Case study on global managers

How Roche Diagnostics Develops Global Managers

This paper discusses in details matters relating to global leadership. This concerns who is responsible to develop the global managers, and the factors contributing to organizations not having global managers. In addition, it will handle other issues relating to global managers. This will include; the changes that should be made in the United States to make companies become global leaders, how small organizations will be able to address their global leadership needs. The influence that public policy has on development of global leaders in the community will not be left out.

A global manager is a professional who works with or through other people across international boundaries to accomplish global corporate objectives. These managers are people who are able to work and understand people with diverse backgrounds (Steers, 2010). Global leadership in neither domestic nor multi-domestic; it focuses on cultural interaction instead of a single culture description or multi-country comparison (Stahl, 2012). Global managers are different from the traditional managers in that they have a worldwide view, not a national one. Unlike traditional leaders, global managers seek partnerships, not domination. They must have the competence and confidence to work with associates and partners all over the world.

Global leadership has three dimensions namely: contextual, relational, and spatial-temporal. Contextual dimension refers to the level of complexity in-built in international leader responsibility. Relational dimension refers to the flow which relates to boundary spanning aspect of their work. Degree of flow is shown by measuring the frequency, volume, and scope of information

flow. Partial-temporal dimension refers to the degree to which a person has to physically move across geographical, cultural, and national boundaries rather than communicate using virtual technologies.

For companies to achieve growth and profitability, it is crucial for them to have branches in other countries. It is then a requirement for them to have leaders in these countries. The responsibility of producing global leaders rests with the organization itself. It has to encourage and motivate employees to take this challenge. The responsibility of producing global leaders lies with the parent country and the host nation of the organization. The country has to create a favorable trading environment for the companies to compete globally. Producing global leaders should be part of business education in an organization. It should also be taught in schools to equip students with skills preparing them to become future global leaders. Development of global leaders becomes a joint responsibility of organizations and governments through public policy formulation.

In your professional field, explain the possible ramifications of not having global leaders

There are many possible ramifications of not having global leaders. These vary from individual level, group level, to organization level. From the group level diversity perspective, the way different individuals in a group perceive and interpret their cultural experience impact on diversity of work group functioning. Negative attitude make people not to work well with people from different cultures thus hampering development of global leaders (Mobley, 2012). Conflicts may arise at different levels of management hierarchy. Managers at low level of the organization might be less convinced and more

confronted with problems of implementing diversity policies. Managing and implementation requires a high level of coordination, which in most cases may not be there. Operationalizing of change is also a problem whereby communicating the company's vision and interpreting what it means in terms of individual tasks becomes hard. Organization alignment becomes a challenge where company goals may need change to incorporate globalization objectives.

Changes that can be made in the U. S. to encourage companies to become global leaders

The United States government should come up with policies to motivate and encourage companies to become global leaders. These policies will work differently in various companies. The following are some of the policies that may encourage companies to become global leaders: training on culture and leadership, global mindset, intercultural competence, educating for global leadership. Training on culture and leadership will help manage cultural differences. This is because global managers and leaders are made and not born. Companies should come up with policies that help leaders to survive in different cultures. This can be achieved through rotation of managers by moving them frequently from one country to another. This helps them develop the ability to understand people from different cultures and to work together. Training in culture and leadership also helps managers to understand that management philosophies are rooted in culture. It also gives them the understanding that practices developed in one culture may not be transferred to another.

Global mindset is the act of influencing individuals, groups and organizations

to have the set of attributes that enable and facilitate global leadership. There are three basic attributes that facilitate global leadership. This include: psychological capital, social capital, and intellectual capital. Psychological capital is the passion for diversity, self-efficacy and the quest for adventure. Social capital refers to structural dimensions such as global connectivity and relational dimensions such as intercultural competence. This focuses on building trusting relationships in multi-cultural concepts.

Educating on global leadership also helps in encouraging companies to become global leaders. This makes preparing people for the demands of globalization virtually essential. The education curriculum in schools is set in a way that it aims at taking the reality of globalization to the students. This nurtures the students and acts as a motivation to becoming global leaders.

How smaller organizations can address their global leadership development needs

Most small business may not have adequate resources at their disposal for developing global leaders. However, there are several ways in which they can address their global leadership needs. The small organizations should prioritize investment in leadership development. Steering committee that comprising of senior leadership, human resource leaders should be formed to motivate, engage, and develop talents. Small organizations must create and implement both leadership strategy and leadership implementation strategy. This shows the number of leaders required and the desirable skills, behavior, and capabilities these leaders should possess. This helps small companies in the identification process of the right leaders.

Small companies should make sure they are technologically savvy. Having

recent technologies helps leaders have access to information. This helps them to be at par with the current trends. Leadership solutions need to evolve as a process and not a onetime event. This makes it easy for the small firms to afford funds that are needed in small amounts. Having employee development courses on global leadership encourages them to become part of the project.

How public policy can influence the development of global leaders in your community

Public policy can influence the growth of global leaders in a community in various ways. The influence that public policy has may either be positive or negative. Public policy of reducing financing cost makes encourages growth of global leaders because funds are accessible, while increasing the costs discourages their growth. A policy to teach global leadership in schools leads to evolving of global leaders. High taxation discourages business across borders, which has a negative impact on global leadership development. Concisely, global leadership development is therefore a joint responsibility between the organizations, individuals, and the government. It is only achieved by joint efforts of all the

Parties involved.

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