



Leading & Managing Globally

Program Overview



In this era of globalization, leaders must operate in regions around the world, lead a geographically dispersed workforce, and create winning strategies that integrate multinational perspectives – all of which demands skills as diverse as the employees they lead and customers they serve. In Leading & Managing Globally, Yale School of Management and IMD faculty, widely recognized as expert educators, groundbreaking researchers, and industry experts, will guide you to develop your "global intelligence." You will be empowered to employ proven practices that align people to a focused mission and strategy, optimize international diversity and collaboration, address strategic and organizational challenges, and produce and sustain a competitive advantage around the world. Master a global mindset.

USE INFORMAL AUTHORITY TO CREATE ALIGNMENT AND CHANGE

Identify sources of informal power and leverage your network of relationships to influence those sources

Manage interdependence between organizational units and foster knowledge flows across company silos

IDENTIFY AND BRIDGE CULTURAL DIFFERENCES ACROSS DISTANCE

Improve management of global virtual teams across cultural, language and time differences

Use cultural decentering techniques to diagnose cultural differences and avoid team conflicts arising from misaligned expectations and perspectives

INNOVATE TO IMPROVE OPERATIONAL PERFORMANCE

Overcome resistance to change, and achieve team integration and alignment within complex matrixed structures

Define new metrics and KPIs to align purpose and drive effectiveness of cross- functional teams



JAMES
BARON



MARTHA
MAZNEVSKI



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Key Conceptual Models

- ✓ **Organizational Design:** A framework for understanding how business activities are structured and integrated within complex global enterprises.
- ✓ **Power Mapping:** The schematic analysis of formal and informal sources of power in an organization; accompanying strategies for shoring up power and influence at the personal and departmental level.
- ✓ **Network Mapping:** Concepts and tool to support analysis of personal networks, including types of key network ties – task advice, strategic, buy-in, and mentorship.
- ✓ **The MBI Model:** Mapping, Bridging and Integrating, a model developed by Martha Maznevski and Joseph DiStefano, to drive performance in diverse teams.
- ✓ **Mapping Culture:** A multi-dimensional framework for characterizing cultural values and assumptions; supports efforts to create bridges across cultural contexts.
- ✓ **The Tack Model:** Martha Maznevski's strategy for building smooth functioning, globally distributed teams that focuses on Trust, Ambition, Cohesion, and Knowledge.
- ✓ **Video Demonstrations:** “Dealers and Dragoons” takes a lighthearted look at how power and influence is done in the fictional world of Dragon Defense Systems.
- ✓ **Personal Assessments:**
 - **“Understanding Your Workplace Network”** – An online questionnaire that produces an analysis of each participant's workplace network, including visual representations and quantifications of key network categories.
 - **“Cultural Perspectives Questionnaire”** – An online survey that provides an analysis of the participant's culturally determined values and assumptions.
 - **“TACK Assessment”** – Provides a diagnosis of the current level of Trust, Ambition, Cohesion, and (shared) Knowledge on participant's team.
- ✓ **Video Case Study:** Follows the progress of Magdi Batato, Executive Director of Production at Nestle Malaysia, as he attempts to implement change in a complex, multi-cultural environment.



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Curriculum: Week by Week

MODULE

One: Global Leadership

Video Lectures:
Assignments: 60 Minutes

Two: Organizational Power and Influence

Video Lectures: 59 Minutes
Assignments: 90 Minutes
Live Virtual Events: 90 Minutes

Three: Using Personal Networks

Video Lectures: 52 Minutes
Assignments: 60 Minutes

Four: Understanding Culture

Video Lectures: 67 Minutes
Assignments: 60 Minutes
Live Virtual Events: 90 Minutes

Five: Working Across the Organization in Global Virtual Teams

Video Lectures: 57 Minutes
Assignments: 60 Minutes

Six: Implementation and Resistance to Change

Video Lectures: 56 Minutes
Assignments: 90 Minutes
Live Virtual Events: 90 Minutes

LECTURES [VIDEOS]

- Global Leadership Differences
- Global Contexts and Competences
- Organizational Design
- Organizational Integration
- Aligning Organizational Design & Strategy

- Organizational Power
- Types and Sources of Power
- Managing Interdependence
- Power and Influence Tactics
- Cultural Considerations

- Key Dimensions of Networks
- Forging Network Ties
- Structural Holes
- Information Flows
- Managerial and Personal Impacts

- The Map-Bridge-Integrate Model
- Culture's Impact on Behavior
- Cultural Values: Environment, Relations, and Activity
- Other Types of Diversity

- Integrating Diverse Cultures
- Working Across the Organization
- Team Metrics: Trust, Ambition, Cohesion, and Tacit Knowledge
- Technology and Communication
- The Role of the Leader

- The Journey of Change
- People Sources of Resistance
- Change Tactics and Techniques
- Structural Sources of Resistance
- Phases of Change

KEY LEARNING

In this Module, Professors Maznevski and Baron will provide foundational concepts relating to global management and the role of organizational design. With guidance, you will select a global challenge in your own organization and begin to analyze the organizational structures that govern activity. This challenge will form the basis of the personal case study that you'll work on throughout the program.

Professor Baron will discuss the various types of formal and informal power that a global manager must understand in order to effectively achieve the organization's goals. You will apply these ideas by diagnosing the sources of power relevant to your personal case, as well as evaluating potential tactics for using and navigating these sources of power.

Professor Baron provides more tools for evaluating the personal dynamics relevant to your organization and your initiatives, by showing how networks can facilitate or thwart critical information flows. You will be empowered to notice new "bridging" opportunities that can increase operational effectiveness.

Professor Maznevski introduces the Map-Bridge-Integrate framework for understanding culture. Most people are aware that personality affects behavior, but fail to recognize how cultural assumptions can also affect behavior in profound ways. You will apply the concepts of decentering and re-centering to gain greater understanding and effectiveness in personal interactions across cultural divides.

Professor Maznevski applies your new understanding of culture to working across geographic divides. Working effectively in virtual teams requires new skills and ideas, and you will develop personal strategies for more effective collaboration and exercising greater leadership.

In the final Module, you'll create an action proposal that integrates the different pieces of analysis you've done throughout the course. Professors Maznevski and Baron provide guidance for implementation and change, by providing change models as well as effective tactics for overcoming resistance.

* Module = 1 Week **Live Events may be subject to change

NOTE: Orientation Pre-Requisite Work (90 minutes) and Final Presentation at end of program (90 minutes).



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Project Examples

NAME	DESCRIPTION	PROJECTED BUSINESS IMPACT	PROJECTED FINANCIAL IMPACT
Business Unit Alignment	A VP of Interventional Cardiology in Europe from a major health company implemented a project that better aligned and coordinated the efforts and investments between their commercial infrastructure, clinical programs, and medical education.	Increased Efficiency 50%	\$10,000,000
Employee Engagement Community	A Talent Manager from a global consumer products company designed and implemented a global employee engagement survey that delivers actionable data to the senior leadership team to make the company a better place to work.	Increased Employee Productivity 10%	Currently Measuring
Executing Global Partnerships Locally	After receiving negative feedback from clients, a Director of Global Agency & Partnerships from a technology company was able to improve the communication and handoff process from the point of sale to execution of the revenue commitment.	Increased Quality 30%	Currently Measuring
Partner Management Consolidation	Because of a recent organizational mandate to become more agile and cost efficient, a Global Applications leader from an industrials company launched a program to consolidate their partner management teams and increase offshoring to reduce complexity.	Increased Employee Productivity 20%	\$6,000,000
Solutions Business	Rather than delivering off-the-shelf solutions like their competitors, a Head of Markets for Central America from a financial institution launched a solutions business that involved bringing clients tailor-made solutions that specifically meet their financial needs.	Increased Efficiency 20%	\$10,000,000