

Leading with the World in Mind

A Survey of Global Leadership in the U.S., China, and India

CHANGING GLOBAL DYNAMICS

CHANGING DEMOGRAPHICS

60% of the world's population lives in Asia; **40 million** Americans are foreign-born.

SHIFTING ECONOMICS

Nearly **40%** of global growth will come from **400** emerging-market cities with populations between 150,000 and 10 million.

GLOBAL COMPLEXITY

By 2020, the U.S. talent gap could reach **1.5 million** graduates; China could face a shortage of **23 million** college-educated workers.

HOW DO YOU LEAD IN A WORLD THAT IS RAPIDLY CHANGING?

Leaders in the U.S., China, and India told us that global leadership today is the **disposition to mobilize others to understand the world and act to seize opportunities and improve conditions.**

Leaders in each country felt strongly about the following three dispositions:

DISPOSITION 1

INVESTIGATE THE WORLD TO ENVISION A FUTURE



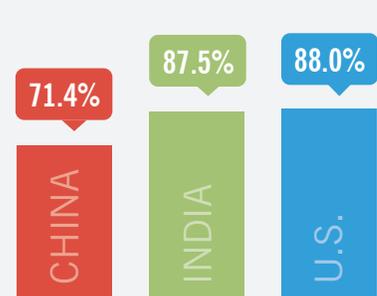
DISPOSITION 2

UNDERSTAND & MOBILIZE ACROSS CULTURES



DISPOSITION 3

MAXIMIZE HUMAN DEVELOPMENT, GROWTH & INNOVATION



WHERE ARE THE DIFFERENCES IN RESPONSES ACROSS CULTURES?

Same language; different meanings

Varying views on ethics

Multiple cultural influences in the approach to leadership

WHAT ACTIONS CAN BE TAKEN TO SUPPORT THE DEVELOPMENT OF EMERGING LEADERS?

Develop organizational culture, and strengthen existing leadership development programs and experiential learning opportunities.

Expand the pipeline to begin teaching the dispositions, capacities, and skills needed for the next generation of leaders to be successful.