

## The Global CEO: More Than the Augmented Executive

Yezdi H. Godiwalla

(University of Wisconsin-Whitewater, USA)

**Abstract:** The global CEO is a dynamic global player in a complex and dynamic business, technological and social world. He (or she) is more than a summation of all the top managerial roles in his global organization. His global vision and, his vision of the future form of his global organization and its role as a global player set him apart from the other top executives in his global organization. His global philosophy effectively helps his approach to global strategic management, global operations and supply chain, global marketing, and global ecology and social responsibility. He has to lead as an effective global CEO.

**Key words:** global CEO; challenges of CEO; world of CEO

**JEL codes:** D40, D81, D92, D73, D74, D78, D92, F51

The global chief executive officer (CEO) is more than just the summation or aggregate of all top managerial roles and skills of the global organization in the very diverse and complex global environment. He or she, (henceforth, “he” would expressly mean either, “he” or “she”) would have to be at the highest level of global organizational leadership in the very diverse and complex global environment. His quick grasping capability and adaptability are as important as his intense goal orientation.

He is more than just the augmented executive who is elevated from one of the top management roles of an organization. A list of sample attributes of a global CEO are listed in Table 1. He has to be a visionary global organizational leader and, in particular, he has to integrate and direct all the energies for the organization’s long term vision and strategic, long term global performance in the very diverse and complex global environment.

### 1. Introduction and the Issues of the Paper

The global CEO should focus upon the integrated global leadership of the organization that operates in a very diverse and complex global environment. He is more than the summation of the multi-functional specialists of the various product, business and geographical divisions. While the multifunctional analysis and integration are vital, his role must transcend the multifunctional synthesis. He is more than just a multi-functional specialist; he is also the multi-functional communicator, coordinator and integrator. He is more than just a multi-business specialist; he is also the multi-business communicator, coordinator and integrator in the very diverse and complex global environment.

Further, he is even more than just a multi-functional, multi-business, and multi-regional communicator, coordinator and integrator; he is the global leader of his organization in the very diverse and complex global environment. His global leadership role transcends the summation of all the other leadership roles of the top and

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Yezdi H. Godiwalla, Ph.D., Professor, Management Department, University of Wisconsin-Whitewater; research areas: strategic management, international management, social responsibility. E-mail: [godiwaly@uww.edu](mailto:godiwaly@uww.edu).

middle-management. His global leadership focuses on global strategic issues as his vision of his global organization's future vitality of the global organization in its global industries and its general global environments. His vision of the global organization should include the future vitality issues, such as the global organization's proper survival, competitiveness, growth, profitability, and, exceeding the projected future expectations of the organization's global stakeholders. He has to be global and multicultural in his approach.

**Table 1 Global CEO: More than the Augmented Executive, Roles and Responsibilities**

<p>(1) Be a strong global strategic leader!</p> <p>(2) Visionary luminary, have a strong conviction and sense of organizational purpose.</p> <p>(3) Leader and the main drive of strategic actions, set goals and achieve them through people; lead by example.</p> <p>(4) Actively pursue strategic management processes: formulation, communication, implementation, and, continuous monitoring, evaluation and corrective actions.</p> <p>(5) Decision maker, analytical and non-rational (emotional, inspirational, bold).</p> <p>(6) Leader of the complete strategic management process, be the "chief architect of corporate strategy".</p> <p>(7) Overall manager, chief leader of leaders of teams, groups of managers and supervisors; continuous communication with many members of the hierarchy.</p> <p>(8) Creative, innovative, critical and, if necessary, unconventional, bold leadership thinking.</p> <p>(9) Effective analyzer manager of risks, and, a careful risk taker.</p> <p>(10) Liaison activities and be the bridge between the internal and the external environments.</p> <p>(11) Manager of the coalitions of the stakeholders, board of directors, outside groups.</p> <p>(12) See the big picture and study the mega trends, analyze the overall industry, economy, global, geopolitics, societal trends for taking decisive strategic actions.</p> <p>(13) Builder of meaningful emotional and rational connections across all peoples; be the "great communicator"; and, be charismatic, boldly and/or quietly, blend the style with charisma and softer approaches and with strong analytical foundation and approaches.</p> <p>(14) Figurehead and perform important ceremonial and protocol roles that pass on the rites and rituals, that symbolize the core values of the organization, from one year to the next, providing a continuing and strengthening emotional and cultural bond between the employees and the organization.</p> <p>(15) Ambassador of the company to the stakeholders, industry, government, general society, other outside constituencies, including special interest and consumerist groups, legal system, regulators, adjoining and involved communities.</p> <p>(16) Master of ceremonies of ceremonial and protocol roles and rituals and recurring activities.</p> <p>(17) Effective public speaker to: internal audiences, dealers, suppliers, industry, governmental agencies, and other audiences.</p> <p>(18) Business ethics: develop and implement practices of social responsibilities, business ethics, integrity, safety.</p> <p>(19) Standards and trends setter: set higher standards and lead people to achieve them, monitor and improve performance.</p> <p>(20) Manager (depending on the needs, either closely or distantly) of the major operating activities.</p> <p>(21) Delegator and organizer of tasks in the most effective way.</p> <p>(22) Pursue companies interests first, appropriately seasoned with, industry, regional, national, international, and, other external interests.</p> <p>(23) Make the company a stronger competitor through lean-mean, "organizational slack"-free or fat-free organizational structure.</p> <p>(24) Be the final arbiter and the final decision maker of "last resort" for all issues and problems.</p> <p>(25) Conflict resolver; solve disruptive and excessive conflicts and "organizational noise".</p> <p>(26) Director and coordinator of organization-wide major strategic projects, and, overseer of goals, operations, tasks processes, activities.</p> <p>(27) Motivator, mentor, guide and trainer of top and middle level people.</p> <p>(28) Task master and energizer of people towards targets and goals, shorter and longer term.</p> <p>(29) Target and goal setter, developing a well-organized systems and sets of goals, detailed and specific targets.</p> <p>(30) Build emotional connections and be an empathizer: exemplify deeper and wider human interests, difficulties, aspirations, concerns.</p> <p>(31) Equanimity personified: Be relatively calm, composed, detached and objective; be somewhat thick skinned, blended with selective sensitivity of others' inputs and concerns and ensure that he does not miss out on important inputs.</p> <p>(32) Monitor and evaluator of on-going performance, promptly correctly and improving it as needed.</p> <p>(33) Executor and implementer of all parts of corporate strategy in a pragmatic way, allowing for adaptation and incorporating newer ideas and methods that may come to light.</p> <p>(34) Acquire, allocate, manage, evaluate, control and re-direct resources and its utilization.</p> <p>(35) Green (ecologically) CEO: aggressively pursue green and ecologically sound initiatives and environmental protection activities; be a strong advocate for environmental protection technologies, practices and applications.</p>
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The global leadership issues focus on his vision of how the global organization should relate to in the current and future states of the very diverse and complex global environment. He should have a vision as to how the global organization should fit in the context of the future global environments, such as: social and political, ecological and other environmental, general economic and business, technological, and the organizationally directly and indirectly relevant industries. He should have a vision of the form and structure of the future global organization, as it would evolve into newer shapes and design in order to improve its viability in the ever changing external environments.

The critical activity domains, leadership-mix, and roles are progressively more challenging to a CEO as we move the organizational scenario from a single business, domestically-oriented organization, to, multi-business, domestically-oriented organization, to, a multi-business, global organization. The critical activity domains, leadership-mix, and roles of a CEO of a single business, domestically-oriented organization are his adeptness to deal with multi-functional analysis and integration, have high tolerances for uncertainty and complexities, and make sound decisions under uncertainty. The critical activity domains, leadership-mix, and roles of a multi-business, domestically-oriented organization are multi-functional and multi-business adeptness and integration, have high tolerances of uncertainty and complexities, and yet make sound decisions under even greater uncertainty and complexities. The critical activity domains, leadership-mix, and roles of a multi-business, globally-oriented organization are multi-functional, multi-business and multi-country adeptness and integration, have even greater tolerances for diversity, complexities and uncertainty, and yet make sound decisions under uncertainty, diversity and complexities.

The broader and diverse role of the global CEO of a global organization, compared to that of a CEO of a domestically-oriented organization, is something that requires a greater recognition because it has significant implications to the practice of the CEO's practice of management. The task of managing a global organization, operating in a very diverse and complex global environment, would challenge even the most perspicacious and effective executive as he comprehends the overwhelming and diverse challenges. He must develop increasingly astute choice for the effective blending of the best skills that are needed for managing in a particular country's unique cultures and operating conditions (Godiwalla, 1983; Kassim, 2012; Lemak, 1997; Minyu 2012; Zakaria, 2012). This is his charge as he becomes more involved in global issues and addresses his ever widening role as a global leader. In addition, he must master the art of effective communication as he explains his goals and approaches to his organization as to why he chose certain approaches over others in dealing a particular country's cultures and operating conditions (Chen, 2011; Chapel, 1997; Gupta, 2011, Yip, 1996). He has to vary his skill-mix to suit a particular country's cultures and operating conditions. As stated earlier, the critical activity domains, leadership-mix, and roles of a multi-business, globally-oriented organization are multi-functional, multi-business and multi-country adeptness and integration, have even greater tolerances for diversity, complexities, dynamism and uncertainty, and yet effectively make sound global decisions under even greater uncertainty, diversity, dynamism and complexities.

## **2. The Purposes of the Paper**

There are three purposes of the paper. They pertain to the CEO's managing in circumstances of complexity and diversity, his strategic global leadership, and his skill of managing in circumstances of uncertainty and unfamiliarity. These three purposes of the paper provide a framework for a global CEO to cast his role on the global scene.

The first purpose of the paper is to explain the tasks of the global CEO as he manages the global organization in the probable future states of very diverse and complex global environment. The global CEO has to determine the likely future global environment and re-shape his organization to it. His vision for the future global organization, together with the leadership skills for re-shaping the organization, is vital for doing this important CEO role.

The second purpose of the paper is to explain the CEO's task of globally leading in the wake of the very competitive, diverse, dynamic and complex global environment. The global organization's multi-country cultures and the varied operating conditions in different parts of the world indicate the need for the global CEO to focus on being quickly and effectively adaptable. He has to be quick to grasp the needs of each country situation and blend the correct leadership approach that would suit the particular host country situation. Each host country's cultures and operating conditions are unique and, consequently, they would place challenges upon the global CEO as he adapts his leadership style from one country to another. The perspicacious global CEO would eclectically choose the most fitting blend of leadership styles and approaches while dealing with the particular host country situation. If he continuously adapts to the particular host country situation, he would be increasingly an effective global CEO (Boyd, 1995; Godiwalla, 1979; Hanson et al., 2010; Lewis, 1997; Vo, 2010).

The third purpose of the paper is the deal with risk and uncertainty and unfamiliarity of different country and regional environments, and, to make decisions despite not having very high, let alone sufficient, confidence in the amount and reliability of the collected data and information. Making bold (and as careful as possible) decisions even under high uncertainty and taking risks in a complex global environment are parts of the global CEO's responsibilities.

The three purposes distinguish him as an effective global CEO from a CEO functioning in primarily domestically-oriented operations. They also provide a focus to perform well in view of the vastness of scope and complexities of issues, the risk taking in uncharted environments, the imponderables and the nebulousness of cause-and-effect in decision making rationales in the various countries, of decision making, communication and coordination, and the fortitude and skill to forge ahead with making decisive decisions and pursuing bold actions even in conditions of uncertainties and despite the unfathomable risks involved.

### **3. The Global CEO: Activity Domains and Leadership-mix**

The global CEO would benefit from his correctly identifying his activity domains and the effectively develop and pursue his leadership-mix. His global perspectives as a global CEO role are such that he conceives his global parts and he pursues his global leadership-mix.

**The Global CEO's Activity Domains:** The more vital roles of a global CEO are those of visionary global leadership. Visionary global leadership for a global CEO may be described as the creative positioning his global organization in the context of the likely future states of the global organization's industries and the task and general environments as he steers his global organization (Kaplan & Norton, 1996). His creativity would reflect his values and his judgment and his future world view and how his global organization is to plays vital and meaningful role in it. His leadership would bear the skills needed to realize his vision for his global organization as he influences his management to greater efforts. In doing so, he always has to be active, perceptive and bold. As a global leader, he has to be continuously evolving his roles to have the, what he judges to be, the most effective skill-mix for the given global leadership situation. The choice of the effective skill-mix would be contingent upon the global leadership vision that he has created in him and, in turn, that inspires him. The

skill-mix would be from the following activity domains:

(1) The activity domain of long term objectives and shorter term goals and targets: The need for identifying the correct strategic global vision and mission, the choice of the effective long term objectives, and, the more detailed goals and strategies to accomplish these objectives and goals.

(2) The activity domain of continuous adjustments to varying global and regional and situations, and, acquiring the knack of the correct personal conduct for each scenario in a way that portrays him to be a global actor capable of the role for his task at hand.

(3) The activity domain of interacting and communicating with and motivating his people at all levels of his global organization so that he inspires his people to further his global vision that he has imputed for his global organization.

(4) The activity domain of his establishing and ensuring internal institutional justice for which he must continuously strive so that all his people can trust the global organization that good and concerted performance alone is the touchstone for their career progress and ethnicity does not play a part of favoritism.

(5) The activity domain of effective and efficient use of the global organization's resources so that the global organization continuously accomplishes the long term objectives and goals.

The visionary leadership of the global CEO thus assumes a twin born responsibility of first, creating a strategic global vision, and, secondly, working hard to accomplish it. In doing so, he is the central actor in the global scene in which he creates and plays his own various parts.

**The Global CEO's Global Leadership-mix:** The global CEO's global leadership-mix makes him a special player in the global scene. His global leadership-mix is his eclectic choice of specific skills and activities that he skillfully combines them as he pursues his global vision for his organization. The eclectic choice of his leadership-mix is the culmination of his experience and the joint effort of his top management as he pursues the following vital global leadership activities:

(1) Communicating to his people the global organizational vision, long term objectives and detailed goals and elucidating the rationales for these long term objectives and the detailed goals.

(2) Focusing with his own personal flexibility on the issues at hand for a given part of his global organization, such as a regional economic slump, volatile political situation in a country of operation, more intense competition in a given industry, newer technological innovations in one of his businesses, rapid growth rates of consumerist movements in certain industrial and business sectors.

(3) Developing and pursuing operating targets for each unit of the global organization and motivating people to accomplish them in the pursuit of accomplishing the larger set of objectives and goals objectives and goals.

(4) Selecting competent people at each managerial level and organizing for their continuous and proper mentoring and training to a level of high proficiency so that they achieve continuing managerial effectiveness.

(5) Creating the conducive organizational culture that generates employee career growth and renewal and fosters better team spirit, cooperation among units, cross-functional and cross-divisional communication and cooperation as the global organization forges ahead in the competitive global environment.

(6) Developing competent and confident subordinates so that the leader can focus on more important tasks and challenges.

(7) Scanning the environment for newer market and industrial opportunities and prospects for organizational growth, strategic alliances and partnerships.

(8) Creating a culture of ethical behavior and social responsibility in all parts of his organization.

#### 4. Literature Review and Discussions

The traditional roles of the top managers have moved on to become more concerned with the changing values of the society. The sensitivity of the large working people has required greater appreciation and greater regard from the top managers for their roles in the organizational endeavors. It used to be that managers did the work in a more autocratic manner because they were more focused on the bottom line in order to satisfy the stockholders. However, with the advent of the stakeholder approach and the increasing use of the balanced scorecard in professionally run corporations, the managerial preoccupation with profits as the sole purpose has changed to a more balanced focus (Kaplan & Norton, 1996). That has led to the greater emphasis on the better and a more enlightened treatment of the employees, and also, the creation of a better and a more supportive organizational climate. With the continual shifts in managerial perspectives to commensurate with the shifts in society, a new evolving wave of enlightened managerial philosophy has become the norm for the professionally managed corporations. In this regard, Kaplan and Norton (1996) are clear in their delineation. They state: “(1) The scorecard allows managers to introduce four new processes; translating the vision, (2) communicating and linking, (3) business planning, and (4) feedback and learning feedback.” (1996).

Top management has long stopped being peremptory autocrats. There is no more of the imperialist or a top-down approach. Top, middle and lower management level managers are now more purposefully concerned and helpful to the workers and specialist for them to be more productive and better skilled as the organizations strives to become more competitive in the marketplace. With the greater expectations from the general population and the governments for the larger, much-resourced, corporation to be generous in dealing with worker needs in the workplace and to have better quality of work life and better balance between work and private life, the munificent corporations have become more providing to their employees than before. Further, the expectations of the social contract has also stepped up the expectation of a better treatment of the worker, expecting a greater lower organizational level supervisory and worker role in, if not so much in the organizational strategic decision making, certainly in the method of implementing strategy.

The global CEO has to drive the change in his organizational culture. The influx of the younger generations of employees entering into the organizations around the world, with their more open and questioning minds and newer specialized skills, has led them to expect even greater organizational involvement. This has placed a greater burden on organizations to change for their greater aspirations and expectations. The new manager has to be far more supportive and help their employees to not only be more productive in this intensely competitive marketplace, but also display better initiative and innovativeness. One reason for this change is the dynamics of values and demographics of today's workforce. The younger more diverse employees are entering the workforce in greater numbers. The younger aspiring employees often experience the initial arduous life circumstances in a tightening job market that expects even better resumes, and as a result, they are desperate for good jobs and, the superior ones, even better careers in much enlightened organizations that offer better employee-managerial partnerships patterns as the norm in the organization. They seek such organizational norms that are vital to them as they seek not just short term job satisfaction, but long term career enrichment and growth: open communication, balance between work life and personal life, job content, career planning, organizational decision making styles that straddle beyond the daily grind as they seek the deeper meaning of their employee existence.

## 5. For the Global CEO: Important Recommendations, Justifications and Implementation Guidelines

This challenges even the more imaginative modern manager regarding the premise of managerial style modality as he leads his team of newer breed of skilled people. This begs the important question: How do we manage today, given that fact that older styles are not helpful? How do we create the template of managerial styles that would sufficiently assuage the employee thirst for better and open communications, transparency in fair decision making and a more collaborative approach that embraces the model that the employee is just as important as the manager? How do we make the employees feel really valued? How do we maintain the proven business model of the organization and yet simultaneously satisfy the ever elevating levels of expectations of the employees beyond working for a paycheck alone, so that we treat them with greater employee-centered approaches, whether these be on-site day care, flex-time, more of work from home, career and job enrichment programs, company socials, access to gyms?

**Training of the Global CEO's Senior Managers:** Some of the useful, specific recommendations, their justifications, and their implementation guidelines for the CEO to train his managers to deal with their employees so that the team unit of manager and his employees would be more effective are:

(1) Recommendation: Managers should be closer to their employees and understand their employees better.

*Justification:* The reason for this recommendation is that employees are the best resource for the company and if they understood well, and, in so doing the team of a manager and his employees can achieve far greater heights than they otherwise could achieve. Implementation guideline: The implementation guidelines for this recommendation are that managers should know all the employees by talking to them regularly and measure their performance.

(2) Recommendation: In dealing with their employees, managers should be flexible and supportive.

*Justification:* The reason for this recommendation is that by being more flexible and supportive, the employees will be exerting greater levels of performance and with more confidence than what they otherwise would knowing that they have the backing of their manager. Implementation guideline: The implementation guideline for this recommendation is that by assigning work to employees in such a way that best matches the employees strengths and interests so they will work with zeal and vigor. It can be done by giving them considerable work so that they can finish it before the deadline without just make them sit in their offices and pretend to do work.

(3) Recommendation: Managers should have a clear big picture and an overall purpose and plan of action for accomplishing the manager's unit or division.

*Justification:* The reason for this recommendation is that because the set of purposes and the plan of action for accomplishing the unit's goals are important to clearly and convincingly portray to the people in the organization the direction and then motivate and help them to work in accomplishing the goals. Implementation guideline: The implementation guidelines for the recommendation may be that the manager should set and communicate clear and well explained goals, together with their supporting reasons, for the many tasks and activities so that the team would perform in a unified and well-coordinated way.

(4) Recommendation: Creating a continuously increasing competitive global organization requires revamping every aspect of the activities of the organization's divisional strategy for each of its product, technological, business and regional division.

*Justification:* Every division of a successful global organization should be one of the major leaders in its segments. Implementation guideline: Focus on those activities and processes that would significantly improve organizational effectiveness and performance.

**Developing the Organization:** The global CEO should tirelessly pursue substantial improvements in the

organization as a whole and for all its divisions by pursuing the following recommendations:

(1) Recommendation: Focusing on product and service attributes your customers strongly value and are strongly expecting from your organization for each product, technological, business and regional division. Justification: In doing so, the organization may have to re-orient each product, technological, business and regional division's marketing strategy, and, re-position the organization in the marketplace in the context of the customers. Implementation guideline: Re-structuring internal operations to better focus on the customer segments so that the organization may better satisfy their expectations.

(2) Recommendation: Reviewing, analyzing and improving the effectiveness of the existing business model of each division so that the organization may have the opportunity to revise it and reinvent itself to re-organize a more effective and efficient operating system. Justification: Such a system would be aimed at being more streamlined, focused and efficient (Michael Porter's) value chain for each product, technological, business and regional division. Implementation guideline: Having brainstorming and creative thinking sessions and the selectively implement the better and pragmatic ideas.

(3) Recommendation: Evaluating that all corporate processes are producing important contributions to the overall performance of the organization and are directly helping the overall organization to be more competitive. Justification: Doing so would generate above average returns to its stockholders and other stakeholders. Implementation guideline: Having critical thinking sessions helps in evaluating every aspect of the activities. Pruning ineffective activities would be desirable.

(4) Recommendation: Creating an organizational culture and organizational system of creativity and innovation in everything the organization pursues. Justification: Such an approach would focus on the creation of a climate of performance and purposeful activities. Implementation: By having better communication and managerial styles conducive to higher trust and cooperation, the organization is more likely to have a unified goal and endeavor.

(5) Recommendation: Hiring, training and developing very talented and competent people with the right values and commitment then provide them with experience and resources, and then empowering them fully to achieve the best. Justification: Having quality people with the correct values are vital for organizational performance. Implementation guideline: involving the best search and screening process through professional recruiting firms for seeking quality people.

(6) Recommendation: Improve organizational communications across the divisions and hierarchy. Justification: Improving communication skills, problem-solving and information sharing across the organization so as to improve organizational learning, thus improving organizational performance. Implementation guideline: Improving the strategic decision making and action process through improved organizational communication and integration would improve effectiveness.

**Mergers and Acquisitions Strategies for the Global CEO, Growth Strategies:** Mergers and acquisitions are vital for the global CEO. This is his one of his most important purview as he seeks his global organization's rapid global growth for increased global competitiveness. In his landmark article Bower (2001) examines the acquisition and mergers (M&A) in depth. Bower mentioned that although much has been published about M&A, it appears that many experts know very little about them. The author spent a year analyzing M&A activities in a study that was supported by Harvard Business School. He reveals some notable and interesting results about M&A. Contrary to the usual belief; one interesting revelation is that M&A approaches represent very different strategic activities. Bower states that acquisitions take place for the following reasons: (a) to deal with



overcapacity through consolidation in mature industries; (b) to roll up or combine competitors in geographically fragmented or dispersed industries; (c) to extend into new products, businesses, technologies and markets; (d) to substitute newer technologies or processing methods for R&D; and/or (e) to exploit the boundaries of an eroding industry by re-inventing or rejuvenating the industry. These are five major reasons that would help a global CEO to effectively manage M&A.

The different strategic intents of M&A present a very distinct integration challenges for executives. For instance, an ABC company was to acquire PQR company because the industry has excess capacity, then ABC company would have to first determine which plants or factories would have to be shut and which persons would have to be let go. If, on the other hand, ABC company were to buy PQR company because PQR company has developed an important technology, then the challenge for ABC company is to keep the acquisition's best engineers from leaving PQR company after the acquisition. These scenarios require the acquiring company to engage in different managerial strategies behaviors. Bower further explores each type of M&A and its strategic intent and the integration challenges that would be created by that intent. He underlines the importance of the acquiring company's (i.e., ABC's) assessment of the acquired company's (i.e., PQR's) internal group's dynamics and culture. Depending on the type of M&A, the acquiring company may have to vary its managerial approaches for a more effective integration after the M&A. He draws from the experiences of such companies as Cisco, Viacom, and Banc in which he cites the various approaches in the M&A processes.

The search for identification of clear reasons and justifications for the acquisition will help managers to have more successful acquisition. There are five important reasons behind mergers and acquisitions. These five important reasons have very fundamental differences that required a distinct strategic approach. The diversity and complexity of the reasons, and the consequent analysis, may confuse the issues, and yet, it is imperative that the global CEO should envisage clarity of purpose. Moreover, the distinct and different strategies would mean new challenges for managers and executives. It is probable that each acquisition has its unique propose and require the global CEO to be more careful to deal each challenge to succeed. As a hypothetical example for argument purposes, if a company were to acquire other company resulting in an over-capacity in the industry, the acquiring company, which is part of an industry with excess capacity, will eliminate capacity, gain market share, and then create a more efficient operation. It is a maneuver to out leverage a competitor. In so doing, a major concern would be regarding how the acquiring company will later choose to manage the company that would be merged. It is likely that certain internal operations and activities may need to be re-structured for better integration, re-organized or even be eliminated. More often, it will be very difficult for both companies if they are each of equal size, to retain all its former employees. Other arguments for an increase market power would be: (a) the overcoming of certain barriers to entry into newer markets, customer segments or groups, or regions, (b) the avoiding of the costs of developing new products and increase the speed of new market entries, (c) the reducing of the risk of entering a new business, become more diversified, (d) the reshaping of their competitive scope by developing a different portfolio of businesses, and (e) the enhancing of their learning as the foundation for developing new capabilities. Thus, despite the various reasons behind the acquisition it is possible to assert the argument that the post-acquisition integration is likely to be consisting of challenging phases. The history of acquisitions has examples of how mismanaged integration can destroy companies, or at least, decrease the company opportunities to gain competitiveness. Examples include the case of the joining of between Sprint and Nextel communication where Sprint could not retain Nextel communication managers, employees, and or even costumers. There were cultural clashes between the two companies, which often would mean employees would

not execute post-integration plans. This is a very critical point for executives to understand the post-integration scenarios and problems before thinking about mergers and acquisition.

## 6. Conclusions

A global CEO's activity domain and leadership-mix needs to be continuously adapted to his varying leadership situation as he attends to his work in different parts of the world. He may have to re-orient himself to situations that affect one of his divisions in one industry and then quickly re-adjust his orientation to another division in another industry, much in the same way as he would have to adjust from one country situation to another country situation. His quick adaptability is of the essence. His perspicacity and his fluency in his re-orientation would make him more effective. For example, he would emphasize greater technological innovation efforts in advanced and industrialized countries, and, on the other hand, he would emphasize greater cultural adaptation in countries steeped in their cultures and heritage. This would evoke in him to be more sensitive and have greater behavioral flexibility as a person. He would need to continuously judge the changing trends in each country and industry and according re-focus his approach.

The global CEO has to pursue a path of fresh approaches that seeks newer and innovative ways of global organizational excellence and better strategic paths that would make his organization worthy of respect of the world. His leadership-mix would set him on the better course of his own personal development and his effectiveness in managing organizational change in an increasingly dynamic and diverse world where older followers are becoming newer leaders and where newer technologies are paving the way for newer and better human experiences as the global change and integration are more rapidly increasing.

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