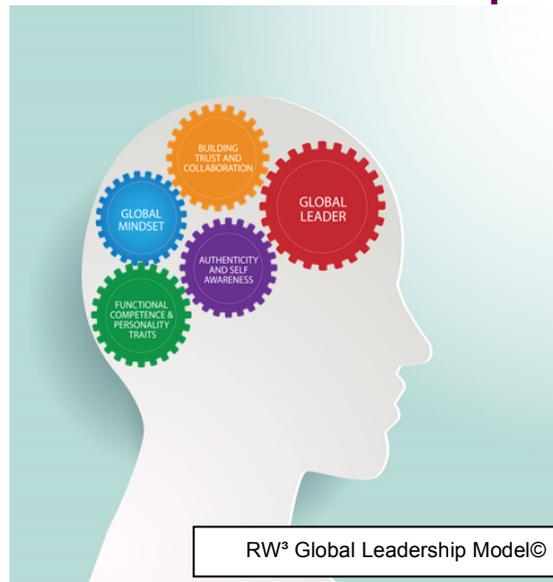


**RW<sup>3</sup> CultureWizard White Paper**  
**Introduction to the**  
**RW<sup>3</sup> Global Leadership Model©**  
Making Global Leadership Learnable



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## **Introduction to the RW<sup>3</sup> Global Leadership Model©**

**Can you define a great global leader?**

**Can you describe essential global leadership qualities?**

**Do you think that global leaders are born or developed?**

Since global leadership development is the most pressing issue for today's organizations, you should be able to answer these questions and identify those qualities. Indeed, our organizations desperately need global leaders.

According to a 2014 survey conducted by the Institute for Corporate Productivity and the American Management Association, companies with highly effective global skill building programs are four-times as likely to be industry leaders in terms of revenue and market share. Moreover, a 2014 McKinsey study found that 30% of US companies fail to exploit international business opportunities due to lack of leadership capabilities.

We at RW<sup>3</sup> have found that otherwise qualified leaders can gain and develop the global leadership skills they need to help propel their careers and organizations to success. To achieve that, we have developed the RW<sup>3</sup> Global Leadership Model© to bring these skill building resources to a wider corporate audience. The Model identifies three key components of Global Leadership: Self-Awareness/Authenticity, Global Mindset, and Building Trust/Enabling Collaboration, and defines a framework for gaining skills in these three areas.

### **Global Leadership is a Learnable Skill**

Global Leadership integrates fundamental leadership requirements (such as role competency and personality traits necessary for effective leadership) with other essential capabilities. Global Leadership also requires the ability to project authenticity, which is gained through self-awareness and self-reflection. Since leadership requires the ability to connect with others, the Model next introduces skills related to gaining a Global Mindset—an awareness of culture's impact on leadership behaviors and employee expectations. Finally, the Model incorporates the importance of Building Trust in order to enable Effective Collaboration among colleagues.

Since having global leadership skills are pivotal to the success of today's global organizations, it's critical to realize that people aren't necessarily born leaders, and you need not wait to be "invited" to lead. Leadership skills are required at all levels of an organization, and talented individuals who have leadership skills, should step up to lead—and be encouraged to do so.

*You don't need to be a born leader, nor do you need to be tapped as a leader. People can choose to become global leaders.*

### **No Universal Behavior.**

There is also no universal model of Global Leadership. They are as varied as the leaders themselves. There is no fixed pattern of leadership behavior, either. Some of the most effective leaders are purveyors of great ideas while others have achieved success by being excellent facilitators for other people's contributions. The RW<sup>3</sup> Global Leadership Model© is intended to enable individuals to start on a learning path to gain the critical skills they need. The work and attention required to gain those skills will likely further enhance your own personal development and your career.

It's also important to note that Global Leadership skill building is a continual learning process. Great leaders are constantly learning, honing their skills and bringing their valuable experiences and insights to their next challenge. Anecdotally, we have observed that the upcoming generations of global talent require a different form of leadership, and will give their best work following leaders they trust, those who are authentic and are interested in the development of their employees and colleagues.

This White paper will introduce the RW<sup>3</sup> Global Leadership Model©, which takes Global Leadership from an amorphous state to a defined learning path. Just as culture is learnable, global leadership is learnable.



**The RW<sup>3</sup> Global Leadership Model©**

The RW<sup>3</sup> Global Leadership Model is a template for gaining the skills and enhancing your talents to become a leader in your organization. The Model integrates the wisdom of cutting edge leadership research, which focuses on self-awareness and authenticity, with global cultural competencies, which help you attain a Global Mindset that is so critical in today's diverse workplace. Finally, the Model provides tactical, practical techniques that can be put into action to build trust and facilitate the intellectual contribution so necessary for collaboration.

### **Functional Competencies and Effective Personality Traits**

Strong leaders need to have the functional competencies their jobs require and the appropriate leadership personality traits that are effective for their organization. Simply recognizing that these competencies are critical does not address these fundamental requirements. It presumes that organizations will define those requisite capabilities in hiring and promotional practices.



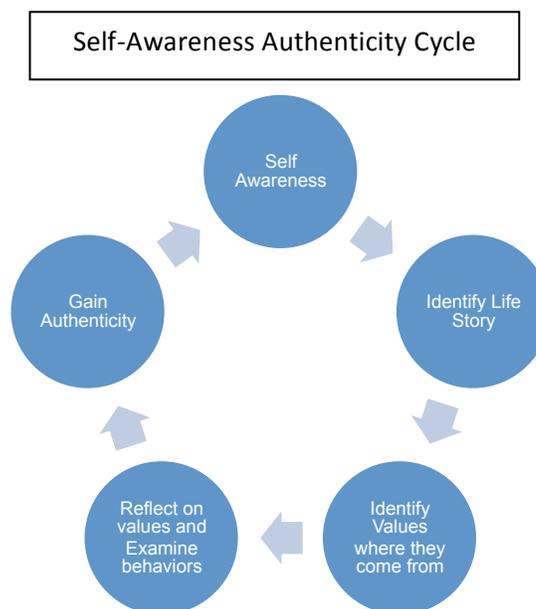
## Self-Awareness and Authenticity

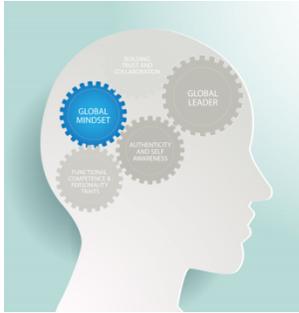
The leadership framework has changed. Leaders must be adept at providing inspiration, vision, and motivation to people from various backgrounds, as well as providing that leadership to a well-educated workforce whose most valuable contributions are intellectual rather than physical.

To inspire great work from the contemporary workforce, leaders must be seen as genuine and authentic to elicit the intellectual contributions their organizations need. While there are myriad traits of great leaders, Self Awareness is the common denominator of the authentic leadership equation.

At no time has it been more important for leaders to be self-aware and authentic; for leadership to be transparent and inspiring; for their motivation to be genuine and internally driven. Given that reality, leaders need to fully embrace the desire to be authentic, which requires self-awareness, careful introspective of their life journeys and lessons, and understanding of their own motivations. In addition, as challenging as it might be, leadership benefits greatly when leaders are able to see themselves as others see them.

The Model introduces the Self-Awareness- Authenticity Cycle (see illustration), which is a continuous spiral of learning and personal growth. It's a lifelong commitment that yields invaluable results. (This Cycle and the other components of the RW<sup>3</sup> Global Leadership Model will be discussed fully in upcoming trainings and publications.)





### **Global Mindset**

As important as Authenticity and Self-Awareness are, they are not enough if you're going to be a strong global leader. You need to develop a Global Mindset.

As referenced in our instructor-led programs, on the CultureWizard websites, and in our book, Managing Across Cultures: The Seven Keys To Doing Business with a Global Mindset:

“A global mindset is the ability to reflexively integrate deep cultural awareness to intuitively adjust one's style to the requirements of the team without compromising business values and goals.”

We will go into this in far greater detail in subsequent white papers and presentations. You may be familiar with the foundation because the CultureWizard Culture Calculator is the starting point. For now, these are the steps:

1. Recognize your own cultural biases
2. Appreciate that other cultures have values and behaviors different from your own
3. Learn to recognize culturally based behaviors using the Intercultural Awareness Model©
4. Learn about the cultures of the people you're working with
5. Develop personal strategies to adjust to different cultural Styles
6. Be open to continuous learning and diversity appreciation



### **Build Trust and Enable Collaboration**

Since the greatest contribution of today's workforce is intellectual, leaders need to create and support trusting environments to allow people to take intellectual risks. The RW<sup>3</sup> Global Leadership Model helps leaders understand the components of trust and how to grow trust in their organization.

It helps leaders define the behaviors that are conducive to building trust and enables them to measure how well they're doing. We'll take a closer look at Trust, which is the foundation upon which effective, productive work between colleagues takes place. It's the glue that keeps high performers effective and teams in a high performing state. Trust is a very complex concept and crucial to successful global work.



## **Conclusion**

Today's organizations need leadership at every level.

You don't need to be born a leader and you don't need to wait to be appointed as a leader. But, if you want to enhance your career, you do need to be ready to lead and you need the leadership skills to maximize your career and your contribution to your organization.

The purpose of this White Paper is to reinforce the notion that global leadership is learnable and to underscore its importance. It also serves to set you on the path of gaining the leadership skills we discuss: self-awareness and authenticity, a global mindset and appreciation of culture and diversity, and the ability to put those skills into action by building trusting relationships that foster collaboration and creativity among your colleagues.

### **\*Sources:**

"Global Leadership Development: Preparing Leaders for a Globalized Market" Institute for Corporate Productivity and the American Management Association, June 2014

McKinsey Quarterly, Jan 2014: "Why Leadership-Development Programs Fail"

"Managing Across Cultures: the Seven Keys to Doing Business with a Global Mindset," Solomon and Schell, McGraw Hill, 2009