

# **“Leading in a Time of Globalization” Presented by Christopher DiGiorgio**

***College of Business  
Global leadership  
Breakfast Speaker Series  
Guest Speaker: Chris DiGiorgio***

Good morning, I would like to welcome all of you to this inaugural event of the global leader’s breakfast speaker series. My name is David Steele, I am the dean of the college of business and the Lucas graduate school of business. I think I qualify as a global leader since I spent about thirty-five years in the corporate sector and I lived in eight countries and I ended my career with Chevron corporation as president of Chevron Latin America based in Venezuela. So as a former global executive, I believe that I have a personal understanding of the challenges that we face as global leaders and because of the fact that this region in Silicon Valley depends so much on global commerce and because San Jose State University educates the vast majority of the business and engineering graduates which are employed in Silicon Valley. I believe that it is our responsibility to take global leadership very seriously. For these reasons, the sponsor of today’s event the global leadership advancement center or GLAC, which is a brand new entity within the college of business is an major part for the success, the long-term success of Silicon Valley. GLAC is the newest edition to other centers of excellence that we have. We have the Silicon Valley center of entrepreneurship, we have the area retail center and we have a proposed center for banking and financial services. As with other centers, GLAC will build a closer bridge between the college of business and the community and all of our external state holders.

Our choice of this rotunda in the beautiful building will hopefully symbolize the fact that we want to reach out to the partners in the community. We are very pleased to have the Mayor of the city with us, and I would like to introduce him and give you a little of his background, which I got from the website and I was intrigued by your background Mayor Reed. Chuck was born and raised in a small farm town of Garden City in Kansas. His family lived in a small the housing project teaching him from an early age the importance of government aid for working families. A strong work ethic was evident during childhood as he took jobs sweeping floors while still in elementary school. Chuck dug ditches, shoveled gravel, and worked in the fields before becoming a teenager and working part-time operating a bull dozer and driving an eighteen wheeler semi-truck while in high school.

Chuck left Kansas to attend the United States Air Force Academy and went on to serve in Thailand during the Vietnam War. He received a Master’s Degree in Public Affairs from Princeton University and also graduated from Stanford Law School. As the mayor of San Jose, Chuck is committed to improving the quality of life in the city, boosting the public’s trust in

local government, and fixing the city's structural budget deficit. Chuck and his wife, Paula have been married for over thirty-five years. Paula manages a medical clinic specializing in the care of cancer patients. They have two children, Kim and Alex, who both attended public schools in San Jose. Kim is a fighter pilot on the U.S. Air Force, obviously following the path of his father's footsteps, with more than one-hundred combat missions. Alex works in Washington D.C. to help prevent the spread of weapons of mass destruction. With that, I would like to introduce our mayor, Mayor Reed, thank you.

Good morning everyone, welcome to San Jose City Hall. Our official rotunda which we have for occasions like this and we are very happy to have San Jose State using the rotunda anytime you want, because we are very proud of our relationship with San Jose State. We're the tenth largest city in the country and we are proud to call ourselves the capital of Silicon Valley, innovation center of the world, but it's quite clear that we wouldn't be the innovation center of the world today if it wasn't for San Jose State and the engineering and business talent that come out of San Jose State University. I am often talking to CEO's of our Silicon Valley companies. A lot of times I will ask them how many San Jose State grads they have for them and in engineering departments, it's often the case that more San Jose State University grads work for them, than all of the other universities combined and that's not an unusual event in our engineering field and devour. So we love San Jose State, a great city and it needs a great university. San Jose State is our great university and we are happy to do everything we can to help San Jose State.

So I am happy to be here and I get to introduce Christopher DiGiorgio to you. He is going to speak on global leadership. Chris and I joined here and we started a joint venture in Silicon Valley. We are taking a look at what we can do to our local economy to ensure that we remain the capital and world center of innovation. We have a collaborative effort that reaches across all boundaries, government, business, non-profit, education, labor trying to get everybody around a very big table to collaborate about the future of our valley. In one of the interesting business models that I see as we look on our own future of the city of San Jose is that the business model in which companies start here and grow here one to one-hundred sized company is an area where we still have a competitive advantage, and those are companies that will start here and grow here using our brainpower but eventually, we'll be global in reach. We'll manufacture all over the world in many different places, and one of the assets that we have is the fact that people come to San Jose from all over the world and they bring with them those connections that make it possible for them to operate enterprises globally from here with the brainpower that we have, with the knowledge industry that we have it's difficult for us to compete in manufacturing.

For all the reasons that you've probably studied in class possibly one of those, but the knowledge industry is something that we have an advantage in and there is no person more knowledgeable about the knowledge industry than Christopher DiGiorgio. He's the managing director of Accenture California and that has twenty-five hundred people. Chris, that's all? Just twenty-five hundred people, that he has to somehow manage. He previously led the high-tech

practice on the west coast and he was the lead partner in transportation and travel services worldwide. He works out of the San Jose office a couple of blocks from here. He has had twenty right years with Accenture. His expertise is business and I.T. transformation at large complex global corporations. Just like those that you will all run someday. Just a question of when, right? Right, so he is going to tell you what you need to know about your future careers. It's interesting that after changes in high technology, transportation, semiconductors, finance accounting, logistics and leasing, is that all? Only thirty years, he's still working on another couple of areas in expertise. In addition of being co-chair of Silicon Valley and a member of the executive committee of the bay area counsel. He's also a board member of the bay area economic forum and the Tech Museum of Innovation, another institution we are very proud of here. He was honored as a distinguished alumni from California State University, where he earned a B.S. in Computer Science and B.S. in Business Administration. I'm going to let him tell you when it was a while ago, but he's been at Accenture for twenty-eight years, nearly thirty now, so it's been a while since he's been at a state university. But he's a great example to all of you of what you can accomplish with your careers and so we are very pleased to have him here kicking off the leadership speaker series. So Chris, come on up and give them the word.

All right well, wonderful introduction and as I was just thinking during hearing the introduction, it doesn't happen very often, but Chuck you're officially invited to Thanksgiving at my mother's house and you could introduce me there too, so that would be great. I don't get that kind of reception there and I certainly don't get this kind of attention there. Well thanks for getting up in the early morning and coming down to launch this great facility as well as to listen to the speakers this morning. So I am going to address a few things this morning about being a global company and talk about some things you should learn, but looking at the valley as Chuck said looking around this room. I'm wondering why I'm up here talking to you about being global. But there are some things we could learn, that I've learned over the years and we'll talk something about that and hopefully keep it a little bit light and then we'll have some time at the end to answer some questions.

So as Chuck said I've been with Accenture since 1981 which is the answer to the math question this early in the morning. I graduated from Cal State Chico way back when it was the great recession at the time until this one became the greater recession. It is still possible to get out there in the job world and do some things that are just difficult in the middle of the recession. Been with Accenture since then, always based in California, mostly in San Francisco and a couple of years ago we moved our offices down here in San Jose in what's called the old Knight Ridder building down the street. Spent a lot of time with a lot of clients, about fifty last time I counted. So over these years, some for multiple years, some for a few weeks at a time and that's the nature of the consulting business. Worked mostly here in the U.S. in the early days, but spent a lot of time working outside the country with some U.S. based companies as well as some international ones. So I have actually worked in fourteen countries including Europe, Asia, and even some in the Middle East, served a lot of the smaller companies, but also some of the bigger

ones about five years serving our clients at Hewlett Packard as well in our account, General Electric (G.E.), Capital, Boeing, APL and my most recent experience. I am still learning the registries. I'm the client lead for Levi Strauss. I'm even wearing Levis, to support the local team here. So done a lot of things and some of the experience I've gotten over there working with one big project where we implemented common business processes and systems across twenty-seven countries in one year. This is a client that was changing accounting methods from cash to accrual. As a public company, it's a public company and it can't take three years to do that. So we had to figure out a way to make this all happen within one accounting year so let me talk about that. Also, we are based in Belgium that helped a client do a cross between five different countries in common shared services, I.T. systems and business processes in five countries based on Belgium, Netherlands, Germany, France and the UK. So, couple of pretty big ones in addition to some other one-on-ones.

So a little bit about Accenture as you may know, we are in management technology, consulting technology and outsourcing. We help our clients become high performance businesses as the slogan says. We also serve most of the local government's, state governments around the world as well. We are focused on the largest most complicated clients. The tougher it is, the more we like to do it. So we serve almost the top of the hundred companies all over the world in most of the large countries. In fact, ninety-nine of our largest clients for five years in a row, eighty-seven out of one hundred have been for ten years. So we are in there for business partners with our clients for years at a time. What may be interesting is that we are an international company ourselves. Some of my students of the consulting industry might know that we were part of Arthur Anderson a long time ago, as you may know that name, but we split off of them in the late eighties and became Anderson consulting and Accenture now is our current name. What you may not know is anyone know where our corporate headquarters is? Bermuda, we were in Bermuda but we just moved to Ireland. So our global headquarters is in Ireland. So it's a new one for you. Evidently, Bermuda was not such a good choice, so we'll keep that in mind for the next time. But in reality, we've been an international headquartered company since the mid-seventies.

So as a global firm we are based out there. In fact about fifty percent of our revenue is in Europe alone and the U.S. is one of our second largest region. What's also interesting is that four of our five business unit leads are outside the U.S. So for our firm that grew up here for nearly eighty years based outside the U.S. Now four of our five U.S. leadership partners are all outside the U.S. and we are getting used to that kind of an operation, but that's the way the world is, in fact even the name Accenture came from an employee suggestion out of Sweden. We had to come up with a name the domain name was still available and that something positive in every country in the world and not be insulting their foreign languages. So a manager submitted it through an employee suggestion and there you go.

So, with that there are about a hundred and seventy thousand employees and about thirty thousand of those are in the U.S., forty-five thousand in India, fifteen thousand in the

Philippines, nine thousand in the UK, etcetera. So you can see we are pretty dispersed and that's enough of an advertisement here for that. So, with that why are we global and there's a short answer for that is because all of our clients are global these days and that's the nature of it where we grew up in regional practices that occasionally met once or twice a year or two to talk to each other. It's rare to find any clients that aren't on a global operation today. Even if they are all a U.S. entity, they've got offshore activities, they've got suppliers, they've got other relationships with these countries out there so we've had to do that. So we've developed over these years what we call a global operating model. We do not have PNL's by geography at all. So there's no U.S. PNL, there's no California PNL, etcetera we run it on a bit of a sales basis, but the control hard-line PNL's are buyer industry groups worldwide and I don't know of any other major corporation that runs that way. It has it's challenges but it also has us focused on our clients and what they do.

We put a global delivery out there about ten years ago, which means that we have both onshore consultants and offshore consultants in the major service centers of India, China, Philippines, but we also have other major serving clients in places like Sao Paulo or Prague or in China as well. So it's a global network of delivery centers that helps to balance between availability of our people to help serve clients but also being off shore. So we work balancing foreign cultures. So that's what our topic is all about today. You know, that are client-sized but even in our own team. So with this many people working together the same project all the time, we really have got to learn a lot about how to deal with how to communicate across long distances but also big cultural barriers and that's what we are mostly going to talk about today. So we'll talk about the similarities but we'll also talk about differences. I'll try to keep this a little bit light. I've got some examples and some stories I hope I can keep this light for you. But it's been said that working in different cultures that you can buy in any language but you can only sell in the customer's language. So when you think about that then you think about the translation aspect of that in Japanese in Japan etcetera. It's also speaking the client's language in their vernacular, their business and the environment that they are in english to english. So when we think about that even the simplest of phrases can be baffling among cultures.

So we are going to do a little exercise. On your table upside down, there's a little piece of paper like this just a stack of them pass them around. It's got a simple sentence on it that we will illustrate this. Did we find those out here and I'll read it now take a minute and it says, "We appreciate your suggestion, we will take it under serious consideration." So take a minute talk to the person next to you and say if you were in a meeting, a proposal or if you had been in a business meeting and this is the outcome of the executive at the end of the table said how do you think the meeting went? All right, well let's compare some notes here. Let's start with the easy country. Let's start with the U.S., any New Yorkers here? All right, so in New York what would the reaction be at the end of the meeting? When you walked outside to your associates how did we do? It's a put down, there we go. We are in big trouble. Let's see someone else, any people from the UK or Germany, any other countries? A typical response I get from Germany is

guys what do you think this means? It means exactly this, they appreciated our suggestion and they will be taking it under consideration. That's exactly what it means. So what other perspectives did you have? Any others? Yeah, he's from Columbia and the reaction would be this was not very warm or open, so probably a little on the note so good side. Good, any folks from Japan? Someone from Korea and that is a very polite way of saying no, I don't like what you just said. Others? Poland would say the same thing as Korea. This is a good example, even the simplest reactions are very hard to pick up keys and very professional meetings. So when we will talk about cultural differences and maybe this is a little stereotypical, but we'll talk about them in that way, but the reaction in most Asian countries is saying no is very uncommon other than saying it like this. So you never really get a no like you would in New York for example or Philadelphia. So in the west coast it's a little more balanced. I would say running California here and getting some experience of the culture at the other end of the state. You hear people speaking in a nice way. What's good and bad and to tell you the truth, you get used to that sort of balance here LA. It's a little more flash, a little cover around it, but there is a hard edge behind that so, they will be pretty friendly to your face but they are sharp behind the scenes. I've experienced that, I've seen it in business that way. So by putting this one it's obvious that even the simplest of things in complex relationships or joint ventures or if you are doing any kind of business beyond borders business takes some effort to really understand what the communication is even in the simplest of statements.

Another interesting example is there goes my buddy Jeff Gaines probably organizing things over there. I spend some time working in Japan with a couple of executives and we had some big meetings where we had big discussions and looked at the end of the table. As it often happens, it's the executive that's asleep and he's the person you are talking to. So you are sitting at a meeting, the executives are all lined up in relative order down the table and seniority is at the end of the table sitting like this or like this. So you do your hour and a half talk and you come out and you ask what was that all about? And the answer is that went great so the Japanese said that's exactly what you want which was the executive's relaxed, he's had pre-meetings. This has all been cleared. This is somewhat of a ceremonial event. You're nodding your head is that right? So not only do my kids fall asleep when I'm at home, but my clients fall asleep at work. On the other hand, I was in a meeting with a Japanese client and he looked over and he's banging his head like this for a good half hour that's probably bad for any culture. So that didn't go so well. So we learned a lot, so you do need to get used to the idiosyncrasies. But on a more serious note, we got into client negotiations with a client in Europe and we were doing this cross European implementation and we have to do a contract of course, it's a multi-million dollar contract and it got really difficult around the liability clauses, around contingencies and obligations and things like that and we finally got behind this issue that's similar in Japan again is that the U.S. style contracting is just really onerous.

They feel like this is getting married with the worst prenuptial agreement you've ever seen right? Look these are my obligations. It's my project, of course I'm going to do these things.

No, I'm not going to hold you liable for things that you didn't have anything to do with, but in the U.S. you have to hold all that in there, but in other countries, they adapt their style to say. In fact, I got so tough I told one of my Japanese clients they said I don't know why we even need a contract. I've got you're word in the organizations and we've been together for ten years. Why do we need this thirty page contract? And then we explain to them that we can't do business in the United States without that, that became a little more of an education, but just think about the cultural style that we've developed, the defensive model in the U.S. and that's not always the same in other countries. So let's do another example, another one is around working styles and how people get work done. So some of you may know that we run all of our global training for all the central folks out of the lovely metropolis of Saint Charles, Illinois right outside of Chicago. And we all get together there for training worldwide. So one of the exercises we do there, which is very interesting, is we do group teams by country, four or five people per team, or genders and then they have a thirty minute task.

The task is to build a Lego car, something complicated like thirty or forty pieces. But, they have a model so they can see it, and then they have thirty minutes to see it and build it. Except that once you said, once you started building, the car goes away. So the group has to decide how long to look at the car before they put it away and start to build it. Make sense? So then we have this group, this example I did was we had the Swedish, the German, the Italians, the Japanese and the Americans. So, let's start with the percentage of time one country would spend studying versus starting to build it. So the Swedish are fifty-five and forty-five. So it's pretty balanced there. Not surprising the Germans were about the same forty-five and fifty-five. What do you think the Italians were? Right, ten percent study, ninety percent let's build this thing. So, it's probably why we don't have enough Italian cars in the world. But, not over here anyway. What do you think the Japanese were? Ninety and ten, that's exactly right and the Americans are a little surprising forty and sixty. So you get a little bit of a different balance. So this is sort of an interesting exercise you know, it illustrates some cultural differences between how much important it is to think through things and do the analytics before you haul off and launch into something. But when you think about what we do, we run global project teams, whether your Boeing building a global airplane all the parts coming together globally or we are putting in a large-scale information systems or engineering projects.

You are going to face this on all your project team meetings and calls around the world which is like the Italians are going to say let's get going, you know we are studying this forever right and the Germans are going to be saying no, no we haven't figured this out or this out or this out until we get to that point. So when you're the global project manager both of your team and your client's team. You really have to spend some time on how to manage that design versus build and that's sort of the emphasis of it, but other aspects of working styles are also pretty important. We can make a bunch of other stereotypes about what time people get to work on time in various different countries or how prompt they are with how they get to meetings and things like that, but our schedules are different from the time they start, when they end, do we tend to work in the

evenings in the U.S. and then in other countries they tend to leave and go home and wait for family time. We have this issue when you are always on, we have the Blackberries going, the chat going all the time, we've got all these things going on typical U.S. twenty percent by twenty-four that's not necessarily the case in other countries. So how do you deal with communication availability or carrying on-call all the time.

The least of which a major issue these days is pay scale differences. It's not at all common to have global project teams that have a hundred people and have pay scales running from X to five X of that people doing the same job because of their home countries scales that's the relative scale index. So what do you think of working together? You have vastly different pay scales occurring. Same thing for vacations, we think the Europeans are nuts for taking all of August off and they think we're nuts for taking every other Friday off all the time. So we think they are not as productive and they think we are not as productive during the year. So, how do you run a global team when the folks are gone. I had a meeting with the CEO, Mark Hurd of HP in the middle of August and my European lead was on a boat and he wasn't going to change that for nothing. I said look this is the CEO of our client. He's a major deal, we just got back to meet the guy and he said sorry I'm on vacation. He's not even reachable to call him by phone. Versus the U.S. we are going all the time. So that's sort of the deal. Something I've learned working in Europe is not that we don't have national pride in the U.S. but national pride within regions can be pretty tricky to watch.

Evidently, this world cup and soccer is a big deal. I don't know, so we were in Europe in 1998 and it was during the world cup and so here we had this cross European team and they were playing each other in the game. So first off that whole day is gone and if the team lost the week is gone. Yeah, but also on a more serious note, we got a much better feel for historical regional conflicts. There are some long standing barriers out there you have to work your way through on how these teams cannot work together. So even though in the U.S. we are all fifty happy states in the Europe and in Asia these countries have some history that can sometimes come into play. Well the last part I hear and you hear this a lot, which is feedback and pushback from a team. So you can't run a project, you can't do a thing without a project worldwide without saying how we doing? What's the feedback? Are we tracking okay is there issues? Things like that and just like this in some cultures its not appropriate to stand up and say I'm in trouble or this doesn't work or I don't think this guy did the right thing. So you get a lot of things that are ok, ok, ok, until you hit the ninety percent point and then it's when things are obviously not okay. So creating an environment when people can provide objective feedback that fits their cultural style is important, whether you do it in the beginning or you find out about it in the end. So with that what we do we become a global company in the last thirty years that I've been here.

One thing that's important to us is that we set a common set of core values company wide. So all new employees go through extensive training and indoctrination if you will, to understand how we behave, how we speak up, how we interact with each other, respect for the individual, etcetera and that helps to make the simulation much easier. Set up a global training center, it's



very easy to do that if you think that helps get things through. But we speak a common language now, English-based but also by the way we do our work and our terminology. We spend a lot of time doing these things, which are cultural awareness and even though some of these are light and stereotypical, I think it helps bring out the fact that you just gotta do things on your own. That helps we do a lot of training each year all of our executives have to be trained and recertified on international laws and policies both on business transactions as well as HR transactions. So that we are aware and certified each year. Interestingly enough we were the number three travelling company in the U.S., so that's sort of the badge of honor up there with IBM and GE and actually have been able to reduce our global our U.S. travel by twenty percent year over year by moving to tele-presence, extensive use of what would be the next generation of instant messenger probably, office communicator, which has built in webcams, desk sharing, phone calls, voice over I.P., etcetera.

That's really helped us to link together. That's helped us reduce our travel footprint but also an interesting thing we've done is with respect to working with teams you may never meet face-to-face, is that whenever you get an outlook note for a meeting you can click on this button and it goes to our internal Facebook or to our internal people page and it pulls up pictures and bio's person to person that's on this meeting today. So it is a voice to a phone and it gives a little background to what they are doing and that helps to make this more familiar versus some person in the background. So overall this helps us become a lot better but we still have some work a little bit of humor here. One of things I have learned is you need to watch your analogies. So when you are on a project team and it's forth and long and it probably means something for us, it means I will probably check on it Sunday night but forth and long. So but on the other hand, I've been on a project with our UK folks where that has been a wicked googling. Anybody know what that means? It's a cricket term for a curveball, someone would say that's a curve ball out of nowhere or some other folks have said boy he's a belt and braces kind of guy. You know what that means? It means here is a guy so conservative he not only wears a belt, but also suspenders too. This guy is really concerned about things, so he takes it seriously and the last one I had to look up last night you don't get a dog and bark yourself, now that's a management term. It means that you don't have someone in your team hired to do this and then do it for him. So if you got a dog, let the dog bark. Anyway so you get the idea that takes a little practice here. We have to be careful here not to use your own country colloquiums for one minute get your point across very well.

So let me close up with the global leadership advancement center. So as you can tell we're trying to make the case here that we're working a global world these days both as our companies as well as our clients in our people in migration here as in the Silicon Valley. So based on the joint ventures annual index nearly fifty percent of Silicon Valley residents speak another language at home. If there's a place to be global and study that then clearly this would be it, pretty impressive. We see globalization of the economies has increased with cross border alliances, offshoring, joint ventures, and global relocations. The identity commerce has really

brought the field of international customer relations and intercultural diversity management into focus which means that they are calling people from around the world and you're doing things much more interactively and over the challenges of over three quarters of all international acquisitions fail and that's largely due to cultural conflicts that come from that, so it's a very important topic both here and abroad and so many of your from these diverse backgrounds can really bring your sense of cultural awareness that you live everyday here global business model and help both yourself and your business companies be successful. So with that, I thank you for your time hope you found it valuable just like that statement on the paper, thank you.

So we have a few minutes to take some questions here, yes? With the global teams how do you find time to meet? It's pretty tough, if you are running a two global team then it's basically staying up pretty late and getting up pretty early when you do that. It varies by project so we typically have either very early meetings which meet until the end of the day in India or doing that but, we do have a global conference call somebody is unfortunately doing that and trying to rotate that responsibility around, so its not going to do it on each one. I tell you it's easier internationally because people are obviously aware that it's not so easy in the U.S. where people think an eight am call in New York is ok for us on the west coast. So I have a rule which is no self inflicted five am calls, if it's not for a client I'm not getting it. So good questions. Yes? Yeah so the question was around social responsibility you're talking about corporate social responsibility in a series? It's a good question, so you've evolved this over time it's a local decision before within the country or even within the geography we would do that and it still is to some extent the central foundation that does things on a global basis things. Based from the UK we've more recently tied to a number of organizations that take around a common theme which was called skills for life. So what we are trying to help build is skills in this advantage countries individuals help build them with their skills to help improve their lives, but we do share charitable donations skills based volunteering where what we do to those organizations interesting side note is centre development partnership.

Which is where we allow a hundred people a year to come out of their jobs full-time and work with large NGO's in country. The people take a fifty percent pay cut. We charge the entity one tenth of the going rate for something. The whole model comes off as a no cost item, but it works out very well because if you don't charge the entity something then something that's free it has no value and people get to do it as a sixth month to a year-long inventory. Setting up local businesses and infrastructure and bringing both locally and globally in those types of industries. Part of our connection with tech awards as well with the tech awards sorting up the applicant. Yes? How will you train your leaders to address generational change? In terms of cultural side we do our own training delivery and so the classes are taught by our managers and senior executives they are our partner's etcetera. So you get to get out there and do it yourself. Yeah, there's some awareness at each of the generational values and we adapt values to each generation to work styles and what's important to that upcoming. One time a while ago, I was the up and coming crowd coming out of the early eighties and then we had the nineties of the gen

X'ers and the millennium crowd and that comes down into serious things of our HR policies as an example how much time off. Let me ask you a question from a couple of weeks ago to some of the old timers, is two weeks considered a long vacation? That's okay. How about three weeks? How about four weeks? So recently, we've seen an interest in people get four weeks vacation out of the year taking it all at once in the U.S. leaving the middle of the project. I would think it's called a leave of absence, but today we've had to adopt because people today don't want to take a week off here and there and a straight day which would have been my generation style now they want to take it all at once and backpack across Europe. So we've adapted to that. Yes? How do we balance between technical expertise versus cultural awareness? In some of it is that we try to look for similar characteristics in each of the locations we had. So if there is much technical variation skilled variations. So usually the way the global models work today, let's say a U.S. based company the headquarters would be here maybe the project leads would be here or among European or asian country. A lot of the development activities would occur in these other delivery centers and so there's only a few cultural implications that come into play in that area and they usually tie to how the client is operating, but part of our hiring process is to try and look for both skilled and technical people but also cultural thifts.

In fact we'll talk about hiring off of campus or off the streets. So to speak, the main interviewing process is the characteristics once you've passed sort of this technical hurdle into this kind of environment you kind of understand the styles. That's how we have everybody on the same playing field. We hired almost forty thousand people last year. So think about the logistics of that, are they in the developed countries, but they are in developed countries sort of helps us be good. Ok one more question, how do we encourage people to speak up and compromise sort of the American style of sort of putting everything on the table and airing it out versus their own cultures. That's a tough one and it still does occur. I would say the short answer is by using an objective measure than you don't have to ask how it's going. So we are pretty big on program management not just by milestone but by work task estimated work effort and so we use the technique which is more analytical than most instead of just being the he-man model which is what is going to take to get this done. If you've estimated the work steps in the amount of effort it takes time against that we call estimate to complete you know the math Microsoft project or whatever you are using points out this task is obviously behind and it's a subtler more independent way of saying I'm falling behind than to use your hand at a meeting and point that out.

So maybe independent on the third party effort like this program and let that be the technique to serve. Yes? That's a nice breakfast topic, corporate ethics and governance, yeah I'll talk about just specifically one example again. Part of our annual all employees have to be certified in this, which is the acceptable corporate behaviors and this is something that we've learned over the years. That because of people and their variations in a certain country what's allowed and what's not allowed and what's uncommon. We've had to really had to you know, step this up and so we've adopted essentially the toughest standard which in most cases is the U.S. standard

and it's pretty high standard for low tolerance in corporate behavioral issues and that becomes sort of a corporate standard and that means a lot of business. We don't do that in certain countries and certain regions and that's the way it is, but we're not going to subject ourselves to that also everybody gets an annual certification in the processes that's about the best way to go. Yes? Yes for the decision to go to Ireland, two factors really we've moved to Bermuda, we were in Switzerland for mostly twenty years and in fact those of you of student of corporate governance, one I feel sorry for you but also we were a global cooperatives as a partnership based in Geneva. We were a public entity and we moved to someplace and we went to Bermuda. This was about a year before all the transfusions were all starting so timing was not the greatest. So that was one to sort of get that issue and the Ireland has a very favorable image in Europe as well as in the U.S. the favorable task treaties and agreements with the U.S. from Ireland, so it's a safe place to be there. We do a lot of work with the federal government. We are one of the primes on the homeland security and have been for many years. So you can imagine being a non-U.S. company with major work and federal government. It's helpful to be in a place where there's tax treaties and some commerce treaties. Okay, this has been a great pleasure for me, I enjoyed it and I want to thank Jeff for helping to get me up here. I'm going to turn it over now to Dean Steele to introduce you to Joyce.

Please join me again in thanking Chris for an excellent talk. Before I introduce Joyce it would not be possible to kick off this kind of event and the global leadership advancement center without the generous support of Don and Sally Lucas who are alumni of San Jose State University. Through the very generous gift they are supporting the center but more importantly they names the Lucas graduate school of business. So unfortunately, they could not attend today but I did want to mention the fact that we owe them a tremendous. How can I put it there are great benefactors for both the college and for the center. So Joyce has become very familiar with Don and Sally and very supportive and she is also holds an endowed professorship which is also funded by Don and Sally Lucas. Joyce is a specialist in international management with a focus in global leadership and Latin American management. She has lived and worked overseas primarily doing international development work for fourteen years in seven countries in India, Latin America and west Africa. Taught an MBA program education programs of the central American business institute of administration known as INCAE in Costa Rica. She has received both teaching and research awards most recently the deans academic research award and the graduate teaching award at San Jose State University. The former president of the western academy of management, she was honored with organizations presidents leadership award. She is a visiting professor of various universities both in the U.S. and abroad and in addition she finds time to not only do global leadership executive education programs, but also corporate consulting. Her current research interests include the identification and development of expert commission and global leaders, events and cultural sense making and patriot knowledge.

Joyce please join me here at the podium. So if we were actually having thanksgiving dinner. I might have to invite him to dinner to impress my kids. I'd like to thank Chris again. I'm pretty

sure you had to give up at an ungodly time this morning to telephone call to drive here. So thank you again very much and while I'm thanking people. Jeff Gaines has really done this. He has done all the logistics and I know that a lot of you are friends of Jeff and we are very grateful to him and I know Jeff you are talking back there he's been busy organizing still organizing but hey Jeff (applause). He is the assistant director of our center and I'm delighted to have him on board with us. I would also like to thank Pearson higher education. You see their banner back there and Christine Frank are also sponsoring today in addition to the Lucas'. I'd like to talk a little bit about global leadership and the history of the center and what we are trying to do and also how others can get involved. As the dean said I worked in different countries and my first supervisory job with people from another nationality was in Columbia. I had a small group department that I was supervising and I was very unsuccessful in the beginning because in my family they would talk to me like this, "Joyce would you mind doing the dishes?" That was a direct order, that meant you had to get up, do the dishes, but that's how I was raised. That does not work in Latin American generally.

They have a tense for giving orders, so I had to learn that. So, in addition to changing my language, I also had to change my leadership style, which was very participative because I was like twenty-two or twenty-three, what did I know and we were doing a lot of community development so they knew more than I did about the local community. So, I would ask them or I suggest things say, "What do you think?" and they would say, "Well, aren't you the boss?" "Aren't you suppose to make the decisions?" So, I decided I would to try to act like the Columbian leaders I was observing, this was about thirty years ago. So when it was a really simple decision, my cat could have made. I would walk into staff meetings and I'd slam my fist down on the desk and I'd say, "We're going to do it like this, follow me!" and they would. Now, where I was in trouble was with the tricky decisions where I didn't know the answer. I wasn't from there, so for those decisions I would go around them individually and I would explain the situation and say, "What would you do?" And they would tell me and I'd go back and I'd think about it and I'd put it all together and I'd walk into the staff meeting and I'd say, "We're going to do this, follow me!" and they would. So after about six months I didn't have to do that anymore because they finally figured out that I wasn't an idiot, they could trust me and I could work like a team but I learned a valuable lesson there and I had to match them and I had to match their leadership style. Now I had the advantage of living in that country for a fair amount of time and getting to know that culture.

Global leaders don't have that advantage always, they have followers from all over the world you heard Chris, I mean I don't even know if you can add up how many nationalities you're leading. So, I think global leadership is really extreme leadership. When you talk about extreme sports, this is extreme leadership because you have to know how to be a good leader in your own country but you also have to know how people lead in all these different countries. You have to deal with tremendous complexity. Many, many stakeholders that have to be brought to the table, so it's extreme. It's leadership plus. We have a model that we use and it's based on the

leadership literature. You can see it in this pyramid here and also in your pamphlet and this is what we teach. We teach it in our global leadership courses and we also teach it in our global leadership lab which we call the G.L. lab. As you can see we are concerned with global knowledge. We are also concerned with developing global mindsets in students and others who come to us and then we get into behavioral skills. You know, as Chris mentioned they select on, once the technical skills are set they know they have them then they look at behavioral skills. Well this is what we are focusing on too. We want to teach people to understand different communication styles, how to negotiate in different countries, how to lead multi-cultural teams, and then we focus on a lot of the system skills that are the top of that pyramid and a lot of those have to do with innovation and change and ethical decision making. So, this is what guides us in our training and development efforts in the center.

We are both a training and development center and research center because this is also a chance to also form a network. I want to have some people stand up as I discuss some of the programs that we are doing I know they are going to be embarrassed, but hey, I am up here you're not. So this would not have happened if we had we not had a team of people getting together. We have a G.L. lab team that has really been wonderful, are you here? Oh, come on, stand up. They will just take a second, there you go. Good job because the reason I'm doing this is because afterwards when you are allowed to talk to each other you are and because the reason I am doing this is because afterwards when you are allowed to talk to each other and walk around you'll have something to button hole them about, okay? So, they've been wonderful setting up our G.L. and our purpose there is to have an assessment center. So we can engage people's skills and attitudes in global leadership, train them and then test them behaviorally. We want them to have serious skills when they end and we hope that people will start hiring San Jose State students not only for all the good reasons that they hire them, but also because they have this global mindset with global skills. Another thing we are doing to encourage that is passport program we are about to roll out. Which is for students all across campus and they get kind of a virtual passport in the beginning. They do things related to our leadership model. They attend events like this they get stamps then when they have enough they get an actual passport to show to a prospective employer. So we hope to create more global mindset among students all across campus for that. Now for students who are serious and are for outstanding international business majors they can apply for a fellow program and we hope that businesses will partner with us so they can get mentoring and internship and we invited today our best international business students. I would like for them to stand up because they have been slogging away and are doing a wonderful job. Thank you we are very proud of them. You know, it's not easy to get excellent grades when so many students work and have other responsibilities but these students managed to pull it off, we are very proud of them. We also have some international business professors here and they had something to do with that you guys wanna stand up? Oh come on do it, just do it. We also have something like this and this is part of our knowledge creation dissemination programs and I thank you for coming we are delighted to see so many people. You always wonder when you think of something like this and this is part of our knowledge creation

dissemination programs and I thank you for coming we are delighted to see so many people you always wonder when you see something like this well they are letting everyone comment so of course are relieved on that. But I want to invite you to our next event which is on February 23<sup>rd</sup> we are having Joseph Stiglitz the famous economist who is an author he is a world expert on globalization he was a president's counsel economic advisor, he was the senior chief economist of World Bank so he is the most famous economist in the world. He tried to stave off the asian economic crises so he is a global leader. So I'm sure you'll enjoy hearing from him too. I want to talk about something else that we do which is related to these pictures over here our center has a grant to work on social innovation and we are hoping to launch a social innovation challenge in the spring that is for San Jose State but also for the community. People involved with that are Richard Okamoto and Richard Sessions who are here somewhere and what this group also does is shift magazine you can see that on your table I hope. This is an effort by the journalism department in the university. Tom Alrick is here he's the editor and chief, stand up, Tom and Matt both of you might as well get up, thank you and Matt has taken all these pictures. He's the art and production manager and also does our artwork, pamphlets and things. He is a wonderful graphic designer. So this is a magazine done by students on social innovation something that we strive for our support and it's very similar thing to what Christopher was talking about when they released their incentives to partner there are a lot of skills on this model that are very related to social innovation this is why we are also concerned for social innovation.

I was talking to the dean recently and he said, "Okay Joyce, what is the value proposition of your center?" So, I wrote it down and I wanted to tell you before I release you. It is in part to create partnership with other organizations so that they can help our students develop this global mindset this global leadership skills. We want people who mentor and coach our students and their projects and in return we hope that hiring our students means that you've got employees that are already trained and will be good in this area so you don't have to use your funds to do that it's also that we will be happy to share the results of our research of global leadership and other people's research this is a very good feel. This is why we are trying to foster research in this area and one of the reason's we work in our G.L. lab is to do research on the best way's to train people in global leadership and then for companies that are really interested in global leadership we'd book to set up a think tank and bring in some of the best scholars of the world in this area to work with H.R. people that are really responsible for global leadership. So that's our value proposition. So how can you get involved? Well you could speak like Chris did this morning, you could speak at our global leadership class or our G.L. lab we do have people come in, we have a lot of alumni who mentor students if your company or organization has a global project and you want help we're there to help you. We've partnered with lots of people in many ways their G.L. lab is a beta site. When companies and organizations have ideas they want to test out we work with them to do that. So, we'll be contacting you. We'll have on our website a way a portion where you can check off any way, shape or form how you want to get involved. But, I just want to leave you with this thought about why we are doing this. If you think about it the path out of the economic crises, the path out of political problems that we have in the world,

the path out of solving the sustainability problem all has to do with leadership and all these are political problems. These will not be solved unless people have global leadership. So, I invite you to partner up with us and see what kind of damage we can do together, thank you.