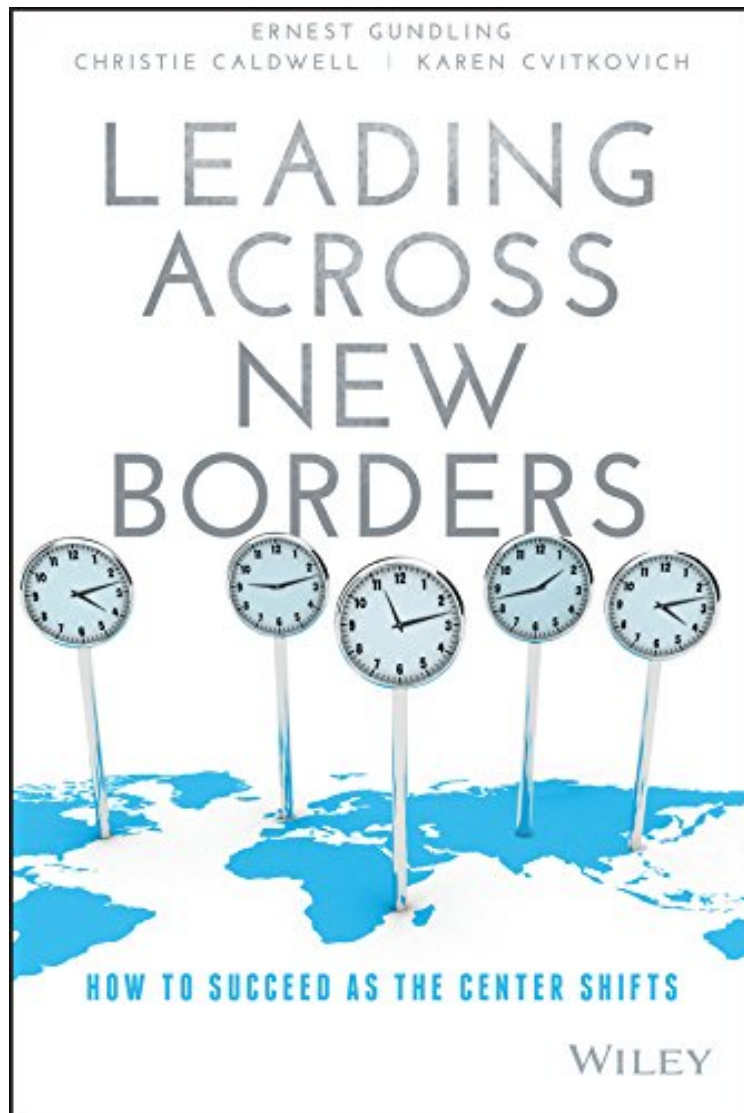


[Free download] Leading Across New Borders: How to Succeed as the Center Shifts

Leading Across New Borders: How to Succeed as the Center Shifts

Ernest Gundling, Christie Caldwell, Karen Cvitkovich
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Ernest Gundling, Christie Caldwell, Karen Cvitkovich : Leading Across New Borders: How to Succeed as the Center Shifts before purchasing it in order to gage whether or not it would be worth my time, and all praised Leading Across New Borders: How to Succeed as the Center Shifts:

0 of 1 people found the following review helpful. Five StarsBy ZugeyGreat read!1 of 1 people found the following review helpful. A brilliant analysis of the skills, values, and competencies needed to achieve success in the global marketplaceBy Robert MorrisI agree with Ernest Gundling, Christie Caldwell, and Karen Cvitkovich: Idquo;Many organizations have realized that if they still hope to be relevant in the near future, they need to radically adjust their thinking about where they are located, how they do business, what they produce, and who will lead them. While the

need for change is glaringly apparent, the path to success in this new global playing field is elusive. The transformation to a global talent management model is a high-stakes endeavor fraught with difficulties and well-intentioned strategies gone awry. As the world shifts, some approaches to talent will produce far greater success than others. In marketing, this is what Marty Neumeier has in mind; in his recent book, *THE BRAND FLIP*, when suggesting that "an explosion of connectivity, and the power it gives customers, is turning companies upside down. The question isn't whether your industry will be disrupted, but when" Thomas Kuhn would call this a paradigm shift and the co-authors of *Leaders Across New Borders* would call this simply a shift to what has become a volatile and disruptive global marketplace. Gundling, Caldwell, and Cvitkovich provide a wealth of information, insights, and counsel to help the executives who read this book to become much better prepared to lead their companies when struggling to meet the various challenges of global disruption. These are among the subjects of greatest interest and value to me, also listed to suggest the scope of their book's coverage.

What is changing and why it matters
Who "global talent" is, what people want, and what they need to learn
When cultural awareness is not enough
Why matrix teams fail and how to get better results
How to create inclusive leadership for competitive advantage
How to focus on the real work needed to bring people together and make any deal worthwhile
Developing the agility to innovate on a global scale
Making conscious choices to ensure a sustainable future
Integrating your own heritage, present awareness, and a vision for the future

I commend Gundling, Caldwell, and Cvitkovich on their skillful use of various reader-friendly devices. For example, "Sidebars" that range from global team elements ranked from highest to lowest scoring to personal consequences of economic trends; boxed mini-commentaries (e.g. "Superstars versus Everyone Else"); Tables; a "What You Can Do" section at the conclusion of Chapters 2-9; and three appendices; "Team Launch: Foundations," "Assessments from Aperian Global," and "Recommended Case Studies." These devices and others help to facilitate, indeed accelerate frequent review of key material later. Heaven knows, there really are serious challenges to face and they will become even more unsettling in months and years to come. Ernest Gundling, Christie Caldwell, and Karen Cvitkovich are well-aware of the perils that await. In this volume, they have shared all that they have learned about what works, what doesn't, and why when confronting a challenge. These are their concluding thoughts about the leadership that will be urgently needed: "Leaders who are clear about their own personal core values -- knowing both what they stand for and where they are willing to be flexible -- are best suited to handle shifting economic realities and to identify and cultivate fresh talent. Taking on new responsibilities requires a leap of faith on the part of those who accept them as well. Yet leaders who have found their own center can also be trusted to shape the future."

1 of 1 people found the following review helpful. Insightful new thinking with prescriptive advice for leading in a global setting

By J. Rowell

Leading Across New Borders adds fresh perspective to a growing catalog of leadership books. This idea of thinking about 'borders' as not just geographical, but also cultural and mental boundaries is a great insight from which to apply one's thinking or training. Every leader has their own journey, and many leaders are highly equipped by years of experience and schooling. But this book makes a compelling case that the world's economic center is shifting in ways that will require leaders to challenge their prior assumptions, past experience and executive education. The chapters are all highly relevant for today's leaders regardless if they are based in the mature West, or in fast-growing economies. In fact, I really liked the real-world case studies and stories in each chapter, many of which are from the perspective of a non-Westerner in this world of globalization. It is a new landscape in terms of markets for growth and markets for talent. And the complexities of business are only accelerating. *Leading Across New Borders* has some prescriptive advice on how one can successfully navigate and lead in today's interconnected business world. Highly recommended.

An insightful, real-world look at the skills today's global leadership demands

Leading Across Borders is the leadership guide for the new business environment. The world's economic center of gravity is shifting at a rapid pace; huge emerging economies have already emerged. As businesses operate in an increasingly global context, the most successful leaders are able to see through the eyes of others and to hear the voices of customers and colleagues from around the world. They build their own personal networks, navigate differences, and work effectively across new borders; both the physical borders between countries and the limits of old leadership paradigms. This book features direct input from people in critical roles around the world, advice based on deep practical experience, and new data that identifies the distinctive challenges of leading in an environment becoming more thoroughly interdependent every day. There is valuable advice for anyone taking on a global leadership role. You'll find strategies and tools for working across cultures, leading inclusively, running a matrix team, innovating, integrating an acquisition, and making tough ethical choices. Each chapter challenges established leadership models and shares hard-won expertise in dealing effectively with a changing reality that includes both fast-growth and slow-growth markets. You will learn how to serve more numerous stakeholders and to achieve your goals in a complex organizational structure without having direct lines of authority. This insightful guide helps you work more effectively at the self, team, and organizational levels, so you can get things done and grow your business. The increasing importance of China, India, Brazil, Indonesia, Turkey, and other developing economies has opened the world of business leadership far beyond our own

borders. This book gives you a framework for coordinating it all, and being the leader your organization needs. Operate insightfully at the personal level in order to better lead others Shape, motivate, and drive your global team to exceptional performance Navigate differences in culture, language, economics, and more Exercise your vision, influence, and expertise to lead your organization forward The trend toward global leadership has emerged full-blown amidst the rising global economy. Today's leadership must understand how to work effectively and efficiently across a variety of contexts. Leading Across Borders provides a roadmap to the new leadership paradigm, helping you expand your own skillset and create forward momentum.