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## A Conceptual Approach for GEOs In The Era of Globalization

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### ABSTRACT

New style of Leadership is emerging in order to meet the changing world of global market. In this paper we have discussed some of the features of the leader which one must possess to lead his organization in the era of Globalization. It includes both the personal, mental qualities. The drumbeat of change continues to be heard in the distance heralding a different future. Tomorrow will not be the same as today. Global business requires more from its leaders.

### INTRODUCTION

There is emerging new style of leader who is at ease with the vagaries of the forces of global change; a leader with a new set of qualities to drive business success in the coming decades. Global business requires more from its leaders. Global business needs GEOs (Global Executive Officer) who can become explorers, taking their organizations through unfamiliar and turbulent terrain and preparing their people to go on this journey with the requisite outside-the-square thinking.

New technologies, increasing global reach, relationships between nations, shrinking and diverse workforces, stakeholder pressure and new approaches to work are creating challenges and inflection points. Like the navigators during the age of exploration, GEOs must always have one eye fixed on the horizon and the other on their current position.

As leaders, they must articulate the corporate vision and strategy from a multi-country, multi-environment and multifunction perspective, so that they unite and engage everyone. With virtual and dispersed teams spread across various time-zones, the demands of remote leadership and team connectedness are unrelenting. The teams that these GEOs lead need a set of principles and a global affinity that respect and build on the strengths and innovation that each of the regional or national businesses bring to the collective corporate capability.

### AGENDAS

One of the challenges for GEOs is finding a way to solve the continual trade-offs that are present with parallel local and global agendas. The strategies they devise are fundamentally about choice, difference and advantage. It is as much about deciding what not to do as it is about what will be done. There are seven key 'drivers' which the companies use to help determine the correct balance between global coordination and local responsiveness. Soft drivers are strategy, networks and culture, while hard drivers include process, metrics and incentives [1]. There is an emphasis on structure, but to varying degrees.

### CHANGING CONTEXTS

The role of strategy is to create change in a business. Standing still, quickly sees the rest of the world move fast. Constantly work on the inside, the edge or the outside of shifting global agendas. GEOs in

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international climates need to work with duality and mutuality so they can lead sustainable change without causing destructive conflict. Therefore, it is increasingly important for GEOs to be open-minded, flexible, to stretch their boundaries, and have a high degree of emotional intelligence, if they are to be effective. Kenneth Chenault, chairman and CEO of American Express, echoed this sentiment when he told a Wharton Business School audience, that adaptability is one of the keys of company success in the global marketplace. "It's not the strongest or the most intelligent who survive, but the most adaptive to change. Over the past ten years, the need for, and focus on adaptability has accelerated."

## MULTIPLE INTELLIGENCE

Best performing companies have leaders who are able to promote moral intelligence throughout their organisation. Their focus is on four elements vital for sustained success: integrity, responsibility, compassion and forgiveness [2]. The difference between successful GEOs and others is not that the successful GEO has never experienced failure or been wrong, but that successful GEOs are able to recover and learn from that experience, and move ahead. Particularly in global work, where both ambiguity and layers of uncertainty result in not knowing, qualities such as resilience combined with the ability to recover, learn from diverse situations, un-learn and re-learn are critical.

## NEW LEADERSHIP

Globalisation has clearly changed the corporate leadership agenda. The GEO mantra is "market driven, culture led." This means it is the market or customer that determines what to do, and it is the company's culture that shapes the 'how' including the acceptance of change and difference, degrees of choice, trust and collaboration and the flow of information across the company.

GEOs have been responding to three critical forces that are growing in momentum and will influence companies all over the globe. The first force is demographic and more specifically the expectations and aspirations of Generation X and Generation Y coupled with baby boomers who have new notions about retirement and workforce participation. The second is technology, which enables companies to bring choice and information to their employees. The third is the very real shortage of skills and talent. All over the world talented employees see themselves more as investors, actively building their personal capital, less as assets managed and owned by the companies by whom they are employed. As investors, they want more freedom to act and a flexible relationship with the company. The landscape in which many companies operate is becoming more complex in unpredictable ways. For both, competitive pressures dictate that only the flexible and agile will survive.

## INCLUSIVE CULTURES

Global companies want strong, respected cultures to continually attract, engage and retain the best talent from around the world. These global firms understand the desirability and inevitability of diversity and the need to create equal opportunity for all. Companies that continue to struggle with diversity in the domestic arena will find themselves challenged. Businesses that aim at being at the forefront of international competitiveness should look closely at the inclusiveness of their cultures, if they are to battle the talent war. Companies need talented people with the mindset, competencies and commitment to execute and evolve global strategy. Clients and other key stakeholders rely on it.

## SHARED CREATIVITY

As companies need to compete in differing and changing climates, new thinking and shared knowledge will be as important to the bottom line as any other driver. No advantage and no success last. GEOs understand this and regard innovation as a core competency and a critical means to drive current and future value. It's critical that innovation has a measurable return and that companies have a strategy to exploit their strength and make money off their R&D. The globalization of today has created modern trading ports where knowledge and knowledge workers are highly mobile coming together to provide a strong impetus for insightful and outside-in thinking. Within global firms, there are new ways for many ideas to come from many places. Being open and willing to accept ideas irrespective of where they originate requires a genuine global attitude

## CONCLUSION

Success at the GEO level will depend on accumulated wisdom, and that stems from knowledge, learning and insight. The secret then is not just the ability to attain results, but the ability to learn from a full range of experiences while achieving results. Potential GEOs need to be players on the global stage. Closer to home, local experience can teach important lessons; nonetheless, the vital education of global leadership is learned doing global work the combination of global business and global culture is essential.

## REFERENCE:

- [1] The Modern Firm: Organisational Design for Performance and Growth, John Roberts, Oxford University Press 2004.
- [2] Moral Intelligence: Enhancing Business Performance and Leadership Success, Doug Lennick and Fred Kiel, Wharton School Publishing 2005