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# DEVELOPING GLOBAL LEADERS

*“Momentum in the moment... This moment”*

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A global leader with a diverse background for over 25 years, Graham has led turnarounds in the USA and UK, took part in sizeable acquisitions, developed a number of joint ventures and strategic alliances across Asia and South America, and managed global NPD and supply chain projects.

An 'engineer by birth' and a Lean Six Sigma 'master black belt', he understands developing Operations Excellence (Business Improvement) and technological advancements within the supply chains of Automotive, Aerospace, Oil and Gas, Retail and service sector, and has worked with many well-known brands.

Most recently he has been helping corporate leaders and SME owners as a highly sought after executive coach and consultant through his own vehicle Improvement Architecture Ltd, and this year has been requested to speak at a number of prestigious events.

He has been privileged to become certified as an executive coach and global leadership facilitator for the number one global executive coaching organization in the world Marshall Goldsmith Stakeholder Centered Coaching (MGSCC).

He is now looking forward to showing how he and his organization now has the capability to be able to fully "create guaranteed, measureable growth in behaviours for people and processes to grow business performance".

Please link with me on <https://uk.linkedin.com/in/grahamsleepuk>

As a person who never went to University and has gained a lot of his knowledge through a constant thirst to learn and improve, and seeking out people who can help me, I have always liked finding people who are well placed to help me on my personal and professional journey (they are inclusive to each other for me) and what I can take from them. This was a habit I created in myself when at 25 years old I was diagnosed with M.E. / C.F.S. (a little know illness at the time) but so debilitating it became known as the “living death” as the lack of energy and “fog” that we have when suffering means that what was an easy task all of a sudden becomes extremely hard. The motivation to improve was challenged by the need to maintain energy, and thus I developed my own tools to allow me to manage time and energy effectively. I also read a number of books by those who had overcome severe illnesses to become successful and this allowed me to develop the “positive mindset” and the hard-copy tools to do just that. I actually fast-tracked my own leadership journey (in terms of self-reflection) within my 20s.

Nearly 20 years ago, when at 30 years old I attended my first leadership development programme “Lessons in Leadership” in the USA, listening live to people like Stephen Covey, Tom Peters, Ken Blanchard and a certain Richard Branson, I have been fascinated by leadership, and the psychology of how to lead people to better performance. Also I was fortunate to be able to practice this over the last 20 years no matter what engagement I have taken on. It doesn't matter what type of change or improvement you attempt to make in an organisation, you require leadership competencies to go with the management capabilities and the technical capability to make the change.

Approximately two years ago, I was fortunate enough to be introduced to the No.1 Leadership thinker in the world (as voted by Thinkers 50 and F.T.), Marshall Goldsmith and his large body of work in developing Leadership and Coaching models using stakeholder feedback as the basis for improved performance. Although I had come across Marshall previously as an attendee at the World Business & Executive Coaching Summits (WBECS), I approached his work with renewed rigour at a time when I had researched programmes from Universities and private providers over the course of a year looking to gain a coaching accreditation which helped deliver better Global Leaders, but also aligned to my stage of maturity. This maturity was founded in my own leadership journey and already developed capabilities but then honed within the multiple clients I have supported over nearly ten years as a executive and business coach. My 20-year leadership development journey has been one of self-reflection, challenge, confidence-busting at times, one of gaining humility, losing ego and tackling my own fears and blockages head-on, one of strengths discovery and performance tools. All of this and more needed to be found within the programme that would be right for me.

I am guessing that my search resembled looking for Mr or Miss Right (although after being a long-time happily married how would I know?). You would expect given the amount of coaching programmes which are available from educational institutions that this would have been an easy task – WRONG!!! Given the list of criteria my experiences suggested I needed for an effective experience and programme made the initial hunt difficult. It was after another amount of time spent on a looking at a programme that ended up being “only surface-deep fluff and waffle” that I realized that I needed to consolidate my list into my “**Top 5-Non-Negotiables**”. I am sure you will have your top 5 for coaches and leadership development people you wish to work with!

My 5 Non-negotiables were as follows;

1. I had found that leaving the UK and going to the USA to take over a \$30M loss-making plant gives a number of challenges. Although language is similar, the culture was radically different. The ability to bring people of different cultures and backgrounds on a journey of growth and transformation is exciting but difficult (especially when your first communications meeting is met with only one person “getting it”). Add to this seven different nationalities (and constant friction between various factions) and this is just a small flavour of the issues inherited. Whatever programme I looked at **needed to be strong in Global Culture!**
2. Also the tools used **needed to be proven and effective across the international business environment.** We attempt to find our own way but today there are lots of conflicting opinions of the best approach for engagement, for development, for leadership. In my experience only proven tools breakthrough within larger corporates and organisations and are kept due to their proven effectiveness (as these organisations can afford the best). For me in today's organisations, this means any development must be measurable at each step of an individual's progress, (and ideally guaranteed such is the confidence of the approach).

Running and marketing my own coaching services through an SME means that whatever approach I took had to have credibility with larger organisations also. In general corporates wish to link with large brands, and the people who work within them. This is often a challenge as an SME-owner to prove and give the corporate confidence that your product or service does belong in that market. In these days of every decreasing talent within procurement how does an SME make themselves stand out and appear on an accredited supplier listing. This programme needed to be **robustly proven within large organisations.**

**95% success rate across 11,000 global leaders**

3. Given my expertise in process characterisation and development (Lean Six Sigma Master Black Belt), there needed to be a **globally standardised process which is measurable at each stage**. If I am looking for a process that is effective within global markets then it cannot differ in Asia to how it is delivered within the US, although the coach has the latitude to bring his own capability through the questions and intuition.

**“The expert is denoted by the questions asked not the answers given”**

4. Over 5 years ago when I was reviewing Bill George’s (ex CEO of Meditech and now a Harvard professor) work in authentic leadership, I found that although your own choices start from within, they are heavily influenced by external triggers. **The coaching process needed to include research around the triggers that impact the behaviours which underpin the competences (actions) we now show.**
5. Finally, I had come across too many coaches who made it about them. Their EGO to show who they are, rather than making it all about the leader has always left me with a “sour taste”. Any coaching development programme in my view needs to leave behind a leader who can sustain and hopefully improve on the programme within their own business. **The leader has to become the coach.**

I found all of these and more within Marshall’s coaching programme.

Although again this is different for everyone, for me it was I had always found those leaders who had significant experiences globally were generally more rounded individuals due to them. Their capabilities far outshone the individuals who I had come across who purely managed within a country.

I did come to the determination through my own various experiences that I gained hugely from the global opportunities in terms of my own cultural understanding, and therefore my own capabilities in making the best decisions for the business.

Also, if you look at the changes, and challenges across the globe, with limited knowledge how many times are you going to move the “bottleneck” (process-speak) rather than get to the route cause and eradicate it. Most root-causes may lie across country and cultural boundaries.

Secondly, technology has pretty heavy-handedly pushed businesses across borders, and driven internationalisation and now globalisation. This created rapid expansion and redefined the market-place.

### “Technology increases the velocity of change”

Henry Ford

I love the word Velocity - Velocity has a dynamism that fast just doesn't have - the complexity and often vulnerability seen within change today means there has to be systematic solutions also. Technology is something dynamic also, and is all immersing and the only way that we can keep up with this pace of change.

Third, organisations are becoming flatter and more competitive for skilled and capable leaders, and they are much more mobile now so often will move positionally around organisations more (every two years or so). This means that Global business experiences are required to support the business in its own expansion and growth.

Finally, immigration and virtualisation impacts competition among employees as there is so much diverse talent fighting for the same jobs on a corporate and large company stage (although this is becoming more difficult with UK businesses struggling to find high-level strategic leaders to scale businesses - a recent survey stated that 67% of SMEs who want to grow do not have the strategic leadership to be able to do so). We could also include millennials coming into the workplace and the challenges within engagement this gives leaders also. There are different demands today on all stakeholders.

## Chapter 4: The background to Marshall and his team's research

The research commenced over 10 years ago now and has been brought together in the Global Leaders of the Future book and assessment tool (by Marshall, Cathy L. Greenberg, Alastair Robertson and Maya Hu-Chan).

It consisted of;

- 18 Global Thought Leaders came together (based on research from hundreds of Fortune 500 CEOs).
- They identified 15 potential competencies that could be classed as being the major ones.
- These then went to 200 Organizations of 120 Multinationals to test them.
- Then 300 International Business CEOs and Senior Executives On 6 Continents (North America, EU, Asia, Australia, Africa and South America) helped identify three categories of five competences in each (those which were EMERGING competencies, those which are TIMELESS and those which were classed as LARGE-GAP competencies. The rest of this e-book is devoted to exploring these and how they impact our Global Leadership.
- They then went with these to over 200 HR Executives on these continents also (who confirmed this).



## Chapter 5: Who are these Global Leaders?

When looking at global leadership, the first question I often get asked is who are Global Leaders. From my own perspective I probably became one (although naively) when I was 23 and given the task to manage my first process line transfer from Germany to the UK. This meant I was leading a project in which I had to deal with a body of people from a new culture (and language), lead an international logistics operation and develop international partnerships to make it successful.

So in a nutshell, Global Leaders today are those who are (or aspire to be) leaders within Corporates or large SMEs and those who work within international supply chains.

Personally there are three traits I look for in leaders who I coach in my first meeting with them. Do they have the **HUMILITY** to listen to feedback on their own performance. None of us start out being comfortable in hearing negative feedback on ourselves, I certainly was no different, but as I stated earlier it is what makes the leader. Who can you trust to tell you the truth without it being clouded in political or other motive??

The ability to not just listen, but also the **COURAGE** to act upon this is critical. You need to be brave to look fear in its face. It is natural for others to resist change and keep the status quo. Very few people love and accept change.

Finally the **DISCIPLINE** to follow through on any behavioural change that is required, and the patience to ensure that the behaviour has become an unconscious habit and not just something that will be carried out in the short-term.

True behavioural change cannot normally be 100% achieved in a matter of a few months...it is likely to take up to 12 months!! You can also get the scenario where the person changes but doesn't change the environment trigger which pushes it.

**You can take a drug addict into rehab and they can become drugs free, but if they return to the environment from where they came from the opportunity to partake and become addicted again is huge.**

With these three in place real improvement can be progressed quickly.

## Chapter 7: The 5 Emerging Competencies

- **Thinking globally.** It is critical due to the pace of change that Global-thinking leaders will be able to show better understanding of the global economy and its effect on their company and its industry. They also need to be able to leverage knowledge on globalisation opportunities for their organisations and be able to simplify what appear to be complex global issues to support communication. Finally, having the emotional intelligence and cultural knowledge to also support inter-cultural business relationships is certainly required as boundaries get more blurred.
- **Appreciating Diversity.** When a leader gets better in appreciating diversity then they will get better at greater self-awareness and broaden their view of business and the world around them, this leads to improved solving of problems, ability to make better business decisions, giving empowerment to others, generating innovation, ability to find talent across boundaries, further growing as a person, etc... What value can you put on this?
- **Building Partnerships** When Global Leaders can engage with co-workers in an open, non-threatening way, getting more done with less aggravation. Others will want to help them. By developing their emotional and social intelligence, they will engage with others across boundaries to support development of highly productive teams, and they will build rapport quickly with external organisations quickly developing and supporting business partnerships for the good of the business.
- **Sharing leadership.** Accomplishment for Global leaders comes from the achievements of their people rather than from their own direct efforts. This empowerment it gives to employees may make them feel they are more like partners, rather than in any type of subordinate relationship. This makes their teams more cohesive, cooperative and productive, as well as having more fun, and allows for the Global Leader to accomplish success from the achievements of their teams and people. Would you recognise a leader or a team like this in your organisation?
- **Developing Technological Savvy.** Global leaders strive to acquire the technological knowledge they need to optimise their own personal working, as well as that of their teams productivity. They recognise that there is a direct link between the tools and the performance, confidence and motivations of their people. They may discover other talents in themselves to further increase the productivity of their team from this knowledge, and gain recognition for the impact it may have on others in the organisation. Does this sound like anyone you recognise?

It is interesting that Global Leaders are often required to change, but rarely focus on their own needs, it is generally the needs of others. Do you recognise yourself doing this?

Or maybe the following is more recognisable..

As the pace at work gets faster, do you skim over things? Is there really more work (or are we just telling ourselves that to be the case)? Even if there is, do we accept this or find the technology to support re-engineering the processes we use?

The other aspect that gets in the way is fears. We only will do something if we can see the benefits of doing something outweigh the challenge for us to change and progress.

Imagine if the Global Leadership mindset was adopted in your organisation? Even only looking at one or two of the first five competencies what difference would this make.

I will often use a chocolate fountain as a metaphor for how this mentality flows from the top tiers to the other levels within the organisation's structure. If we put in low-cost chocolate into the chocolate fountain (high in solids) it struggles to flow. If we put in pure Belgian chocolate you will find it flows wonderfully. We can get pure chocolate to those at the all levels of the organisation if we change the leadership competencies of Global Leaders in organisations.

**“From one behavioural change in leaders, full transformation in businesses can take place.”**

## Chapter 8: The 5 Timeless Competencies

These are the aspects which have been constantly required by global leaders almost since the terms were defined. These certainly were aspects I looked at in my first ever review of leadership back in the 1990s.

Since we went through the previous downturn, a lot of questions have been raised about the Integrity of leaders, therefore our first competence is

- **Demonstrating Integrity.** Integrity can be defined as (English Dictionary). This starts with your own ability to look at yourself in the mirror with real honesty. We all have perceptions of ourselves however how often does reality align with these?

Having the humility to accept feedback from others is critical to any leader, however we still have to ensure that what is being said does have credence. I remember when I had my first performance review meeting in my first managerial role, and was mortified when I was told that I had to take my passion out of the my decision-making... I tried, became like a robot and subsequently failed as the manager. I took all feeling out of my leadership and guess what - nobody followed, nobody engaged... I failed!!!

As my career progressed and I led organisational transformations, my “passion through a purpose” often was what engaged people. Having the ability to discuss behaviours openly with others needs egos to be buried.

What would others say they respect about you?

How do you treat others' concerns about discussing areas such as values and ethical standards?

Within you team, having the ability to be seen by others as assertive and co-operative may allow you to be more in control and less of a victim.

This integrity needs to be linked in our assessment of the second competence of;

- **Achieving personal mastery.** We can debate for a while what personal mastery looks like, however for me;

**“being the best I can be with the talents I have been given”**

This starts with understanding strengths and weaknesses through your actions and how they impact those around you. Again feedback is critical to support what you are

seeing. Your own ability to recognise the positive behaviours others show to you. For example do you find people asking for your advice and support with personal development of their own?

This is due to them seeing you as someone who is talented but also supportive to others needs. Your ability as a leader is to recognise strengths in everyone and mould these together for the good of the team and/or business.

The ability to find the sweet-spot in people where capabilities and motivations combine, and align them behind a strong common purpose is really what galvanises performance.

- **Creating a shared vision.** I have stated previously that “**passion comes through purpose**”. In developing a clear shared vision, we need to include those we are attempting to engage with, and think of the way we could best engage with them. For example, as within most manufacturing organisations most people will be visual and potentially kinaesthetic. Telling these people the vision has been proven not to work... however creating a starting point which emphasises the problem to be solved in a tangible way - we have to engage heart as well as mind.

Recently I was working with an organisation who had a major problem with cost of poor quality. Instead of looking at spreadsheets - I walked everyone to where all materials under investigation of which had been rejected were held. They could not believe that this area was full. I then picked up two boxes and wrote on how much cost was being lost in each box on the side of them... this was straight from bottom-line profitability. The reaction I saw on their faces allowed me to know that they had got the message, and the urgency to solve and overcome these problems was ignited.

The shared vision became about “**empty the area**” but in business terms it was about reducing cost of poor quality to increase bottom-line profitability. To date the organisation has saved nearly £2M in rejected materials with everyone playing a part. As I told their CEO, “Yes, I threw the pebble in, but they (the team) created the ripple effect in the water”. They were the ones who found meaning, and structured and therefore achieved the successes seen.

- **Maintaining a Competitive Advantage** is obviously key to be seen as a successful Global Leader, especially when linked to our fifth competence in **Anticipating Opportunities**. We will look at these together.

This is having the ability to look at where major gains may be made within the business,

both currently and in the future. Some leaders are necessarily seen as visionaries with their abilities to almost predict the future and create strategies which allow for these future events to be exploited within organisations. Across the organisation they may experience increase in publicity due to impact on fiscal strength, or through business, product and process improvement. The leader may also be seen as a risk-taker, or even as a bit of a “maverick”. Their team may make one or two mistakes but their shared vision is that much bigger than most.

Do you recognise this person? Are you this person, or are you more compliance and regulated in your response to organisational issues?

These are the competencies which continually appear to gain in importance as time moves on. Another way we can look at it is the five competences that continually move as we understand more in terms of individual and team psychology and performance cycles. Interestingly enough when I first was exposed to Leadership as a subject, these were the ones we began with, however for me the journey is different now within each one than it was at that time.

- **Developing people.** By supplying the right support and development (training supported with coaching) that only comes from gaining feedback both quantitatively and conversationally people will improve both from a technical, social and emotional perspective to enable fewer issues to occur and performance and productivity to increase - this is where the Global Leader of the Future assessment is so beneficial, accompanied with the progress tool from the MGSCC programme.

By doing this, it will increase your own and your team's profile and reliability within the organisation as the leader of choice. For me this is the key within organisations, yet if you look at spend on development of people (outside of legislative skills development) you will find it is generally at a very low percentage of profitability that is disappointingly invested in this.

**We can lead at whatever level we are at. It is not down to just those with senior positions to lead!**

For years we have believed that we only have to train people - I personally believe this is fiction. We have to support the application of training through coaching and then finally ensure that it is put into action and its effectiveness monitored.

- **Empowering People.** This is the final part of the people development cycle and the largest. It is no good training and coaching people without giving people the autonomy to put it into practice and then finally understanding their effectiveness in **DOING** it (over the long-term, not immediately after they have trained).
- Remember we are about creating good habits (not an observed behaviour once or twice).
- In my view most organisations fail at measuring this effectiveness. I feel we sometimes (for the best reasons) remove responsibility and accountability from individuals by having misaligned goals, and too many policies, systems and procedures, or in most cases not having the discipline of consistent follow-up to either their concerns or issues that may occur. Why don't we just set boundaries for people to use their autonomy within rather



than attempt to standardise every single task and goal - that may sound strange coming from a Lean Six Sigma Master Black Belt, however it is where my experiences have taken me when I look at really high performing organisations.

- **Leading Change.** Personally, I love looking at Kotter's models around this area, mainly due to the key of any change which successfully occurs.

### The ability to create a sense of urgency within an organisation

Just having the ability to complete this goes a long way to leading change. When break this down we are really talking about engaging people through communication of the heart as well as the mind. The purpose as well as the objective is critical.

For me this often will start with challenging the status quo (to create change opportunities and a state of urgency). The board who want to discuss how they can make more sales, only to be met with "you need to revisit your whole business model – your products are mature and have no future". The CEO who talks about everyone else being the problem, only to be met with "its only a problem cause you allow it – so it starts with you". You may have guessed from this I am not the "warm and fuzzy kind" sometimes... but this is the art of the leader as well – it is not "warm and fuzzy" and if it is then you are too comfortable.

Once the urgency is created, this will then lead to creative solutions building and communications methods and turning these solutions into tangible results.

- **Encouraging Constructive Dialogue.** There is a great saying which is " we have two ears and one mouth we should listen twice as much as we speak". The ability to be able to listen empathetically (and non-judgementally) to both feedback and ideas takes a real skill.

Also a key aspect of this is to be brave enough (bury our own fears and ego) to encourage and ask others for feedback regularly on our own performance . I also believe there is a discipline within this of not just asking but ensuring that we note the feedback and ensure the context in which it is meant.

**Remember it is what the person giving the feedback and what they mean by it, not what you want to think it means.**

- **Ensuring Customer Satisfaction.** Coming from my LSS background (and focussing on the Voice of the Customer) this is always the goal for the business. The ability to deliver

quality products and services and inspire teams to achieve the highest levels of customer satisfaction is paramount in all businesses. Our functional measures within execution need to be aligned to ensuring customer satisfaction is maintained. They need to be set in a language that the organisation (and most importantly it's people) can recognise, and there cannot be too many of these.

Most areas of a business can only concentrate on 1-2 improvement measures at a time... why do we put in 6-10 sometimes?

**This is the same with leadership - it is no good attempting to improve all of these. We only need to concentrate on improving 1 or 2 of the behaviours that sit behind these competences that really will increase our value to the organisation, which brings us back to the feedback to allow us to identify these. So what are your areas to improve?**

I thank you personally and most humbly for your support should you have got to this final chapter.

If you are this serious about developing your capabilities as a Global Leader then maybe you wish to go further.

The options are to;

1. Undertake the Global Leader of the Future assessment to fully understand where your current capabilities are not just against a standard scale, but also against the other global leaders who have completed this to date.
2. Just dive in... contact me to understand whether the Marshall Goldsmith Stakeholder Coaching programme is the right one for you.
3. Decide to do nothing except stay in the same position you are now, probably lacking in momentum, performance and achievement. If this is YOU this final statement is for YOU.

**“Momentum in the moment... this moment”**

**Whatever you decide I wish you only the best.**

Please visit the following websites for more information and further free downloads to support you on your way.

Improvement Architecture Ltd.

<http://www.improvementarchitecture.co.uk>

Marshall Goldsmith Stakeholder Centered Coaching

<http://www.sccoaching.com>

Also please contact Improvement Architecture Ltd. for a free discussion through either the website or directly on

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