White Paper

LEADERSHIP DEVELOPMENT ACROSS BORDERS

Erika M. Laos

Bold Alliance Consulting Group, Inc.

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Executive Summary

Organizations must stay relevant in the today's fast changing global market. They must overcome the barriers that such changes bring. The key to sustainable organizational success is to grow organizations' human capital capacity through leadership development. Organizations must prioritize their business goals while caring for their people to ensure organizational success. This paper highlights Bold Alliance Consulting Group's approach to leadership development, which integrates business, human, and social factors. Leaders in successful organizations will invest in high quality leadership development of their employees. Bold Alliance Consulting Group's strategy to leadership development of the future incorporates cultural agile training, fostering generative innovation, development of a collective social identity, and experiential learning that solidifies the foundational structure of the organization. These three key ingredients in a leadership development strategy will enhance the organization's success growing global leaders and establishing a shared value system that will enable the organization to thrive long-term.

Introduction

The Leadership Development process for each organization varies based on its needs and resources. Traditional leadership development, for far too long, has focused on the individual leaders abilities instead of preparing them to face real time challenges of changing environments, followers' needs, and organizational effectiveness. Leadership training has evolved from in-classroom instruction to online leadership seminars. Most leadership training programs offer blocks of instruction that allow leaders to take information back to their organizations and discern what is applicable and how to apply learned concepts within their workgroups. Organizations risk losing good leaders when they receive leadership training that they must discern how to apply without appropriate support. Today, organizations must reconsider their leadership development strategy. How can organizations improve their leadership capacity? Organizations can seek comprehensive leadership development consulting services from Bold Alliance Consulting Group to develop global leaders to increase organizational sustainability.

Leadership Development Significance

For years, organizations have focused on furthering the organization's goals through leadership development. Often, leaders endure leadership training without any pre-assessment of their leadership shortcomings. Contemporary leaders must gain the trust of their followers while driving them to achieve organizational success. Today, success is broader than profit margins and productivity within the organization. Success includes individual members' accomplishment and satisfaction in and out of the organization. Good leaders will create an atmosphere where individuals feel encouraged to perform at a higher level in and out of the organization. This means leadership development applies to all areas of life of and individual that undergoes the process. In essence, leadership development enables individuals regardless of their positions to be high performers as members of their organizations as well as members of their communities. Then, leadership development is more than leader development. Leadership development certainly plays an instrumental role in shaping people within an organization while making better human beings all around. Leadership development influences all matters of ethics, cultural agility, and social aspects of a leader's life. Leadership development serves a higher purpose as it shapes individuals' ability and scope of influence. The leadership development process influences individual leaders and followers as well as society.

BACG's Leadership Development Approach

Bold Alliance Consulting Group (BACG) is committed to meet organizations and individuals where they are to work to achieve their potential. BACG works with the upmost professionalism to ensure that the leadership development services meet each client's human capital needs. BACG will evaluated the organization's culture, survey workgroups, and use all measurement tools to provide high quality reports of findings and proposed solutions. BACG treats leadership development responsibly knowing this affects individuals, teams, organizations, and communities around the globe. BACG understands that leadership development drives values, decision making, and individual's ability to respond to changes in their fast changing environments. BACG incorporates key components to its leadership development services that shape global leaders who can respond to the demands of culturally diverse workforce to ensure that organizational success is sustainable. BACG takes pride in customizing leadership development to the needs to the client organizations bringing priceless perspective to client organization while doing everything possible to respect individuals' and organization identities.

Cultural Agility

BACG incorporates cultural agility as a critical component of leadership development. Cultural agility calls leaders and followers in an organization to embrace cultural differences and empathize with differing cultural expectations. A culturally agile organization will invest in developing its members' cultural mindset to understand that culture is the values and traditions that shape one's expectations of service. For instance, organizations selling products in Asia will need to interact with their customers differently than with those clients in Latin America. BACG assists clients to identify cultural gaps in their organizations. Cultural agility calls organizations to be ready to apply language skills as well as culturally appropriate marketing strategies. Culturally agile organizations will also embrace diversity within its workforce and value that diversity in race, gender, religion, and professional backgrounds create a well-rounded organization with high potential. Culturally agile organizations are well equipped to balance emotional and cultural intelligences to ensure organizational

effectiveness in multinational platforms. This means that the organization is able to conduct business in any cultural context in the world effectively.

Generative Innovation

Traditional leadership development programs often neglect to encourage generative innovation. BACG helps organizations build innovative strategies that allow individuals to generate creative and viable ideas while ensuring that failed ideas are retried whenever possible. Generating innovation is not only about developing new ideas but also re-evaluating old ideas that may need improvement or become feasible with renewed perspectives or modern tools. Generative innovation also requires that an organization maintain historical information of which strategies worked in the past. It is important for emerging or newly arrived leaders to have access to organizational history of business strategies to know what work and failed in the past. This is very cost effective to the organizations. BACG can help organizations gather information, develop an innovation database, and help leaders assess steps necessary to create an organizational culture and environment that embraces innovation to remain relevant in evolving markets.

Collective Social Identity

Teamwork has been a common concept in traditional leadership development programs organizations conduct. Collective social identity is the idea of leaders learning to recognize, value, and acknowledge individuals' social identity to understand actions individual take. When a leader is equipped to identify individual social identity, the leader will be able to personalize his or her approach to shape their workgroup subculture and align it the organization's values and vision. BACG conducts competing values assessments to define organizational culture gaps before implementing leadership development. Teamwork is the first step towards establishing a collective social identity. Anyone can put a team together. Teams are often built based on external characteristics, such as areas of expertise. Collective social identity requires leaders to know their social identity to examine how it influences their leadership approach. Then, it calls leaders to promote their followers self-awareness and connect similarities. As leaders learn what influences their decisions and own

behavior in different situations, they will become more objective as they mature in their leadership. The most important aspect of social identity is to understand how one builds relationships with individuals and groups.

Experiential Learning

Traditional leadership development often trains leaders away from their teams. BACG offers clients organizations leadership development in the workplace to solve real time problems. Leaders learn best about themselves and their followers when they face the situation at hand with real time results rather than using hypotheticals situations. A leader never experiences conflict, failures, or successes the same throughout their career. Personal and professional lives influence a leaders' behavior. This includes their faith, values, and virtue or lack thereof. This means as a leader transitions to positions of higher authority or transfers organizations, endures loses in personnel, the one thing that remains constant is how the leader handles all these different types of changes. BACG consulting services offers professional coaching as a leadership development tool. BACG tailors leadership development programs to meet the organizational needs applying research based as well as experiential learning tools. This particular service allows organizations to rely on BACG to support newly appointed leaders to adjust to the organization or their workgroups. BACG's leadership development services also supplement the experience of the younger generations of leaders that can benefit from a consultant as reference to leadership practices.

Conclusion

Organizations that wish to remain relevant in today's economy must understand that standardized leadership development programs are dangerous. Organizations may be similar in structure but people are unique in every organization. Every person, leader or follower, possess different talents, knowledge, perspective, biases, and traits that can make or break organizations. BACG's customized leadership development program offers a vast variety of tools that highly enhances the organization's potential for long-term success. The creation of global leaders allows organizations to be culturally agile and compete in markets around the world. Organizations that promote generative innovation and regularly pursuit their collective social identity have increased rates of success working cohesively and collectively towards organizational effectiveness. The establishment of collective values and a unified vision to will enable leaders to perform at a higher level in their organizations and communities. Organizations selecting to leave their leadership development needs to Bold Alliance Consulting Group will be able to focus on other organizational areas.

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