

## An approach to benefit an organisation: with Global mindset and Global Leadership dimensions

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**Abstract** – This paper explores and proposes a conceptual approach for an organisations to foster and instil the dimensions of global mindset and global leadership in the competitive and expanding global era. The proposed concept will able an organisation to conceptualise the current organisational situation & constraints and help to frame a structured approach to make a global impact. The paper discusses the terminology of global mindset and global leadership competencies with the inferences from various case studies. Further, a concept of four parameters is proposed in view to instil the global mindset in various organisations with a defined methodology to achieve it. The proposed parameters defines the related global leadership competencies to be imparted. The concept develops a strategic perspective to synergise and cope up with the diversified global environment and review their approaches to various spheres of the business and use them in turning a constraint into opportunity. The approach is an effort to not only develop and strengthen the global perspective in the domestic organisation but also to boost the loss making units to strategies with global mindset.

**Keywords** – Global Mindset, Global Leadership competencies, Globalisation

### I. Introduction

Global era is expanding and impacting every aspect of an organisation. Today globalisation concept is not only limited to expanding the geographical existence of the business and customers but building the mindset beyond the local & traditional approaches. Organisations which are assessing the global trends & technologies and accordingly adapting to global business models are holding a strong in this global scenario.

The recent biggest loss making public sector undertaking (PSU), India Post reported a loss of 15k crores in the FY19, leaving behind BSNL and Air India with a loss of 7,992 crore and 5,337 crore respectively in FY18. In FY19 India Post reported the revenue generation of 18k crore and 16,620 crore merely of salaries and allowances leading to the top loss running PSU.[1] The global competitors of India Post like Blue Dart, FedEx, DHL offers speed, reliability, cost efficiency, structured slabs for the regular clients and technology support to the customers. The biggest plagued for the loss making PSUs are the high operating cost, high pay & allowances and drop in the revenue generation due to decreasing volume of service. Also the employee approach lacks of aggression and interest to gain the market and customers. For revival the organisations are mulling to reduce the workforce by Voluntary retirement scheme (VRS) and lowering the retirement age, so as to reduce the salary costs. To overcome this scenario, there is also need shed the old traditional approaches and access the global scenario by recapitalisation with fund infusions and planning strategies with a dimension of global mindset like diversification, mergers, collaborations and adopting global strategies of efficient resource management.

### II. Case Study & Inferences

#### A. Dimensions of Global Mindset and Global Leadership Competencies

With the rising global performance of an organisation, a need for individuals with global mindset is increasing. In contrary, with the decrease in organisational performance also requires a need of individual with the global mindset to give a global outlook and implications to the local constrains of the organisation. The global mindset refers to not be confined to the traditional approaches, cultures & beliefs and having a skill to consistently assess, adopt and accept the changing trends, requirements and mindset of the global environment. One such example of an entrepreneur, who established the Biocon Ltd. in India when the biotechnology business was not known to anyone, was Kiran Mazumdar Sha. A time when there was no venture funding in India, the brewing industry being highly male dominated and lending money to a women was considered to be high risk. Ignoring all such traditional beliefs, Kiran Mazumdar Sha believed in the opportunity and knew the global scope and need of the biotechnology. It took a lot of courage and determination to overcome the barriers of funding, lack of skilled recruitment, technological challenges, inadequate infrastructure, water quality, lack of advance equipment and many more. But accepting the obstacles and challenges to be inevitable, Biocon India

evolved with being the first in India to manufacture and export the enzymes. Today Biocon Ltd. is not only the top biotechnology enterprise in India but also a globally recognized firm in biopharmaceuticals. To build a success and opportunity where it is least expected and recognized depicts the global mindset approach of Kiran Sha Mazumdar.[2]

In individual aspect, it's the ability on oneself to look beyond the problems & issues which others have overlooked, passed or ignored. In aspect to the organisation, it is the organisational ability to outlook for the global solutions and approaches for the local issues and problem. The global mindset is defined to have three dimensions: Intellectual capital, Social capital and Physiological capital. [3]Global Mindset creates the global leadership competencies in the individual. The three embedded components in the learning of global mindset: orientation, knowledge and behaviour, leads to the effective global leadership competencies. [4][5]

Effective leadership is important for the success of the organisation. The leadership traits, beliefs, knowledge and attitude drives the organisation. Leader with the local mindset approach would find the hard times to lift organisation in this global development era. To survive rationally in this globalised environment, with continuous change in the global trends and requirements; the organisation can only be consistent in assessing and adapting the changes. Global leadership competencies do not only demands to develop geographical links and traits but to look beyond for the global solutions for the local issues in the business. Real global leadership competency is not confined to the traditional approaches and can transform the local constrains or problems into a global level work & opportunity. The global leader competency is based on awareness and knowledge of self, business and world. [6][7]The journey of Anil Agrawal, from scrap dealer to the Chairman of Vedanta Limited, from Patna to London is a one of great example of global leadership competencies. The competency to turn a business constrains and problems into the further opportunities made him achieve the global platform. Initially he acquired the sleepy and inefficient mining firms. The constraint of license raj and difficulty in raising the funds for establishing the business in Indian were the turning point for Anil Agrawal to look for the global opportunities and established Vedanta Resources Ltd. in London. This portrays that great global leadership competency is to find the greater opportunities in the problems. [8]

#### **B. Approach to develop the global mindset**

From filthy to the cleanest city of India adjudged by Swachh Survekeshan Survey 2019 for third time in a row, Indore build a cleanliness culture by transforming the transforming the traditional mindset of citizens in merely 18 months with minimal funds. The dedicated municipal commissioner, mayor and the team not only developed the individual global mindset of the people involved in this mission but also leverage the global mindset amongst the citizens of Indore and encouraging the other cities to adopt the same. Understanding the real world complexity and nuances, it was a challenge to uplift the city by adopting the global cleanliness methods in the economical and local way. Applying global best practices of waste segregation and waste management with cultural intelligence knowledge of the local mindset and global scenario and applying the relative means like fines on splitting and throwing waste, low charges of service with just Rs 60/month, easy accessibility to the clean toilets, eliminating the public garbage bins, firm assessment of operation by the authorities and the framed procedures for maintenance like cleaning of street thrice a week and washing of the roads at night to eliminate dust lead the officials to achieve this position. The trigger to mould the mindset was to first mould the mindset of the employees (karmacharis) and secondly the mindset of citizen. Former was achieved by strict evaluation and surprise check of work. Almost 600 unwilling employees were fired and 1000 willing employees were hired to raise the productivity of the mission and develop a right mindset amongst the employees for the work and their responsibilities. The citizen mindset were developed by a charging strict spot fines which resulted in rough collection of Rs 80 Lakh in the 18 months, and also rules like paying the user charges for per person by all individuals and politicians in any road rally or occasion.[9][10] Global mindset approach is not only for an individual purist but also for the organisational functions. Organisations should develop structure to assess and adapt the global trends and strategies in the organisational people and operations. To instil the global mindset by the organisation the following concept of four parameter: Stimulate, Assess, Accelerate and Mobilise are proposed in this paper. Stimulate the intellectual capital global insight. Assess the organisational spheres, constraints, readiness and global opportunities. Accelerate the development, collaborations and social capital. Mobilise the resources and economic capital.

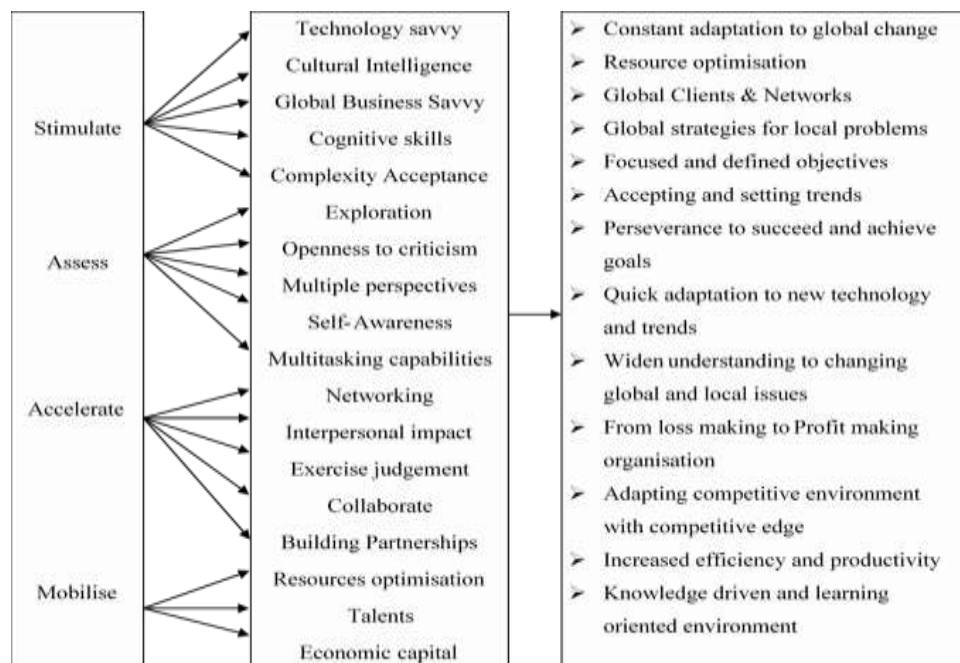
To achieve the global mindset the proposed concept of four parameters are achieved by developing the global leadership competencies among the individuals of the organisation which is elaborated in the next topic.[11] [12]

### III. Methodology To Instil Global Mindset By Global Leadership Competencies

The proposed concept in the diagram, is an approach to provide a framework to instil of global mindset through global leadership competencies and further contributing to the organisational benefits. The global mindset instil; Stimulate, Assess, Accelerate and Mobilise are the parameters in which the related global leadership competencies are defined. An organisation initially needs to stimulate the intellectual capital; here stimulate implies to encourage and promote the global insights and develop the capabilities to accept and adopt the recent global trends amongst the individuals in the organisation. To achieve this the organisation can impart training and seminars and further can initiate competitive environment. The second parameter is to access the organisational spheres, constraints, readiness and global opportunities. Continuous assessment and evaluation of the spheres of the organisation like product or service, marketing & sales, customer satisfaction and feedback, finance, management, human resource, legal and etc. can help to evaluate and identify the weaker performing area. A strategy can be developed accordingly in considerations with the recent global trends and opportunities. To this assessment and development of strategy the related global leadership competencies required are exploration to the new researches and technologies, openness to turn criticism in opportunity development, having a multiple perspectives to changing global needs and people, Self-Awareness and Multitasking capabilities. The third parameter is to accelerate the development backed by planned strategies, collaborations and social capital of the organisation by networking, attaching individuals and organisations directly or indirectly to the organisation, and brand image impact. The fourth parameter is to mobilise the resources and economic capital by optimum utilisation of resources available, productivity from the human resource and cultivating the talent efficiently.

### IV. Organisational Outcomes And Implications

The proposed concept is considered to be beneficial for the organisation in all the spheres of the business and can instil global mindset and leadership in personal, professional and social life of the individuals of the organisation. The framework can be applied by the loss running units to widen their scope and approach through global dimensions. Also the locally or domestically running organisations can also adopt the concept to develop the global standards in their operations, approaches and brand.



**Diagram: Proposed concept to instil global mindset**

## V. Conclusion

The global mindset and global leadership terminologies are attainable and the proposed concept is the effort for the same. The global mindset instil are the basic components for a mindset to adopt the global dimension in an organisation. The four parameter are implicated to transform the domestically or planned strategy into a rational and global outlook. The related global leadership competencies are the means through which the global mindset can be planned to be developed in the organisation and further benefiting the organisation in various dimensions. Further, impact of this on the individual and the society can be drawn as the individual with global leadership competencies and global mindset in the organisation is the same individual in the society and in personal with same characteristics. The impact of attaining and instilling global mindset and global leadership competencies in broader aspect develops understanding, acceptance and adaptation; which will not only be a beneficial concept for the organisation but also for an individual and the society.

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