

THE CONFERENCE BOARD



Global Leadership Development

Maximizing Value in Challenging Times



TRUSTED INSIGHTS FOR
BUSINESS WORLDWIDE

Inaugural Meeting: October 27-29, 2008

Global Leadership



In an increasingly global economy, companies are more than ever asking themselves: **What does it take to be a global leader?** From China to Spain to the United States to Brazil to India and beyond, today's multinationals have executives working for them all over the world. Many companies are striving to develop the next generation of leaders but want to know what is distinctive about *global* leadership, and how such leadership competencies can be disseminated as quickly, practically, and broadly as possible in order to better grow their businesses in key world markets.

Senior international assignees who also have previous leadership experience in their home countries offer unique insights. They have first-hand experience with leadership challenges in both domestic and international contexts, and are in a position to know the difference. Among the issues they grapple with are:

- Understanding and responding to the needs of customers in very different markets
- Building bridges for communication and resource allocation back to headquarters or other offices
- Guiding, motivating, and developing culturally diverse employees
- Creating flexible business solutions that leverage local values and operating methods
- Driving change and developing commitment across national and organizational boundaries
- Managing relationships between their own organization and different governments, institutions, and communities

A Conference Board Research Working Group

provides a confidential, hands-on environment for you to join expert researchers in exploring in-depth an issue that confronts your business. It's an extraordinary opportunity to gain exposure to a select network of senior executives from global companies who face similar challenges. Group members work together to forge realistic, actionable solutions based on continual in-person and online dialogue, the latest studies, and a genuine interest to strengthen company performance.

To explore how the experiences of such seasoned global executives can enhance your business, The Conference Board invites you to join its Research Working Group on Global Leadership Development. In a truly unique partnership, The Conference Board is teaming up with Aperian Global, a recognized leader in global management consulting and training. As multinationals expand worldwide, it's imperative to develop the abilities of leaders who can work effectively with local customers and corporate headquarters. At the same time, it's important to cultivate executives at a company's headquarters who can bridge the gap between your organization's culture and goals and those of the new market. As the war for talent heats up in key markets, your company stands to lose if you do not offer a clear, systematic, and accelerated path for leadership development. By joining this research working group, you will have the opportunity to explore crucial global leadership competencies by considering:

- How to focus your firm's investments in global leadership development for maximum short-term and long-term impact
- How to turn an individual with good domestic business skills into a great global executive through specific leadership development program activities and practices
- How to integrate generic global leadership competencies with the needs and culture of your own organization, and identify leadership characteristics necessary for particular locations
- How to effectively move and develop talent across organizational silos of businesses, geographies, and functions

Issues on the Table

The Conference Board developed its new Research Working Group on Global Leadership Development to focus on the challenges of nurturing global leaders inside your company. We have already conducted extensive fresh research on the topic, compiling recent experiences and advice of more than 50 senior global expatriates from ten multinational organizations representing different nationalities, industries, and functions.

By joining this research working group, you will be able to tap into their experiences and build upon them through further peer dialogue and collaboration. Working with our team of researchers who are already experts in the field, you will be able to put further research findings into proper perspective and develop a better understanding of the issues surrounding global leadership. At the same time, you will be able to examine how to apply findings toward a broad range of solutions geared to your own company's distinctive needs. Through candid and confidential discussions, you will have the opportunity to consider the following:

- The most critical leadership competencies needed to carry out global leadership roles
- Selected methods for developing these competencies that are both rapid and effective
- How to assess global leadership potential early on
- How your company can devise an accelerated career track for future global leaders
- Whether leaders who are effective in one region will be effective in another
- Ways to better utilize the substantial investment in international assignments for the benefit of the company as a whole
- How to expand leadership roles to include managing teams across borders



"International operations are more important than ever, but the pool of talent in many firms to lead these operations falls far short of what is needed to meet strategic requirements. A Conference Board research working group is an objective, analytical, collaborative, and relevant way for members to clearly define an achievable agenda and plan for its execution." –Robert Kramer, Ph.D.

Why should you join?

By joining The Conference Board's Research Working Group on Global Leadership Development, you will be able to draw on knowledge gained from leading multinationals that have grappled with issues of global leadership, as well as information gathered from previous research working groups. It's an opportunity to move beyond numbers and facts with an emphasis on real-life experiences of executives who are out in the world facing global-leadership challenges on a daily basis. Participants should be senior-level human resources or business leaders from global corporations who are responsible for leadership development strategies or those with a strong interest in talent development and responsibility for international assignees.

As a member you will:

- Receive useful research results from Day One from our synthesis of interviews of more than 50 senior global expatriates from ten multinational organizations representing different nationalities, industries, and functions
- Exchange experiences, ideas, and insights with a variety of experts and peers just as eager as you to find solutions to similar problems
- Gain access to existing and developing data on organizations that have implemented successful global leadership initiatives
- Explore possibilities that will expand your thinking on global leadership best practices on recruiting, performance management, future leader development, global expat preparation, and succession planning
- Receive a summary of qualitative and quantitative research findings, plus recommendations on how to apply them

For more information,
please contact:

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Lisa L. Hunter is Program Director for The Conference Board's Leadership Development Council, the Executive Compensation Councils, and the Compensation Council. She is a seasoned consultant with experience in the design and implementation of compensation programs and organizational effectiveness, as well as human resource management. Ms. Hunter is also an instructor at Cornell University's ILR School Extension Division. In addition, Ms. Hunter is founder of Newport Consulting Group, Inc., and has held senior human resources positions at Time-Warner, Simon & Schuster, and Home Box Office.

Ernest Gundling

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Dr. Ernest Gundling is Co-President and Founder of Aperia Global, a consulting, training, and web-tools firm that assists multinational corporations with global talent and organization development. He is also the firm's Practice Group Leader in the area of global leadership. Dr. Gundling has conducted research and consulted with Asian as well as U.S. and European firms; his initial field research in Japan was funded by a U.S. Department of Education Fulbright Fellowship. He is currently a lecturer at the Haas School of Business at the University of California, Berkeley, where he teaches the Global Management Skills course. Dr. Gundling is the author of numerous publications, including several books: *The 3M Way to Innovation: Balancing People and Profits*; *Working GlobeSmart: 12 People Skills for Doing Business Across Borders*; and *Global Diversity: Winning Customers and Engaging Employees within World Markets*.

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Research Working Group Schedule

The Conference Board Research Working Group on Global Leadership Development will meet three times in person and two to three times via web conferences over the course of nine months. In between these meetings, researchers from The Conference Board will perform studies requested by the working group and prepare summaries of the outcomes of each meeting. This schedule will limit your time and travel commitments and enable us to share information rapidly to achieve your research goals.

Participation fee \$ 14,000

Fees cover participation of up to two senior executives from your organization and include the cost of administering the program and producing the research, as well as the meeting facilities and group meals. Members are responsible for their travel and hotel arrangements.

Inaugural meeting

October 27-29, 2008

Where

The Conference Board
845 Third Avenue, New York, NY

Agenda

Day One	Dinner
Day Two	Meeting 8:30 am – 5 pm followed by dinner
Day Three	Meeting 8:30 am – 12:30 pm

Prior to the first meeting, working group members will be contacted to ensure that their specific concerns and issues are included in the agenda for upcoming meetings.

www.conference-board.org

"I would wholeheartedly recommend The Conference Board's Research Working Group program. It has been a truly valuable exchange that challenged my way of approaching talent management and helped find ways for my organization to move forward."

—Ken Barrett, Diversity Director of Navy Personnel, U.S. Department of the Navy