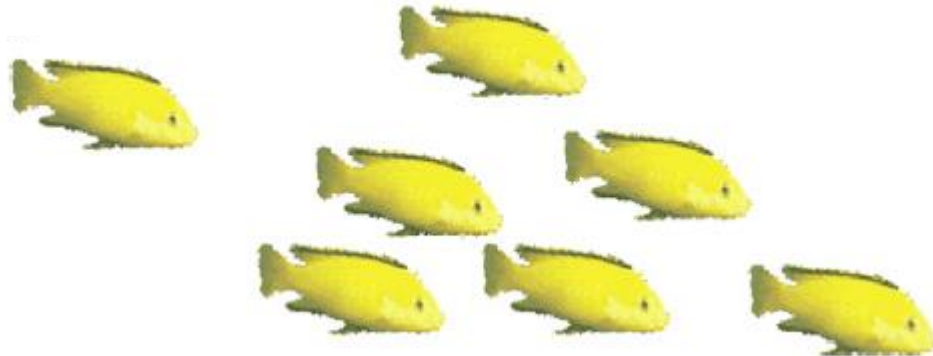


What Makes for Global Leaders

Who is the leader?

- ❖ 94% of Americans choose front fish
- ❖ 80% of East Asians choose front fish



(Menon et al. 2010)

:)	^_^
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: 0	o_o

1. Awareness

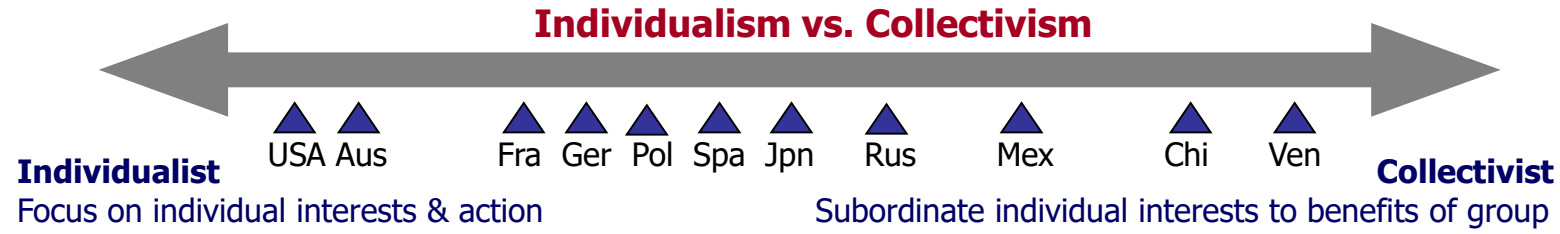


Leaders' positive behaviors

- ❖ Under which conditions do leaders positively respond to subordinates whose behaviors benefit others?
- ❖ Study of 741 leaders and 2,111 subordinates in 18 cultures
- ❖ Leaders respond positively if they emotionally trust their subordinates



Leaders' positive behaviors

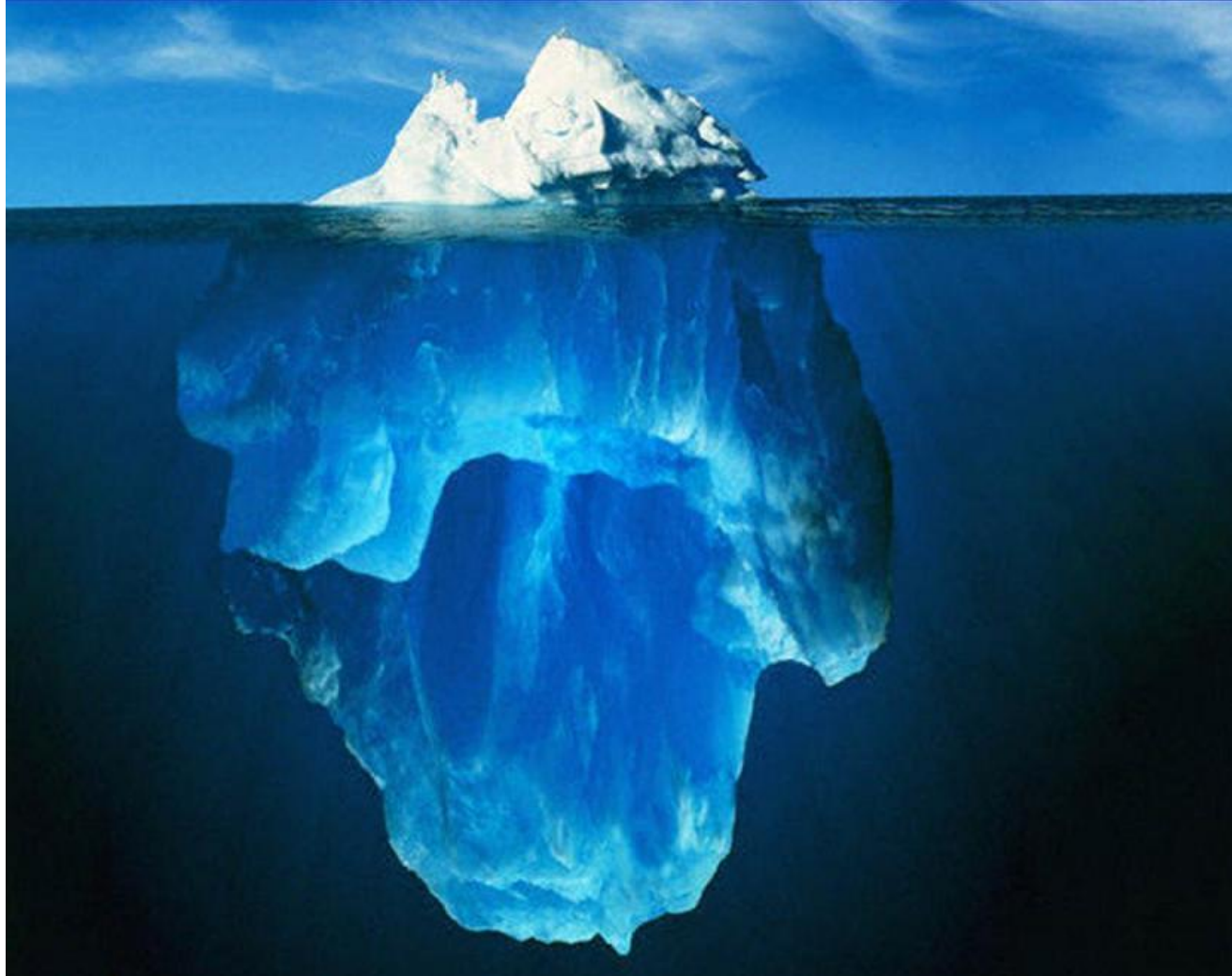


❖ In highly collectivist cultures such as China, Pakistan, Thailand, Colombia and Peru emotional trust plays no or only a minimal role



Your own iceberg...

***Self-
awareness***



2. Empathy

“Empathy is seeing with the eyes of another, listening with the ears of another and feeling with the heart of another.”

Alfred Adler

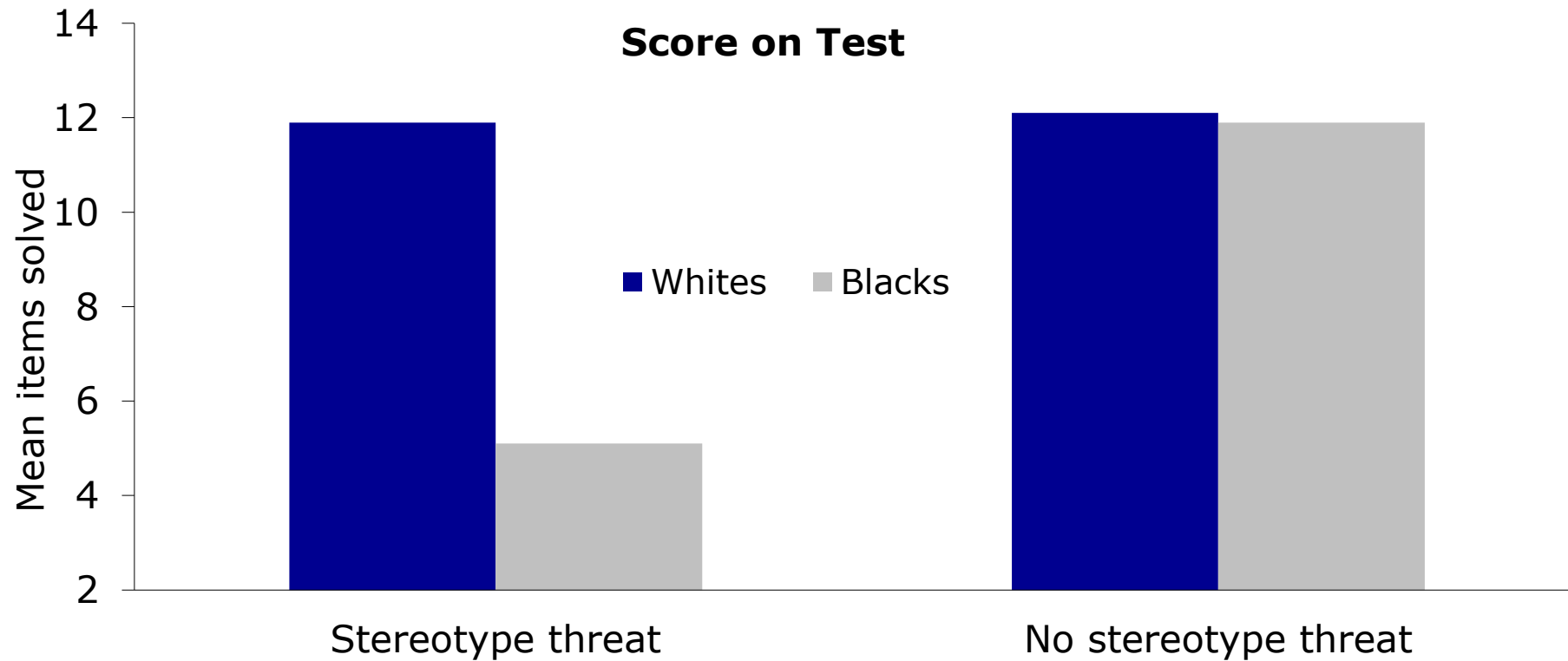
The time it takes...



DON'T
STEREOTYPE
ME
STEREOTYPE
DON'T

Stereotype threat

Condition in which a person is at risk of confirming, as self-characteristic, a negative stereotype about one's group.

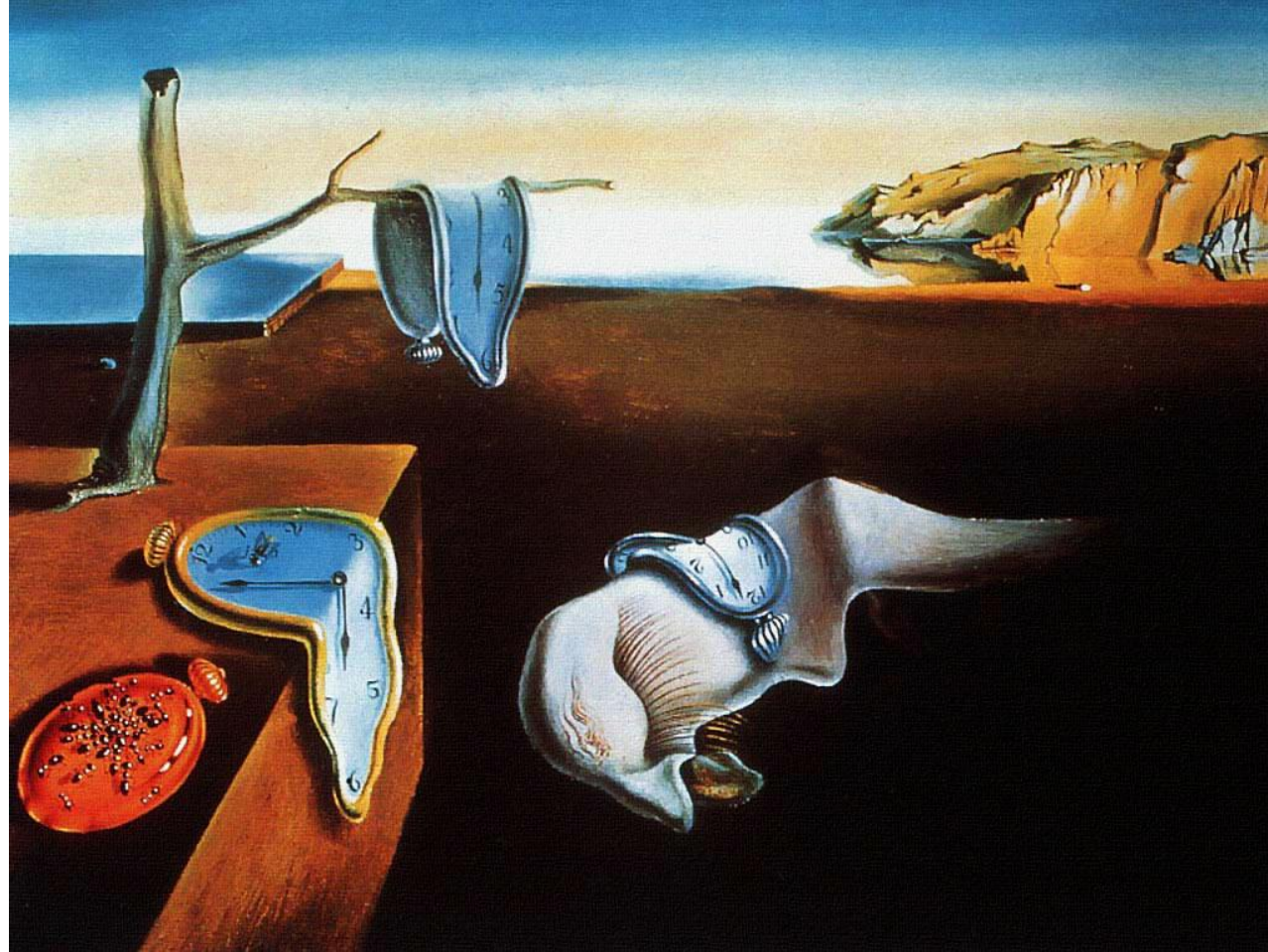


(Steele & Aronson, 1995)

Empathy and shared identity



3. Humility




Downward deference

Dictionary

deference

def·er·ence

/ˈdef(ə)rəns/ 

noun

humble submission and respect.

"he addressed her with the deference due to age"

synonyms: respect, respectfulness, dutifulness; [More](#)

Reflected knowledge



Differences in non-verbal communication

Behavior (Tactics)	Japanese	Americans	Brazilians
Silent periods (Number of periods greater than 10 seconds, per 30 minutes)	5.5	3.5	0
Conversational overlaps (Number per 10 minutes)	12.6	10.3	28.6
Facial gazing (Minutes of gazing per 10 minutes)	1.3	3.3	5.2
Touching (Not including handshaking, per 30 minutes)	0	0	4.7

What makes for global leaders?

1. Awareness: Direct knowledge

- The other context
- Your own context

2. Empathy: Shared knowledge

- Put yourself into the other's position
- Be conscious and open about your own position

3. Humility: Reflected knowledge

- Accept relativity of your own knowledge
- Accept relativity of how others perceive you