

# GLOBAL LEADERSHIP

## INTEGRATED LEADERSHIP FOR THE 21ST CENTURY

**T**raditional male-dominated leadership is insufficient to address the complex challenges we face in our interconnected and turbulent world environment.

Women can take a key role in embodying the new breed of leadership that is required in the 21<sup>st</sup> century. In place of division and polarization, we need deep integration (visible as well as within) and unleashing people's multifaceted potential in pursuit of meaningful goals.

The global leadership we refer to aims at incorporating wisdom from multiple cultures and disciplines. It also concerns the whole human being, addressing mind as well as body, heart and spirit. Global leadership works at multiple linked layers: individual, team, organization and society.

It builds upon coaching, which is not merely a leadership style among others but rather a leadership philosophy: the notion that sustainable high performance can best be obtained by unleashing individual and collective full human potential and by eliciting genuine engagement.

If you combine a global view with coaching, you have a powerful approach called global leadership or global coaching in the service of leadership. This was the focus of my latest book *Global Coaching*.

Global coaching goes beyond the scope of traditional coaching by drawing in particular from six interconnected perspectives described in the table below: physical, managerial, psychological, political, cultural and spiritual.



Global coaching helps to promote ten crucial global leadership qualities: multiple-perspective outlook, doing well by doing good, authenticity, health and fitness, results-orientation, emotional and relational competencies, political know-how, cultural inclusiveness, spiritual awakening and deep interconnectedness.

Recent experiences have shown that global leadership development can make a real difference for people, organizations and society.

WEX, Inc., a company based in the US and growing quickly internationally, called upon me to help design a tailored integrated leadership development curriculum. The first programs (ILDPs for Integrated Leadership Development Programs) were aimed at senior executives, consisting in a five-day residential seminar followed by one year of one-to-one executive coaching for each participant. Participants were very enthusiastic during the seminar. But more importantly, over a year later, Alison Soine-Norris (Director, Global Learning & Organization Development) declared that “early impact measures of the ILDP program are very positive. The number of graduates who have been moved, promoted or transferred since attending outpaces those who have not been on the program by three to one. The company repeated the Campbell Leadership Index 360° assessment for ILDP graduates one year after the program, and across the board, assessments showed improvements in all areas with ratings from subordinates and managers markedly higher than the baseline scores. There is anecdotal evidence that quieter leaders have become more assertive

MULTIPLE PERSPECTIVES FOR LEADERSHIP

Perspective	Definition/explanation	Two essential qualities fostered by the perspective
<b>Spiritual</b>	Spirituality is an increased awareness of a connection with oneself, others, nature, and with the immanent and transcendent “divine.” It is also the ability to find meaning, derive purpose, and appreciate life.	<b>Meaning and Unity</b> See comment in section below (“Cultural”).
<b>Cultural</b>	A group’s culture is the set of unique characteristics that distinguishes its members from another group. External characteristics include behaviors, artifacts, and products. Internal characteristics include norms, values, and basic assumptions.	<b>Diversity and Creativity</b> In our complex, multicultural, and turbulent environment, we must learn to embrace diversity, bridge cultural gaps, learn from cultural differences for more creativity, live meaningfully, act responsibly, overcome divisions, and strive for unity (internally and externally).
<b>Political</b>	Politics is an activity that builds and maintains your power so that you can achieve your goals. Power is the ability to achieve your meaningful, important goals. Politics is a process. Power is potential, and it comes from many sources.	<b>Power and Service</b> Politics is inherent to organizational life and is essential for leadership. Politics becomes constructive when it also works in the service of others. As power gives impact and leverage, service can guide your actions.
<b>Psychological</b>	Psychology is the study of individual personality, behaviors, emotions, and mental processes. Psychology differs from culture in that its primary focus is the individual rather than the collective.	<b>Emotional and Relational</b> The psychological and managerial perspectives are the two pillars of traditional coaching.
<b>Managerial</b>	“Management is a task that consists in focusing resources on the organization’s goals, and then monitoring and managing the use of these resources.” (David Campbell)	<b>Productivity and Results</b> See comment in section above.
<b>Physical</b>	The physical is anything relating to the body.	<b>Health and Fitness</b> Health and fitness are fragile foundations that can easily be taken for granted but should be actively nurtured instead. “Mens sana in corpore sano,” a healthy mind in a healthy body, is a fundamental aspect of global coaching.



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and individuals are delegating more effectively.”

Global leadership development is not limited to the business sector though. I have been called upon by remarkable leaders in the medical and the educational fields. They saw the potential of global coaching in their respective domains and gave me the chance to cooperate with them.

Prof. Dr. Emmanuel Thienpont is a leading orthopedic surgeon who realized that global coaching could help address two essential challenges in his medical profession: unleash the quest for excellence and promote the sense of caring for the patient.

Following the publication of an article we wrote together, I was invited by “Doctors Without Borders” to coach medical directors in Haïti. I spent a week in Haïti in July 2016 and coached two directors intensively during that period. This was followed by ten hours of coaching with each director via Skype during the following months. In many ways, Doctor Orliche St Juste, Medical Director and one of my coachees, exemplified the combined quest for excellence and sense of caring. With his colleagues, he saves lives on a daily basis with a dedication commanding respect. Orliche described his coaching experience in which he notably acquired management and communication techniques that allowed him to more effectively deal with numerous demands and various personalities under stressful conditions.

Principal Ken Sell invited me to deliver a keynote presentation and work-

shop “Global Coaching for Educators” at a stimulating conference organized by Aoba International School in August 2016 in Tokyo. Global coaching can support educators on their developmental journey by operating from the six perspectives mentioned earlier. This integrative approach equips teachers to help students make the most of their considerable and diverse potential. Participants in the workshop have embarked since then on a journey to weave global coaching into their teaching approach and curriculum. I find this particularly exciting. I have often heard adults I work with tell me they wished they had known this earlier. Learning how to build constructive relationships with others, to communicate effectively, to develop a healthy ego, to understand and take advantage of cultural differences, to live purposefully ... seem important enough to be mandatory in teenagers’ education. Yet, unlike mathematics, physics or history, these topics are still all-too-rarely addressed.

Building upon these experiences and more generally upon my twenty-five years of international leadership development and coaching practice, I have set out to offer a new public program with the assistance of Dr. Eva Benesova. It will consist in a five-day retreat, which begins with careful preparation before the seminar and will be followed by one-to-one executive coaching.

Our goal is to combine the best of traditional leadership development methods with fresh perspectives and a holistic outlook. This Global Leadership Development Program

A world authority in executive coaching, team coaching, and global leadership development. He is the first European to have been designated Master Certified Coach by the International Coach Federation. He has pioneered a global approach to coaching that leverages multiple perspectives for greater creativity, impact, fulfillment and meaning. His latest book *Global Coaching* has been described as “having moved the art and science of coaching to a new level”. [www.philrosinski.com](http://www.philrosinski.com)

(GLDP) is similar to the in-company ILDP we offered at WEX and mentioned earlier.

We want to give our participants an opportunity to immerse themselves in a powerful learning and potentially life changing experience, providing them with the right environment and space for learning, discussion, reflection and action. The program will include personalized assessments, practicing interpersonal communication in challenging situations, experiential team activities, case studies, artistic activities, peer coaching, individual reflection, and group discussions.

It is our goal to help our future participants tackle complexity, promote sustainable high performance and foster personal growth. /BW