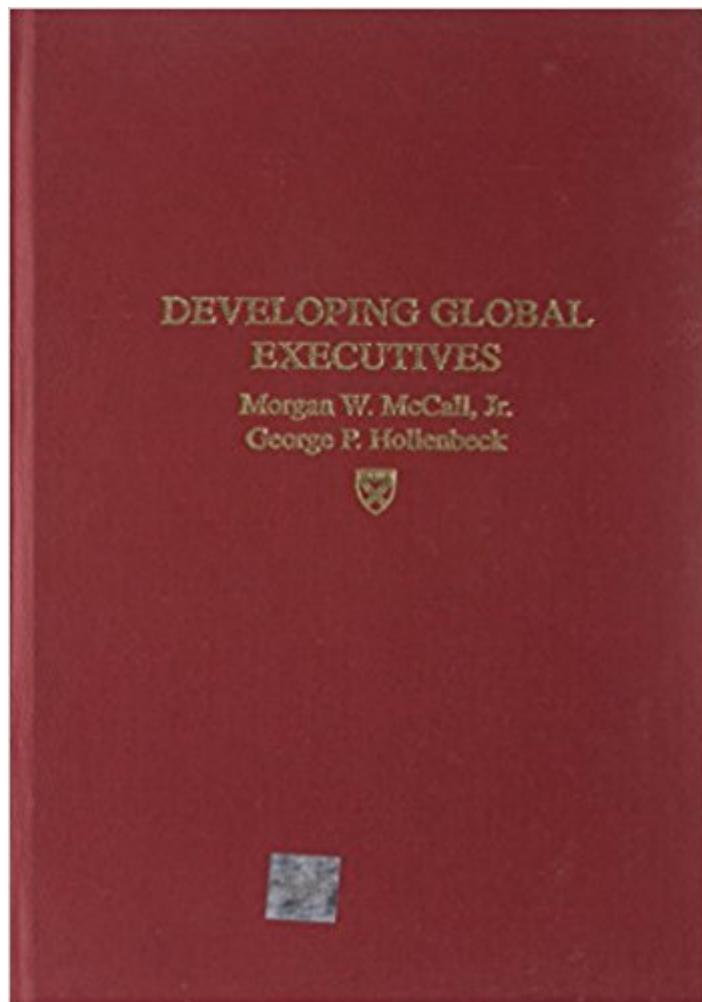


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# Developing Global Executives



## Synopsis

In our borderless global economy, companies must ship their executives nearly as far and wide as their products. Whether these far-flung executives soar or land with a thud may make all the difference between a successful international enterprise or a world-class failure - and it is this crucial difference that "Developing Global Executives" defines. Based on a wide-ranging study of veteran global executives, leadership development experts Morgan W. McCall, Jr. and George P. Hollenbeck reveal what it takes for organizations to groom, and individuals to become, successful international executives. The answer sounds deceptively simple: People learn to "be global" from doing global work. But therein lies a tricky distinction - What specific types of career experiences are the ones that prepare global leaders for their roles? To what extent can individuals seek out-and companies help orchestrate-these experiences? In "Developing Global Executives", leading global executives help answer these questions. Through their candid, rich, and varied stories, readers learn who global executives are, what distinguishes them from domestic leaders, and which experiences have been most critical to mastering their extremely demanding careers. In addition, these "lessons from the field" underscore the key requirements and challenges of effective leadership in a global environment: from the importance of continuous learning and the crucial role of mentors to the difficulties in overcoming "culture shock" and the warning signs of potential derailment. Practical and far-sighted, this book offers a wealth of firsthand insights for aspiring and current international executives and the organizations that employ them. Morgan W. McCall, Jr., a Professor of Management and Organization at the Marshall School of Business at the University of Southern California, is the author of "High Flyers: Developing the Next Generation of Leaders". He was previously the Director of Research at the Center for Creative Leadership in Greensboro, North Carolina. George P. Hollenbeck is an organizational psychologist based in the Houston, Texas area. He formerly served as an HR executive with worldwide responsibility at Merrill Lynch and at Fidelity Investments, and as Senior Director, Executive Education at the Harvard Business School.

## Book Information

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## **Customer Reviews**

a beautifully researched and written gem....belongs on the desktop of any leader whose firm has aspirations of global reach -- Training Magazine, July 2002

"A must-read for anyone responsible for selecting and developing executives who operate in a boundaryless business world. This book encourages executives to shed existing cultural paradigms, learn what it takes to be an effective global leader, and gain a better return on their company's human capital investments." -Mirian Graddick-Weir, Executive Vice President, Human Resources, AT&T "Developing Global Executives vividly lays out the opportunities, pitfalls, and 'lessons learned' from the corporate equivalents of Marco Polo. An indispensable guidebook for global corporations and anyone wishing for a global leadership career. A wonderful book!" -Jay A. Conger, Author, *Building Leaders* "The authors of this fine book on executive development are skilled psychologists, experienced travelers, excellent writers, and keen listeners and observers. Based on their extensive travel and research, *Developing Global Executives* offers an effective mix of both conceptual and practical ideas. An excellent book for anyone grappling with the development of executive talent in the 21st century." -David Campbell, Ph.D., Smith Richardson Senior Fellow, Center for Creative Leadership "With today's ever-increasing complexity in business, organizations need to capitalize on every developmental opportunity. *Developing Global Executives* will help you do just that by providing a thorough itinerary and useful guide for executives moving in the new, completely global environment. On your exploratory journey through the book, you will meet many fascinating people, learn from their stories, and come away with real wisdom." -Neil Sendelbach, Adjunct Professor of Business Administration, University of Michigan Business School

It is what it is. Good book for the price.

helpful

Great book to read...

Book came in in great quality as described. It came on time as promised. As far as the book itself I enjoyed reading real life stories that projected great leadership.

The book was very informative. It gave a good look of the problems that a global executive may face when dealing with an international business.

Interesting read!

Downside is there is no chapter on Re-patriation, what happens when you come back to your head-quarters or home country. MUST READ for people planning assignment abroad or aspiring to a global career. Makes go balance between the theory of use of international experience in development and practical what it takes for an individual to succeed with guidance from experienced executives. Also covers potential derailment. Includes a list of global competencies (characteristics) and making sense of culture. Should be on any HR curriculum for global HR management !

I have done a great deal of reading in the area of leadership and this has to be the best thing I have read, to date, on the topic of leadership on a global setting. McCall and Hollenbeck draw some valuable conclusions and make a few statements that any leader in a global setting absolutely needs to know. Some of the most valuable information on derailment of global executives out there. McCall and Hollenbeck discuss a number of factors that stunt or completely derail the development of budding leaders and then offer some hope on how to avoid some of the pitfalls.

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