step"<sup>1</sup> and call this "creating additional head space." Within the discomfort and frustration of trying to solve problems in known ways, and running into brick walls, lies an opportunity for vertical development.

1 McGuire, J. & Rhodes, G. *Transforming Your Leadership Culture*. Jossey-Bass, San Francisco, CA. March 2009.

Nick Petrie, *Future Trends in Leadership Development*, Center for Creative Leadership, December 2011.

# The Globally Adaptive Leader Framework

Our distillation of all of this resulted in an adaptive framework for effective global leadership. Rather than being based on defining the outcome of effectiveness through the experiences that make for effective global leadership (a competency-based approach), it describes five dimensions of aptitude and inclination that predict the ability to work effectively in a global and/or transnational environment and move among different cultures, norms, and contexts as needed in the world of business. It emphasizes how effective global leaders got that way from the start and what drove them into situations and challenges that burnished their leadership skills and added an entirely new dimension to what is thought of as the common currency of effective leadership in general.

## Globally Adaptive Leaders: Five Characteristics

Our framework focuses on the *globally adaptive* leader, not the *already developed* leader. Our aim is to enrich the pipeline of talent with leaders demonstrating embedded characteristics that make for effective global leaders.



### Insatiable Curiosity:

Exploring the world in every moment

#### What It Is

This characteristic refers to an intense desire for learning in general, and for learning about other countries and cultures in particular. It's often demonstrated through reading and studying other countries and cultures and by engaging in international and multi-cultural experiences.

Leaders with insatiable curiosity exhibit a genuine interest in people, especially those from countries other than their own. They make it a point to learn as much as they can through conversations and questions, as well as insightful observation.

*They actively look to learn as much as they can from local peers and experts.*

Insatiably curious people are always inquisitive, during and beyond work hours. Their curiosity is not instrumentally tied to a business goal — it is genuine and lies at the core of who they are. Their curiosity shows respect and appreciation for the people and cultures they are learning about — they really want to understand them. The insatiably curious among us go out of their way to learn about new cultures by going where the locals go and doing what the locals do in order to get below the surface and beyond the superficial.

Insatiable curiosity enables leaders to be sensitive to the subtleties of what's different and what's similar across people and cultures. It helps them understand what it means to be a "citizen of the world" and it helps them become comfortable working within and across geographies and cultures.

## What It Looks Like

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It's a safe bet that a trait most common to all effective global leaders is a passion for learning. In addition to soaking up the book knowledge of an academic, they develop a real-world awareness of themselves and the world around them.

Executives are generally enthusiastic and interested in discovering what's "true," what's "acceptable," and what's "known" for each country in which they'll operate — before they leave home. When they arrive at their destination, they intentionally place themselves in social and business situations to learn regional norms and conventions. They actively look to learn as much as they can from local peers and experts.

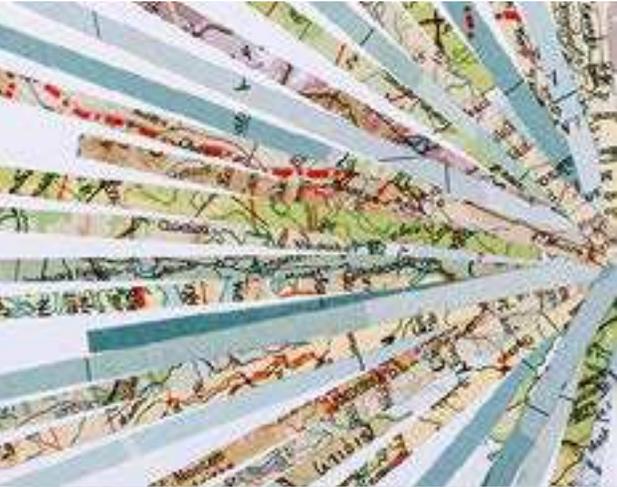
Globally adaptive leaders, however, go further. They intentionally seek out the facts about global issues. They commit to understanding how the politics, history, economies, and societies of different nations are interrelated. They integrate knowledge about global finance, global macroeconomics, global strategy, and global marketing into their thinking and interactions.

## Ways to Develop Insatiable Curiosity

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The idea of helping someone develop this attribute may seem unrealistic, i.e., we might assume that a person is either curious or they're not. Nonetheless, here are some ideas that might help one expand the capacity for curiosity:

- Work with a group of people with diverse, cross-cultural backgrounds. Engage and learn as much as you can about them *without having any other agenda*.
- Learn something new — anything. Be the beginner again and develop your "beginner's mind." When on a road trip, leave the highway and take a few side streets. Develop a practice of discovering alternative paths.
- When in a new city, eat where the locals eat and engage in conversation with the servers or the people at the next table.
- Take an "anthropological walkabout" in an unfamiliar part of the town or community where you already live. Learn about differing lifestyles from your own by observing, engaging in conversation, going slow, actually traveling on foot. Become an amateur anthropologist: look for distinctions in people and lifestyle. Identify what you're paying attention to and relying on to inform your discoveries.
- Notice your own levels of comfort or discomfort as you make discoveries about people and lifestyles. Bring awareness to how other people's experiences and lifestyles trigger reactions in you.
- Choose a topic you don't know much about that someone else you know (ideally someone you work with who comes from a different cultural background) finds of interest. For the next month, spend 1-2 hours per week learning about this topic by reading and discussing it with someone else.



*Globally adaptive leaders have the wherewithal to know when to ask for advice, a guide, or to say “no” to an enticing possibility.*

## Sensible Fearlessness: Taking risks that expand rather than limit

### What It Is

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This characteristic refers to the ability to be courageous in volatile or chaotic environments, to be comfortable with ambiguity and stress, and to be confident enough to try new approaches or solutions in unfamiliar situations.

Sensible fearlessness is not about taking foolhardy or uncalculated risks. It's about facing fears and being able to cope with stressors and ambiguities, especially when living, travelling, and working internationally.

This is about being comfortable with, or energized by, dealing with what's new and different. It includes the ability to grasp the complexities and uncertainties involved in unfamiliar situations and challenges, and the courage to take calculated risks to solve difficult problems, seize new opportunities, or achieve challenging goals.

Sensible fearlessness involves having “cultural street smarts” to determine what makes sense in different situations and cultures, as well as resourcefulness to navigate and find solutions. It does not mean “going it alone,” but includes knowing when you need advice or help and how to get it in order to take effective actions.

### What It Looks Like

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Leaders get opportunities to face their fears on an ongoing basis — which is even more the case for global leaders. A key distinguishing trait of globally adaptive leaders is their ability to accurately discern what is “safe” and “acceptable” (and what isn't) in different contexts before trying out new ideas, approaches, and ways of doing things.

Why does this matter? Consider the fearless leader who loves taking risks but who applies the same problem-solving ease and skills to every situation. Their over-confidence (and possibly cultural hubris) blinds them to the realities they now operate within. They make what seem to be reasonable choices in the context of the culture they know but lack the cultural antennae to know what may or may not be safe, legal, or simply more effective in their current context.

People who demonstrate a high degree of sensible fearlessness seek out high-contact experiences. Even if they are introverted, they engage in new social settings to learn the ways of those around them. They are comfortable with discomfort and are sensitized to look for signals and ask questions before leaping into action or unusual situations. The fact is that many areas of the world operate in very non-Western ways with entirely different safety standards and operating protocols. For leaders to step blindly into situations assuming that they are somehow protected from possible negative consequences is naïve at best, and damaging or even dangerous at worst.

Globally adaptive leaders temper their self-confidence with humility. They do what it takes to effectively learn and adapt to local cultures. They listen for underlying beliefs and attitudes; they observe behaviors for patterns, habits, and norms; and they have the wherewithal to know when to ask for advice, find a guide, or say “no” to an enticing possibility.

### **Ways to Develop Sensible Fearlessness**

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One can develop this characteristic in a variety of ways, including

- Challenge yourself to do something you’re not good at in front of an audience. Make it a point to learn something in public.
- Throw yourself into an activity that you know nothing about. Experience the feeling of relying on others.
- Pay attention to your own level of comfort, or discomfort, when you know it would be wise to ask for help or guidance in a setting where you are not sure what to do. Drive to an unfamiliar part of a city without a map or a GPS and see how well you navigate from point A to point B. If you get twisted around, stop to ask someone for directions.
- Break out of your normal, preferred role and take on something new that deliberately gets you outside what is behaviorally comfortable for you. It’s possible you will find you have more talent than you thought, but it took risking looking incompetent to discover it. For example, volunteer for an assignment that requires you do something you’ve never done before. Become aware of moments when you feel fearful or especially uncomfortable. You may notice this in your physical body or it may show up as an emotional trigger. Articulate what it is and then find ways to dispute the beliefs that are under the fear and challenge yourself in a way that allows you to behave your way through it.
- Find someone you trust from within the culture where you’re working or someone who is more experienced and comfortable within that culture to be a guide and help you to adapt.



## **Suspension of Judgment:**

### **Learning before advocating a point of view**

#### **What It Is**

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This characteristic refers to the ability to put aside opinions and assumptions in situations, to listen to others, and to think before acting. It includes being sensitive to unwritten roles and interpretations, being considerate of other beliefs and values, and being patient with the process of building trust — which takes time and is usually iterative.

Rather than prejudging people based on generalizations and assumptions, non-judgmental leaders focus on exploring the contexts in which others operate so they can understand what is true for them. They are fully aware of their country-of-origin yet detached from it as a default position of “rightness.”

*Rather than pre-judging people based on generalizations and assumptions, non-judgmental leaders focus on exploring the contexts in which others operate so they can understand what is true for them*

They understand that what's "true" and what's "acceptable" varies by culture. They are willing to engage with other perspectives and able to understand and represent another's point of view without having to agree with it.

Suspending judgment does not mean abandoning one's own values and beliefs — it means being able to recognize, acknowledge, and accept differences as legitimate based on the context of the cultures that produced them. In this way they are able to generate ideas or agree on plans and solutions that work for both, or multiple, cultures.

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### **What It Looks Like**

Suspending judgment has many faces, but at its heart, it's the capacity to build trust — the currency of leadership. Deep listening and being fully present are the core building blocks. It's about withholding our opinions long enough to pay full attention to the other person, both to what they're saying, and to what they're not saying. In an increasingly connected world where more and more conversations are happening virtually, this isn't as straightforward as it may sound.

Being able to read what's behind people's words becomes a critical competency for global leaders. It's the unwritten rules, untested assumptions, faulty interpretations, assessments, and generalizations that each of us bring to a conversation that shapes what we see as being possible. To quote Anaïs Nin, "We see the world not as it is, but as we are."

Adaptive leaders slow down and listen for what informs people's choices and responses. Instead of responding instantaneously, they typically breathe and pause before speaking. Adaptive leaders are receptive to exploring diverse ideas, approaches, and solutions that come from atypical sources. They simultaneously observe and participate. Even if what they're noticing appears to have no obvious logic, they look for and tend to find connection between what appear to be completely disparate data points. Because they are so open and attuned to the nuance around them, these leaders often find unusual and innovative solutions to complex challenges.

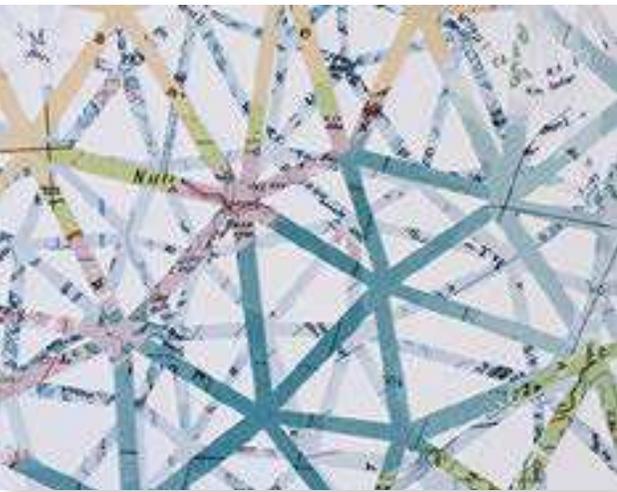
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### **Ways to Develop Suspension of Judgment**

As with any of the characteristics discussed here, learning to suspend judgment takes shape over time and with conscious effort. Possible ways to develop in this area include:

- Work on being a better listener. Test yourself by repeating back what others have said and what you understand them to mean. Learn to observe others as you notice your own experience during a shared event. Consider how their reactions are different from yours, reflect on what you notice, and make an intention of appreciating where they are coming from.
- Practice becoming aware of the inferences you draw during interactions with others. Think about how you can test your assumptions in real time in order to reduce inaccurate conclusions.
- Ask someone you trust for regular feedback on how well you are able to listen to others and understand their perceptions.

- When working virtually, develop your remote communication skills. Become adept at letting others know you are paying full attention and are “with” them, even if you are physically separated by large distances.
- Notice your urge to have the last word and a need to be “right” all the time. Challenge yourself to take a pause before jumping in with your opinion. See where the conversation goes before you speak up with your perspective.
- Be aware of your tendency to stereotype others. Stop yourself from drawing instantaneous conclusions based on what you think you already know about the person or the situation. Prevent yourself from sizing people up too quickly before you get to know them, who they are, where they’ve been and what they’re about.



## Graceful Ease: Finding simplicity within complexity

### What It Is

This characteristic refers to the ability to move from one region or culture to another with ease and finesse and to navigate the complexity of different cultural situations without losing one’s bearings.

Leaders with graceful ease are comfortable with uncertainty and change, remaining who they are while adapting to new situations. They are authentic. They are able to understand and acknowledge the truth that can lie in the midst of polar opposites and be comfortable with the ambiguities of what’s knowable and what’s not knowable.

*“We see the world  
not as it is, but as  
we are.”*

ANAÏS NIN

Leaders who have developed this characteristic to a high level work with emotions as well as logic. They’re able to find clarity within chaos. They exhibit emotional stability and Zen-like patience. They can be themselves while remaining open to others who are very different. They can be especially creative — able to consider complex situations from different perspectives and generate multiple solutions or approaches to a given situation.

People with graceful ease are not simply accommodating, nor do they avoid conflict, but they are able to stay centered and diplomatic when dealing with it. They are flexible and resourceful and move gracefully from one challenging situation or culture to another without losing their center.

### What It Looks Like

Accepting complexity as it is — with all its inherent contradictions — may seem like a sure route to being overwhelmed. Yet with acceptance comes the capacity to move from complexity to complexity with finesse. And it’s in this move that we eventually find simplicity.

Executives with this graceful ease calmly hold paradox and polarities and stay true to themselves while they assess what’s needed most in a highly complex situation. The equanimity and relaxed strength they exude act as a magnetic force, especially when unpredictable things

happen. Their talent for gracefully handling miscues and misinterpretations builds trust. And rebuilds damaged relationships.

A hallmark of the globally adaptive leader is the ability to build connections where none existed before.

### Ways to Develop Graceful Ease

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Here are a few ways to move in the direction of graceful ease:

- Develop personal practices that grow your capacity to remain centered in times of stress — for example, breathing exercises, yoga, mindfulness training, guided visualization, etc.
- Find a way to make a video of yourself interacting with people you don't know and see what you discover about your impact on others based on your own observations. Work to develop a capacity to recognize how others perceive you and the impact you have on others.
- Deliberately put yourself into a situation where you are not the person in power and must rely on those around you. Experience what it's like to operate and attempt to influence from a "lower level."
- Develop the ability to be subjectively aware of how you are experiencing a situation, while you simultaneously, objectively watch yourself as from a distance as if you were an actor on a stage.
- When you're about to make a significant decision, think through the possible consequences, whether they're likely or unlikely, and their potential impact on various individuals and organizational systems. Develop your ability to "see around corners" by going through the discipline of thinking through all the possibilities and, if necessary, reconsider the decision.
- Become aware of your triggers and emotions in order to monitor and manage your responses. Develop the capacity to remain composed in ambiguous, stressful, or highly charged situations.



## Cosmopolitanism: Being at home in the world

### What It Is

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Cosmopolitanism refers to the ability to be at home anywhere and to see oneself as a "citizen of the world" rather than of one country or place. It includes the ability to understand, appreciate, and embrace differences across cultures, to make deep human-to-human connections with all types of people, and to find commonalities amongst those differences.

Cosmopolitan leaders recognize that people and cultures vary greatly, and they are able to grasp the realities, perspectives, complexities, and paradoxes that people face within and across cultures. They are interested in under-

*The concept of “home” has become relative, and the edges of country-centricity have blurred over time.*

standing and functioning effectively in the whole world rather than just a few select parts. They are able to look at issues from the perspective of people in other cultures, and they can problem-solve with “cultural humility” by not assuming that ideas from their own culture are superior to those from other cultures. They tend to be sociable, open, and interested in forming relationships.

Leaders with this characteristic enjoy living and working in a wide variety of cultures, learning how others live, work, think and feel, and adapting in ways that are mutually beneficial.

### **What It Looks Like**

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Cosmopolitan leaders seek out opportunities to expand their cross-cultural awareness on their own and often indicate a keen interest in international assignments.

Extensive international travel is not the only way to demonstrate this passion for making deep human-to-human connections across cultures, however. Individuals who openly explore other cuisines, languages, and belief systems while living and working “at home” also demonstrate this talent for engaging with new people. They experience unique forms of expression and lifestyles with a similar sense of wonder.

You seldom hear leaders with this characteristic comparing their current situation or experiences to their own “home” culture. Typically, they are clear about their own cultural identity while also thinking transnationally — and attaching less and less significance to a particular place as their centering point of reference and identity in the world. The concept of “home” has become relative, and the edges of their own country-centricity have blurred over time. These leaders seldom experience people, places, or events as “foreign.” And they tend to have a broad and expanding network of authentic relationships in many places.

### **Ways to Develop Cosmopolitanism**

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Because Cosmopolitanism is more than a set of behaviors, some ways that one can develop this characteristic include:

- Connect with other people just for the sake of connecting with them, with no other agenda.
- Develop strong networks with people across cultures. If you already have a solid network, work to maintain and expand it mindfully. If you don't have a significant network, make it an objective to grow it.
- Deliberately socialize with people who don't belong to your usual “tribe.”
- Take part in projects that require interactions and meetings with people from other parts of the world, either inside or outside your organization.
- In situations where you feel like the outsider or the person who is different from everyone else, keep a written record of your internal responses.
- Make it known that you would like an assignment in another country, or that you would like to work on a project that requires international travel.

Attribute	What It is	What It Looks Like
<b>Insatiable Curiosity</b>	<ul style="list-style-type: none"> <li>▪ Passion to explore the world in every moment</li> <li>▪ Penchant for learning to understand why things are the way they are</li> <li>▪ Excitement in the process of discovery</li> </ul>	<ul style="list-style-type: none"> <li>▪ Appreciative of the authentic and genuine</li> <li>▪ Collaborative</li> <li>▪ Innovative</li> <li>▪ Has a deeply inquiring mind; enjoys figuring things out</li> <li>▪ Insightfully observant</li> </ul>
<b>Sensible Fearlessness</b>	<ul style="list-style-type: none"> <li>▪ Ability to take risks with unfamiliar situations or challenges</li> <li>▪ Skillful discerning of how deep to dive before seeking help when working with the new, strange, and peculiar</li> </ul>	<ul style="list-style-type: none"> <li>▪ Energized by the challenge of the new</li> <li>▪ Courageous in volatile, ambiguous, or chaotic environments</li> <li>▪ Comfortable with ambiguity and stress</li> <li>▪ Confident, yet humble</li> </ul>
<b>Suspension of Judgment</b>	<ul style="list-style-type: none"> <li>▪ Ability to put own opinions and assumptions aside</li> <li>▪ Propensity to listen to others and reflect before acting</li> <li>▪ Ability to judge without being judgmental</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sensitive to unwritten rules, assumptions, interpretations</li> <li>▪ Appreciative of the need for time to build trust</li> <li>▪ Considerate and respectful of others' beliefs and values</li> </ul>
<b>Graceful Ease</b>	<ul style="list-style-type: none"> <li>▪ Ability to move from complexity to complexity with finesse</li> <li>▪ Proficiency at discerning what's needed most in complex situations</li> <li>▪ Ability to face problems and pressures with equanimity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Authentic</li> <li>▪ Relaxed and outwardly calm in the midst of uncertainty</li> <li>▪ Centered and self-controlled</li> <li>▪ Flexible, adaptable, and resourceful</li> </ul>
<b>Cosmopolitanism</b>	<ul style="list-style-type: none"> <li>▪ Ability to be at home anywhere</li> <li>▪ Proficiency at finding commonalities among differences</li> <li>▪ Seeing oneself as part of a shared global community</li> </ul>	<ul style="list-style-type: none"> <li>▪ "Citizen of the world"</li> <li>▪ Forms deep human-to-human connections</li> <li>▪ Embraces differences</li> <li>▪ Unfazed by paradox</li> <li>▪ Self-aware</li> </ul>

# Globally Adaptive Leadership: Implications for Organizations

A growing number of organizations view globally adaptive leadership as a must-have strategic competency in order to meet challenges around the world. Most are active in exploring the best roadmap of development aimed at preparing agile, flexible leaders for global leadership responsibilities.

The biggest growth opportunities for many US-based companies are clearly outside the United States. To stay relevant in the global market-place, these companies have to be skillful at “riding the wave” of opportunity; if they don’t, the wave will come crashing down on them, and they will lose their relevancy. For leaders and organizations facing this challenge, globally adaptive leadership offers the combination of characteristics that will allow them to be more sensitive to emerging opportunities and have the skill, dexterity, and aplomb to capitalize on them.

Multinational organizations have a choice. They can hope to attract and retain enough executives with relevant international experience from the dwindling pool of senior leadership talent. Or, in an effort to fortify their own internal leadership pipeline, they can begin to create a cadre of future leaders ready to develop their global mindset and embody the globally adaptive characteristics described here.

The key to that development is providing the opportunities to lead and have impact at the international level. More and more savvy organizations are supporting executives with well-matched mentors, coaches, and guides. Those efforts and more will help leaders construct a developmental roadmap towards becoming highly effective, globally adaptive leaders.

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*We want to acknowledge the thought leaders on whose shoulders our work rests — those who have helped us understand “vertical” development, including Kohlberg, Loevinger, Perry, Fowler, Torbert, Wilber, Graves, Cook-Greuter, Joiner, Laskey, Kegan, Lahey, et al.*



### **About the Author**

**Lori Brewer Collins** has worked for more than 20 years in over 20 countries on four continents as a certified executive coach and leadership educator. Her awareness of the intricate dynamics and complexities of global organizational systems and cultures informs the design, delivery, and management of the large-scale leadership development and culture change initiatives she undertakes for multinational organizations.

### **About Cambria Consulting, Inc.**

Since 1985, Cambria has helped Fortune 500 companies, government agencies and non-profit organizations accelerate the development of individuals and teams. Extensive experience creating and applying best practices in all facets of talent management and development enables Cambria to rapidly implement innovative solutions tailored to each client's business objectives.

With a global team of consultants and partners, Cambria is recognized for its expertise in executive coaching, talent assessment, competency modeling, role profiling, succession planning, and blended learning.