

## CLASS 11: GLOBAL LEADERSHIP

### LEARNING OBJECTIVES:

1. Put it all together!
2. Relate Global Leadership to Sloan Leadership Model
3. Understand relationship between changing strategy, organization, and managerial roles.
4. Identify and “try on” future roles for yourself.

### READINGS:

1. Christopher Bartlett and Sumantra Ghoshal. (1992). “What is a Global Manager,” *Harvard Business Review*.
2. Carlos Ghosn, “Saving the Business without Losing the Company,” *Harvard Business Review*, January 2002.

### QUESTIONS FOR DISCUSSION

1. Describe and evaluate Ghosn’s key acts of leadership in the Nissan turnaround in terms of the Sloan Leadership Model (sensemaking, visioning, relating, inventing).
2. To what extent do these behaviors correspond to Bartlett and Ghoshal’s global leadership categories (global leader, country leader, functional leader)?
3. What leadership elements most saliently reflect the global/international nature of the Ghosn’s intervention?
4. What benefit is Ghosn seeking for Nissan from the alliance with Renault?
5. How is he doing this? If possible, please describe in terms of “global integration” and “local responsiveness/ embeddedness.”
6. Think about other Sloan Fellows in visible global leadership positions and relate their challenges and actions to the SLM. Think about your own Global Leadership position and style when you return to the “real world.”