

Applying Talent Management to Global Leadership Development

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In today's complex, global workplace environment, talent management thinking is all the rage, especially when considering how prospective employees have become more aggressive consumers. There are many more choices available for employees in the global marketplace, so companies have to become increasingly proactive about how they attract, select, develop and retain talent. Talent management is difficult to enact fully and very few companies are successful in linking all the different aspects of the system together. So, to simplify matters and create a more realistic chance for talent management to take hold in your company, a good place to start is focusing on leadership development.

Leadership development is crucial for any organization as it ties in directly to the business model as well as future time horizon. It is part of the larger talent management system, but it also has its own smaller talent cycle in how leaders are selected, developed and retained. More often than

not, most companies focus in on the development stage of leadership development without enough consideration for the selection and retention aspects.

In addition, too many companies outsource their leadership development system to external providers that do not understand their specific business needs and unique organizational culture. Leading companies own the leadership development process with notable examples including GE, Procter & Gamble and 3M.

It is very important to develop a strong talent management approach to leadership development, especially when considering today's competitive global economy. So in the selection and development process for leadership, successful companies are incorporating a global component to identify promising leadership potential that will develop in a global context.

One way of doing this is by incorporating various assessment instruments that help support the talent management process for leadership development. A



tool like the Intercultural Development Inventory (IDI) is very useful for helping identify how well leaders can detect cultural difference in the workplace and adapt to it. It provides a measure of a leader's intercultural competence which is important for both the selection and development phases of talent management. The results can also be used to help coach developing leaders on important areas of awareness and skill building challenges.

After using a tool like the IDI, a good developmental instrument is the Culture in the Workplace Questionnaire (CWQ) which gives leaders the opportunity to reflect on their work style preferences on major cultural values dimensions like

group orientation and hierarchy. Once leaders have an idea of their preferences the tool contrasts that with the national averages of cultures that are important to the company's business, like the BRIC economies of Brazil, Russia, India and China.

Building tools like the IDI and CWQ into your leadership development program is a good way of introducing and supporting a global approach to your company's talent management process. The better your company can identify and develop global leaders, the more successful your company will be at competing and flourishing in today's hypercompetitive global marketplace.

MARK R. FREDERICK, Ph.D., Director, IOR Global Performance Consulting, has worked extensively with business executives and corporate teams, enabling them to improve intercultural competencies in the global marketplace. During his twelve-year affiliation with IOR, he has designed and facilitated training and performance improvement programs for multinational corporations throughout the world. Mark also works closely with companies that are expanding their international operations and forming strategic global partnerships. He helps companies analyze their organizational values and determine if they are aligned with their strategic vision and business functions. He is licensed to deliver and interpret the Intercultural Development Inventory (IDI) as well as the Culture in the Workplace Questionnaire (CWQ) – assessment instruments useful for coaching, candidate selection and team building.