

Dimensions of an Individual Global Mindset

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Abstract. The process of globalization forces companies and individuals to develop global mindsets. However, what a global mindset means on an individual level, how it relates to globalization, and which factors influence this mindset remains unclear. So far, research on this topic has been more conceptual than empirical. In this article we will describe the individual global mindset and its dimensions based on interviews with fifteen global leaders of three multinational companies. Our empirical study reveals that an individual global mindset is a way one perceives the world and the globalization of markets, people and companies. A global leader has a global mindset when this person has a positive attitude toward the above mentioned developments. The functions of an individual global mindset to a global leader are a means to structure the complex global reality and to provide guidelines for appropriate leadership behavior like formulating a global vision and interpersonal skills. Therefore, an individual global mindset is a way of thinking rather than behavior. In comparison with a domestic or an expatriate leader a global leader is considered to possess a broader perspective on the world, on markets, companies, and people.

Key words: Globalization – Global Leadership – Global Mindset – Global Mindset
Dimensions

1. GLOBALIZATION

The context of today's business environment is shaped by changes in economic, technology, political, and cultural factors. These changes are referred to as globalization, a process in which national borders are gradually disappearing. Kanter (1995) associates four processes with globalization: increased mobility of capital, people and ideas; increased availability of goods and services at the same time; easier international travel; deregulation, and privatization of government monopolies, and decentralization of activities to multiple centers of expertise and influence. Globalization can relate to any or several levels of aggregation: the entire world, a specific country, industry, company, or even a specific line of business or functional activity within the company (Govindarajan & Gupta, 2001).

To deliver the highest value for customers, companies need to mobilize people, capital, and know-how on a domestic and global level. This continuum is referred to as the global integration/local responsiveness framework of organizational strategy (Prahalad & Doz, 1987). Integration refers to the centralized management of geographically dispersed activities on an ongoing basis and is a response to pressures to reduce costs, optimize investment and realize economies of scale. Local responsiveness refers to resource commitment decisions taken autonomously by a subsidiary in response to primarily local competitive or customer demands. To cope with the increasing pressure of global cost efficiency and local customization, an internationalizing company needs to develop a "transnational mentality" to achieve economics of scale and local flexibility simultaneously (Bartlett and Ghoshal, 1989). A number of authors have been building upon this idea (e.g. Adler & Bartholomew, 1992; Kedia & Mukherji, 1999; Kefalas, 1998; Murtha et al, 1998; Rhinesmith, 1992, 1995 & 1996). In our study we use the word "global mindset". Not only companies need global mindsets, but also individuals must develop this cross-border and cross-cultural ways of thinking in order to simultaneously integrate global efficiency and local

responsiveness in their own work. However, what remains unclear is (1) the concept of an individual global mindset and how it relates to globalization, (2) its dimensions, and (3) what factors influence this global mindset and what outcomes we could expect from a person having a global mindset. So far, research has not only been focusing more on the corporate global mindset, but also emphasized conceptual studies rather than empirical research. Therefore we conducted an empirical study using a sample of fifteen global business leaders to explore the nature of an individual global mindset, the underlying dimensions, and its influencing factors. We also identified outcomes of a global mindset as perceived by interviewees.

In literature, an individual global mindset is often related to global leaders because they set the company's strategic direction and influence the globalization of their business and human resources (Adler & Bartholomew, 1992; Aycan, 2001; Conner, 2000; McCall & Hollenbeck, 2002). It is suggested that a global leader's perspective influences the articulation of a vision (Den Hartog, 2004; Srinivas, 1995) and the quality of strategy making (Carr, 2005; Chatterjee, 2005; Prahalad & Doz, 1987). We will start out to describe the global leader role in terms of essential qualities followed by an extensive analysis of the global mindset concept. After a description of our empirical research we will compare our research findings with literature.

2. GLOBAL LEADERSHIP

Global Leader

Leadership has been studied extensively from various perspectives resulting in many different conceptions and theories (Bass, 1990). Mintzberg (1973) considered leadership as being one of the managerial roles while other authors (e.g. Kotter, 1990) distinct leadership from management. From this perspective, an effective leader is a person who possesses a number

of essential qualities that enables him or her to establish direction, align people, and motivate and inspire the workforce. Hence, “global leader” describes a person who sets the direction of a global business, communicates a shared global vision, and inspires and motivates a geographically dispersed multicultural workforce. Whereas leadership refers to the process of influencing others to understand and agree about what needs to be done and how it can be done effectively (Yukl, 2002), global leadership involves inspiring and influencing the thinking, attitudes, and behavior of people from around the world (Adler, 2001; Dorfman, 2003). Like the simultaneous presence of cross-border and cross-cultural activities characterises a multinational company, crossing country and cultural borders and time zones simultaneously are the distinguishing characteristic of global leaders (McCall & Hollenbeck, 2002; O’Hara-Devereaux & Johansen, 1994).

A global leader differs from an expatriate leader. Although an expatriate leader has to cope with cross-cultural leadership situations, the person still is a one-culture expert. Whereas the context of domestic leadership is the home country and domestic business, and the context of expatriate leadership the host country and foreign local business, the context of global leadership is worldwide business, the whole multinational company, and geographically dispersed people with many different cultural backgrounds. Consequently, global leaders need not only motivate a globally dispersed multicultural workforce, but also have a broad perspective on the world and global business activities because crossing borders is equally important as crossing cultures. A global leader’s perspective on the business and company must be broader than one country and one culture. In comparing global leadership competencies with expatriate adjustment factors, using empirical studies, Mendenhall (2001) derived the following global leadership competencies: managing uncertainty, global organizational savvy, stakeholder orientation, creating learning systems, change agency, and managing cross-cultural ethical issues. However, such global leadership – expatriation studies

(e.g. Aycan, 2001; Osland, 2001; Pucik and Saba, 1998) emphasize cross-cultural adjustment which is just one part of global leadership qualities. Davis and Bryant (2003) describe in their article methods of influencing people at a distance when leading global virtual teams.

Therefore, global leadership encompasses not only leading across cultures but also influencing people across space and time (O'Hara & Johansen, 1994).

Essential Global Leader Qualities

Gregersen, Morrison, and Black (1998) identified four areas of global leader characteristics, based on interviews with 130 senior-line and human resource executives in 50 companies throughout Europe, North America, and Asia: inquisitiveness, perspective, character, and business and organizational savvy. They conducted their study to identify essential global leader qualities and how these key characteristics can be developed in the context of a complex multinational company. As their study has been very broad, in our study we will build upon one of their findings more extensively. They identified 'inquisitiveness' as an essential global leader quality ("key to success", p23) which can be compared with the individual global mindset concept. Inquisitiveness is a state of mind, an attitude rather than a skill: being 'curious' about the world helps to cope with uncertainty and to balance contrasting cross-border and cross-cultural issues. McCall and Hollenbeck (2002), describing a similar set of global leader attributes, denoted an executive's broad perspective on the world as a 'global mindset'. The way managers perceive and interpret the world is an important building block of global leader behavior like creating and building trust, communication, spanning boundaries, building community through change, and making ethical decisions (Bird & Osland, 2004).

We pose that a global mindset in terms of a person's positive attitude toward globalization and identification with the world is an essential quality for a global leader. An

instrument that determines the level of individual global mindset is not only important for companies to assess global leadership potential (Boyacigiller et al, 2004; Pucik & Saba, 1998; Stahl, 2001), but also a means for developing global leaders (Boyacigiller et al, 2004; Maznevski & Lane, 2003; Rhinesmith, 1996) and should be part of global leadership development programs (Black et al., 1999; McCall & Hollenbeck, 2002; Mendenhall, 2001). These programs should be based on theories and using tools stemming from research and literature regarding attitude and attitude change (e.g. Kiesler et al, 1969).

3. THE CONCEPT OF AN INDIVIDUAL GLOBAL MINDSET

Already in the early 1980s parallel to the discussion about globalization (Levitt, 1983) authors emphasized ‘global perspective’ as an essential quality for global leaders (Das, 1983; Maisonrouge, 1983). Other authors developed this “frame of mind” idea (Bartlett & Ghoshal, 1990) into “transnational scope” (Adler and Bartholomew, 1992) and “global mindset” (e.g. Rhinesmith, 1992, 1995, 1996). The various definitions found in literature (see table I) emphasize that global mindset refers to corporate and individual levels, and has geographic and cultural dimensions. The geographic dimension has been the main object of study on the corporate level while culture is the prevailing dimension on the individual level. These differences in interest may be related to the origin of the mindset concept which has a basis in cognitive psychology and stems from acculturation and expatriate adjustment theories. Only more recently, it was related to organization theory (Govindarajan & Gupta, 2001).

INSERT TABLE I ABOUT HERE

Global mindset at corporate level

The corporate global mindset mostly has been measured by top managers' attitude toward internationalization (Begley and Boyd, 2003; Nummela et al, 2004; Perlmutter, 1969). Paul (2000) considered the global mindset as the aggregated mindset of all members of a company which is shaped by its administrative heritage and structure or industry drivers. Consequently, this way of determining the corporate global mindset is more difficult than measuring managers' attitudes. At corporate level, a global mindset refers to how firms balance organizational processes like global formalization versus local flexibility, organizational structure like global standardization versus local customization, and hierarchical power like global dictate versus local delegation (Begley & Boyd, 2003). Jeannet (2000) linked the global mindset to the degree of internationalization from domestic, international, multidomestic, regional, to global. Some authors emphasized other aspects of the corporate mindset, like HRM policy (Kobrin, 1994) or market characteristics (Nummela et al, 2004). Finally, Govindarajan and Gupta (2001) added a cultural dimension.

Global mindset on the individual level

A person with a global mindset is described as a cosmopolitan with a broader view when dealing with international business activities, with a personal space perspective that extend beyond the personal surroundings, and with the general disposition to be more tolerant of other people and cultures (Boyacigiller et al, 2004; Kedia & Mukherji, 1999). This person is able to conceive global thinking in local contexts and to adapt global strategies to the needs of local environments (Kefalas, 1998). A number of authors describe an individual global mindset as a cognitive structure, map or schema that guides the noticing and interpreting of information (Maznevski and Lane, 2003; Murtha, Lenway & Bargozzi, 1998; Schneider & Barsoux, 2003). New information is assimilated when it is consistent with the schema, or

accommodated when it contradicts the schema. A cognitive map can be compared with the cognitive part of the attitude concept (Eagly & Chaiken, 1993). So at the individual level global mindset refers to the predisposition to respond in a consistently favorable or unfavorable way to (aspects of) globalization processes. In concurrence with the functions of attitudes, the function of a global mindset is to structure and simplify social reality and to guide behavior (McGuire, 1969). Past experiences with aspects of globalization (like earlier global job experience) are relevant for the formation of this general disposition (Fishbein & Ajzen, 1975). Executives become more cosmopolitan by extending their perspective and changing their “cognitive maps” or attitudes (McCall and Hollenbeck, 2002). Oddou et al. (2000) consider this attitude change a “mindset transformation”: a fundamental change in the way leaders perceive and act towards their external environment. They pose that international travel experience broadens the mindset, changes peoples’ attitudes toward globalization but most authors agree that expatriate assignments are key to develop global mindsets (Aycan, 2001; Black et al, 1999; McCall and Hollenbeck, 2002; Osland, 2001). Gregersen, Morrison and Black (1998) also consider formal training and leading multicultural teams as a way to influence attitudes. Considering the above, social determinants of mindset transformations or attitude changes are: (1) a cognitive learning process in which a person forms beliefs through direct (job) experience with crossing national and cultural borders and balancing the global / local paradox, or (2) by reading (persuasion) about globalization, multinational companies and other national cultures. Through these cognitive processes, a person acquires new beliefs about aspects of the globalization processes, structures and evaluates these beliefs, and expands his or her frame of reference (Eagly and Chaiken, 1993). Broader experience and more relevant knowledge could therefore result in a fundamental change of the person when a person draws self-esteem from being a cosmopolitan and expresses the need to develop a “global identity”.

The attitudinal view of an individual's global mindset suggests that it can be measured by questioning persons about their thoughts, opinions, and ideas, or more accurate: the attitude toward object X equals the intentional behavior toward object X and is influenced by beliefs of object X and evaluations of these beliefs with respect to the globalization process.

A field study

Little empirical research has been conducted on individual global mindsets. First, the concept of a global mindset and how it relates to globalization and global leadership remains unclear. Second, culture and geographic distance seems the main dimensions but they need to be further examined in order to deepen our understanding of the concept and to identify sub-dimensions. Third, we wanted to explore the individual global mindset in terms of outcomes and to examine personal factors influencing the global mindset. As global leaders are responsible for global business and employees with many cultural backgrounds on globally dispersed subsidiaries, they are the most likely 'targets' for measuring global mindsets. Therefore, we conducted an exploratory case study (Yin, 2003) in which global leaders were interviewed about global leadership and essential global leader qualities. Focus was on executives with cross-border and cross-cultural ('global') jobs because this group provided the best opportunity to examine global mindsets (McCall and Hollenbeck, 2002).

4. METHOD

We interviewed fifteen global leaders working for three multinational companies during the period February until June 2005. Thirteen respondents are from a Dutch multinational company at which one of the authors has been working. The national cultural background varied from Dutch (ten), British (one), New Zealand's (one), and American (one). Two of the

fifteen respondents with a Dutch cultural background were working for two other multinational firms. All the respondents were selected because they had responsibilities for business and employees on at least three continents (Europe, America, and Asia). Their hierarchical position was on top management level (CEO, CFO, and COO) as well as at senior management level. They were hierarchically or functionally responsible for a specific business line or operate on a general management level. Thirteen interviews were one-on-one and voice-recorded, two were conducted by telephone. The interviews provided not only information on the importance of a global mindset for global leadership, but also on global leadership as such. We did not ask global leaders to formulate a global mindset directly but rather then let them come up with their description of an essential global leader quality which we could relate to the global mindset concept. As we wanted to identify the global mindset based on global leadership, we first asked questions about the global leader role before we put forward our questions about global perspectives and global mindset dimensions. We asked the following questions:

1. In terms of responsibilities, how would you describe your leadership role?
2. In the literature, with a “global leader” is meant a manager or leader who is:
 - responsible for worldwide business, and
 - responsible for employees with other cultural backgrounds

Do you agree with this definition?

3. Do you consider yourself a global leader as described above?
4. In comparison with the global leader role, do you see any differences with managers or leaders who work only locally (e.g. a Dutchman who lives and works in the Netherlands)?

5. In comparison with the global leader, do you see any differences with managers or leaders who live and work in a different country (e.g. a Dutchman who lives and works in the USA)?
6. What factors (e.g. knowledge or experience) makes you a global leader?
7. What personal factors are essential for being a global leader?
8. What kind of situations did you encounter that you did not have to deal with before?
9. Has your perspective changed on business, market, company, other cultures, etc since you started working as a global leader?
10. What factors influenced these changes?
11. Are there any other changes you can relate to your global leader role?
12. The changes you described before, in what way do they influence your present job performance?
13. Do you intend to pursue your career abroad? Why (not)?

We constructed our interview list based on a model of situational leadership. As described a leader is a person with a number of qualities that enables him or her to effectively master a particular situation which we consider a role. We define “role” as behavioral expectations of others in a particular situation in which these others observe a person (Jansen, 2002). Hence a global leader is an individual who possesses specific qualities which are prerequisites for effectively perform a number of global leader roles like formulating and communicating a shared global vision and facilitating multicultural and geographically distanced teams to the global strategy. Situational determinants are level of management, size of organizational subunit, lateral interdependence, crisis situations, and stage in the organizational life cycle (Yukl, 2002). In addition, we consider the type of multinational company as defined by Bartlett and Ghoshal (1989) and the degree of internationalization influencing factors. In our

interviews we let global leaders come up with influencing factors and outcomes of the global mindset although we started with questions about their job performance and international careers. First we described global leadership roles as perceived by global leaders followed by an explanation of the global mindset as an essential global leader quality for effective mastery of leadership situations. Third we described factors influencing this individual global mindset. Finally, we outlined the outcomes of the global mindset leaders experienced.

5. RESULTS

Global Leader Roles

On account of the interviews, differences between domestic, expatriate, and global leader roles can be classified into the dimensions societal factors, business factors, organizational factors, and cultural factors (see table II).

Societal factors shape the broad context in which global leaders live and work. In contrast with domestic and expatriate leaders, global leaders work in various countries and have to cope with various political, economical and societal environments. To work in such a dynamic and broad environment, global leaders need to have a broad interest and understanding of what is going on in the world, differences and commonalities between various countries regarding economic, political and legal topics, and civilizations and national cultures (cf. Kanter, 1995). As processes of globalization are very dynamic and develop continuously global leaders need not only to be constantly aware of shifts in the global arena, but also must feel comfortable with changes and ambiguity.

In comparison with domestic and expatriate leaders, global leaders have worldwide business responsibilities and objectives because they operate on global and local markets instead of local markets only. In this respect, our respondents mentioned business factors like

global pressures (the presence of multinational customers and competitors, investment intensity and cost control) and pressures for local responsiveness (differences in customer needs, market structure, the position of subsidiaries and host government demands) which confirms Prahalad and Doz (1987). They run a 24 hour business across the globe which means their job is not restricted to one or two time zones, basically encompasses all time zones (Davis & Bryant, 2003). Global leaders need to have a positive attitude toward foreign markets and to lead their company to new business abroad (cf. Nummela et al, 2004).

Organizational factors refer to balancing structure, processes and power (hierarchy and strategy making) over global and local entities of the multinational company and are in line with literature on this point (Bartlett and Ghoshal, 1989, 1990; Begley and Boyd, 2003). These organizational factors confront global leaders with problems like considering the need for local responsibility and global consistency at the same time. Another problem was how to *organize* the demands of an internationalizing company. When the company only had a few business activities abroad, organizing came down to straightforward monitoring and controlling. However, with many subsidiaries and an increasing number of global clients, it became more difficult to be clear on the organizational model as it had to deal with local responsiveness, global efficiency and functional co-ordination of support lines. The company changed into a network organization with dramatically increased complexity.

Global leaders operate in a multicultural environment with a mixture of local ways of acting and therefore we examined cultural factors. There was unanimity among respondents on inspiring and motivating employees with many different cultural backgrounds being the most important new cultural element of global leadership. Cultural adaptability and leading across cultures has been described extensively in literature (e.g. Deal et al, 2003; House et al, 2004). A global leader therefore should adapt different leadership styles in order to effectively influence people with other cultural backgrounds.

INSERT TABLE II ABOUT HERE

Most Essential Global Leader Quality: The Global Mindset

(1) International job experience, (2) cross-cultural competencies, and (3) leadership abilities are essential for *developing* global leadership. First, *international job experience* provides the opportunity to cope with time zones and geographic distance. It is also a means to broaden one's cognitive map and perspective on globalization processes. Second, *cross-cultural competency* is a prerequisite for doing international business. In general, cross-cultural competency means that one knows how to act in concurrence with foreign customs and how to build relationships with people with different cultural backgrounds. In this respect, respondents who had expatriate experience more often emphasized the advantage of an international assignment. Third, global leadership requires *leadership skills*. Prior to global leadership, a person needs to have demonstrated domestic or expatriate leadership abilities.

For *being* a global leader, (1) business and organizational savvy, (2) cross-cultural competencies, (3) leadership skills, and (4) openness are important. Global leaders need to know what is going on in the regions and how to put all these local business activities into a broader framework in order to make the right investment decisions. At the same time, they need to look for methods, processes, and technical applications that could be standardized globally. With respect to cross-cultural competencies, unlike the expatriate leader, the global leader has less opportunity to build intensive relationships with local staff. The moments for a global leader to display his or her leadership are limited to visits, teleconferences, videoconferences, phone calls, and off-sites. This distanced leadership role puts emphasis on

cross-cultural sensitivity, listening skills, and ability to formulate and communicate a shared vision. Unlike the domestic or expatriate leader, the global leader has to take into consideration a mixture of leadership expectations of multicultural followers (House, 2004).

Many respondents mentioned “openness” as the most essential factor for being a global leader: open to the world and perceiving themselves as being part of the world (cosmopolitan or global identity), worldwide business developments, global integration and local autonomy within the multinational company, and people with different cultural backgrounds. This is what we call the individual global mindset. We distinct four attitudinal objects: world, business, organization, and people (see Table III).

INSERT TABLE III ABOUT HERE

Openness to the world means that a person perceives the world as a global village. The person is interested in living and working abroad, likes to travel, is able to put work and life experience into a broader framework, and understands various local societal priorities. This enables the person to reflect out of a national framework and to establish a broader view. Such a cosmopolitan person, however, still appreciates his or her own cultural roots and country.

When a person perceives the world as a marketplace with global and local business opportunities he or she has a *positive attitude toward worldwide business*. This person believes that markets are not limited to national or natural borders but can be customized locally. A person with such a global mindset understand that a product can be mature in one region but underdeveloped in other regions. They appreciate changes in worldwide business and integrate similarities and differences between local and global business.

When a person perceives the whole multinational organization as his organization we consider this as *openness to the multinational organization*. The leader with a global mindset is open to other ways of organizing the company, for example situations in which a global approach is more fitting and establishing global concurrence is an advantage to the whole multinational organization. At the same time and for the same reason, this person brings local business on a global level in order to improve the relative global business position of his company. The global mindset is aware of the geographic dispersion of subsidiaries and distanced organizational processes in order to pursue the global strategy by achieving global and local business objectives simultaneously.

Finally, we consider *openness to people* with other cultural values as a person's positive attitude toward different ways of responding. A global mindset perceives itself part of a global culture in which people with multicultural backgrounds work and live together. As the person is working with people with various backgrounds, a global mindset is open to other ways of doing business, able to apply different methods, and willing to learn other languages. Still, although the global mindset easily adapts to other people, the person remains loyal to his or her own personal values.

Influencing Factors

Interviewees mentioned that particular job experience influenced their intercultural communication, the way they balanced global and local strategic and structural issues, and how they managed their global work force. Important for this were expatriate assignments, travelling, and training on the job. Global leaders, who have been living abroad for some years, explicitly mentioned non-work experience like living in a foreign local community, attending social events and having friends with other cultural backgrounds. Another important factor is knowledge of dealing with cross-cultural situations and business and organizational

issues. Organizational savvy increases when a global leader deals with organizational issues when the company is expanding internationally like integrating a new subsidiary into the company or applying a new organizational model.

Respondents stated that cross-cultural training or reading about other countries could be an advantage although it could never replace personal experience. The value of a cross-cultural training in particular is the interaction with other attendees from various cultures. Some said they had studied organizational theories in the past as a student. These studies raised their interest in global business. Some respondents said a company with a bigger international network possesses more different competence centers with specific functional knowledge that makes transfer of knowledge between global leaders easier and offered them more opportunities to learn.

Outcomes

All respondents indicated job performance had improved because of their broader perspective. This broader view led to a better understanding of doing business in other countries with people with different cultural backgrounds. They were also able to deal with more complex problems and to reflect on the company and themselves. Other outcomes of having a global mindset were feelings of being more successful, competent, and satisfied in the job. Global leaders all had the intention to stay in their global role.

Approximately half of the respondents had the intention to live abroad. The other respondents indicated that such a move is not necessary because a global leader role is not determined to a specific place. They also believe a global leader should have his or her home base at headquarters because of the decision making process and relationships with Boards. A major constraint for global leaders to pursue their career abroad is their family situation. Therefore demographic factors could play an important role in developing an individual global mindset.

6. DISCUSSION

A model of antecedents and consequences of the individual global mindset

Based on the interviews and the literature discussed in sections 1-3 we present a model reflecting our empirical research findings (see Figure 1). We assume that (non-) work experiences of a global leader are caused by contextual factors as international travel and living, working or studying abroad (cf. Aycan, 2001; Gregersen et al., 1998; Oddou et al., 2000; Osland, 2001), and organizational factors as learning possibilities and career opportunities stemming from the company's degree of internationalization (cf. Jeannet, 2000; Kobrin, 1994; Nummela, 2004) and typology (cf. Bartlett & Ghoshal, 1989; Murtha et al., 1998; Prahalad & Doz, 1987). In addition these factors influence knowledge of business, organization, and culture (cf. Carr, 2005; Chatterjee, 2005; Gregersen et al., 1998; Kedia & Mukherji, 1999). Experiences and knowledge in turn influence the leader's global mindset. The global mindset does not only serve as a framework for a broader vision on business, company, and people (cf. Den Hartog, 2004), but also as a guideline for appropriate interpersonal behavior (cf. the global competency framework of Bird and Osland, 2004; Kedia & Mukherji, 1999; Kefalas, 1998; Rhinesmith, 1996).

INSERT FIGURE 1 ABOUT HERE

Conclusions and limitations

Our research confirmed that global leadership has a time, space and cultural dimension and concurs with the concept of the individual global mindset. As individual global mindset is a theoretical construct, we have to measure it by finding appropriate indicators. In line with the

attitude tradition, the global mindset can be measured by asking the opinions and beliefs of individuals about dimensions of globalization (Table III). The next step will possibly be to examine the influencing factors of the global mindset, and its outcomes more extensively.

A limitation of our research is the small numbers of participants although the field study largely confirmed existing literature. Another limitation is that almost all of our respondents worked in the same Dutch multinational company and that the Dutch nationality prevailed. As there are some indications that there is a relationship between national cultural background and individual global mindset (Carr, 2005; Chatterjee, 2005; Srivinas, 1995), this could be an interesting direction for future research.

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Table I: Global Mindset Definitions

Definitions of a Global Mindset

The ability to develop and interpret criteria for personal and business performance that are independent from the assumptions of a single country, culture, or context: and to implement those criteria appropriately in different countries, cultures, and contexts. (Maznevski & Lane, 2003).

The cognitive processes that balance competing country, business, and functional concerns (Murtha, Lenway, & Bagozzi, 1998)

One that combines an openness to and awareness of diversity across cultures and markets with a propensity and ability to synthesize across this diversity. (Govindarajan & Gupta, 2001; Gupta & Govindarajan, 2002).

A set of attitudes that values sharing information, knowledge, and experience across national, functional, and business boundaries and balancing competing country, business, and functional priorities that emerges in the globalization process. (Pucik & Saba, 1998).

A predisposition to see the world in a particular way, set boundaries, question the rationale behind things that are happening around us, and establish guidelines to show how we should behave. (Rhinesmith, 1992, 1995, & 1996).

A set of competencies required to do global work. (McCall & Hollenbeck, 2002)

A state of mind able to understand a business, an industry, sector, or a particular market on a global basis. (Jeannet, 2000)

Table II: Differences in environment and essential qualities between leadership roles

	Domestic leader	Expatriate leader	Global leader
Societal factors	<p>Living and working in home country</p> <p>Political, economical, and societal environment of home country</p>	<p>Living and working in host country</p> <p>Political, economical, and societal environment of host country</p>	<p>Living in home and /or host country, working in various countries</p> <p>Political, economical, and societal environment of home and various other countries</p>
Business factors	<p>Responsibility for domestic business</p> <p>Local domestic market</p> <p>Translate home country customer demands to local business opportunities</p> <p>Local business objectives</p>	<p>Responsibility for host country business</p> <p>Local foreign market</p> <p>Translate host country customer demands to local business opportunities</p> <p>Local business objectives</p>	<p>Responsibility for business (line) of the whole MNC</p> <p>Global markets</p> <p>Translate global and local customer demands to local and global business opportunities</p> <p>Local and global business objectives</p>
Organizational factors	<p>Establish and maintain relationships within head office</p> <p>Direct and intensive relationships with home country staff</p> <p>Employees mostly within one organizational location</p> <p>Understands processes within head office</p> <p>Part of local politics</p> <p>Operates within hierarchical structure of one local organization</p>	<p>Establish and maintain relationships between one subsidiary and head office</p> <p>Direct and intensive relationships with host country staff</p> <p>Employees mostly within one organizational location</p> <p>Understands processes within the subsidiary</p> <p>Part of local and head office politics</p> <p>Operates within hierarchical structure of a local organization and between the local organization and head office</p>	<p>Establish and maintain a network between all subsidiaries and head office</p> <p>Indirect and distanced relationships with home country staff and various host countries</p> <p>Geographically dispersed employees across the multinational organization</p> <p>Understands processes within subsidiaries and head office</p> <p>Part of all local and head office politics</p> <p>Operates within hierarchical structure of all local organizations and head office</p>
Cultural factors	<p>Home culture</p> <p>Less cross-cultural sensitivity</p> <p>One of the locals</p> <p>Understands local priorities</p> <p>Leading employees with the same cultural values</p>	<p>One foreign culture</p> <p>Very sensitive to one foreign culture</p> <p>Tends to become one of the locals</p> <p>Understands local priorities</p> <p>Leading employees with cultural values that originally differ from the leader</p>	<p>Many foreign cultures</p> <p>Sensitive to many foreign cultures</p> <p>Many quick and diverse culture contacts</p> <p>Understands various local priorities</p> <p>Leading employees with multicultural backgrounds</p>

Table III: Attitudinal Objects of an Individual Global Mindset

Object	Description
World	Positive attitude toward the world / perceiving oneself as part of the world / being cosmopolitan / having a global identity
Business	Positive attitude toward worldwide business / perceiving the world as one's marketplace / openness to global and local business developments
Organization	Positive attitude toward global standardization and local responsiveness / perceiving oneself as part of the whole multinational firm / openness to distanced organizational processes
People	Positive attitude toward people with other cultural backgrounds / openness to other ways of responding

Figure 1: Antecedents and Consequences of the Individual Global Mindset

