

Global Leadership

Presented by IMA
Leadership Academy

Amber J. Arnhold, CMA

March 2, 2021



The Association of
Accountants and
Financial Professionals
in Business

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CPE Credit

Certification

Criteria for Partial Credit Option 1

- Minutes to Watch: 50
- Number of Completed Polls required: 3

Criteria for Full Credit

- Minutes to Watch: 75
- Number of Completed Polls required: 5

Moderator



Colonel Richard Brady

Commander

U.S. Military Entrance Processing Command

Member

IMA Global Board of Directors

Amber J. Arnhold's Biography



Amber J. Arnhold, CMA
Director Finance
Honeywell

Amber Arnhold's Biography

- Amber Arnhold is currently a finance director at Honeywell. While at Honeywell, she has served in various financial roles, gaining both domestic and international experience in the areas of audit, controllership, and financial, planning & analysis.
- Ms. Arnhold earned her B.S. in Marketing from Northern Arizona University and her M.B.A. from Arizona State University. An IMA member since 2005, she has served on the IMA Board and IMA Ethics Committee.

Learning Objectives

After this session, attendees will be able to:

DEFINE

what it means to be a global leader and the benefits of effective global leadership.

IDENTIFY

the skills, competencies, and perspectives of an effective global leader.

LIST

the most significant challenges facing global leaders.

DESCRIBE

best practices in addressing the challenges facing global leaders.

APPLY

global leadership skills to the role of an accounting and financial leader.

Course Goal and Agenda

The **goal of this course** is to examine the concept of global leadership and why it is important to accounting and finance professionals.





WHAT IS GLOBAL LEADERSHIP?

Definition of a Global Leader

Global leaders are an emerging class of professionals that are adept at operating in international and multicultural contexts.

-Financial Times



Benefits of Global Leadership

Gives the ability to:

- Inspire visionary initiatives
- Connect across boundaries
- Orchestrate transformation



NTG-4

Characteristics of Global Leaders



Global
Mind-set

CONNECTING



Global
Entrepreneurship

CREATING



Global
Citizenship

CONTRIBUTING

Global Mind-set - CONNECTING

- Cultivates multiple points of view
- Has an interest in other cultures
- Wants to understand other perspectives
- Suspends their own judgment
- Knowledgeable of global economies and politics
- Nurtures relationships around the world
- Transcends cultural barriers



Global Entrepreneurship - CREATING

- Uses connections to create new forms of value
- Bridges people and resources across boundaries
- Leverages differences or similarities
- Builds new or uses existing networks
- Is innovative
- Strategically manages across boundaries



Global Citizenship - CONTRIBUTING

- Works across global boundaries to the benefit of all communities
- Finds solutions that create multidirectional value
- Brings prosperity to all
- Is curious and interested in cultures around the world



Poll Question #1

Of the three characteristics of global leaders, which area appeals to you the most?

- a. Global Mind-set – Connecting
- b. Global Entrepreneurship – Creating
- c. Global Citizenship – Contributing



Poll Question #1 Results

Skills of a Successful Global Leader

Overseas experience →

← Cautious honesty

Deep self-awareness →

← Global strategic thinking

Sensitivity to
cultural diversity →

← Patiently impatient

Humility →

← Well-spoken

Lifelong curiosity →

← Good negotiator

← Presence





CHALLENGES OF GLOBAL LEADERS

Unconscious Bias

“In common is comforting,
but different is dangerous.”

-Stephen Young

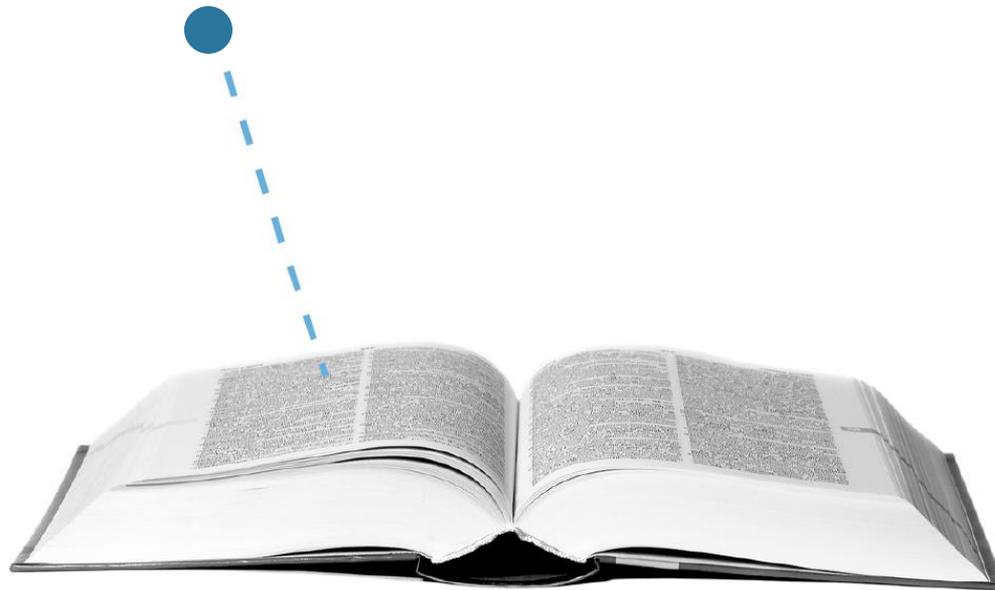


NTG-8

Source: See Bibliography [23]

Definition of Unconscious Bias

Refers to the **attitudes** or **stereotypes** that **affect our decisions in an unconscious manner**. These **biases**, which encompass favorable and unfavorable assessments, are activated involuntarily and **without an individual's awareness or intentional control**.



Other Personal Challenges

- Breaking away from past successes
- Maintaining integrity
- Personal stress



Cultural Challenges

- Different values and approaches
- Awareness of global events
- Inclusive vision
- Cultural sensitivity



Poll Question #2

Of the challenges mentioned, which do you feel best equipped to overcome?

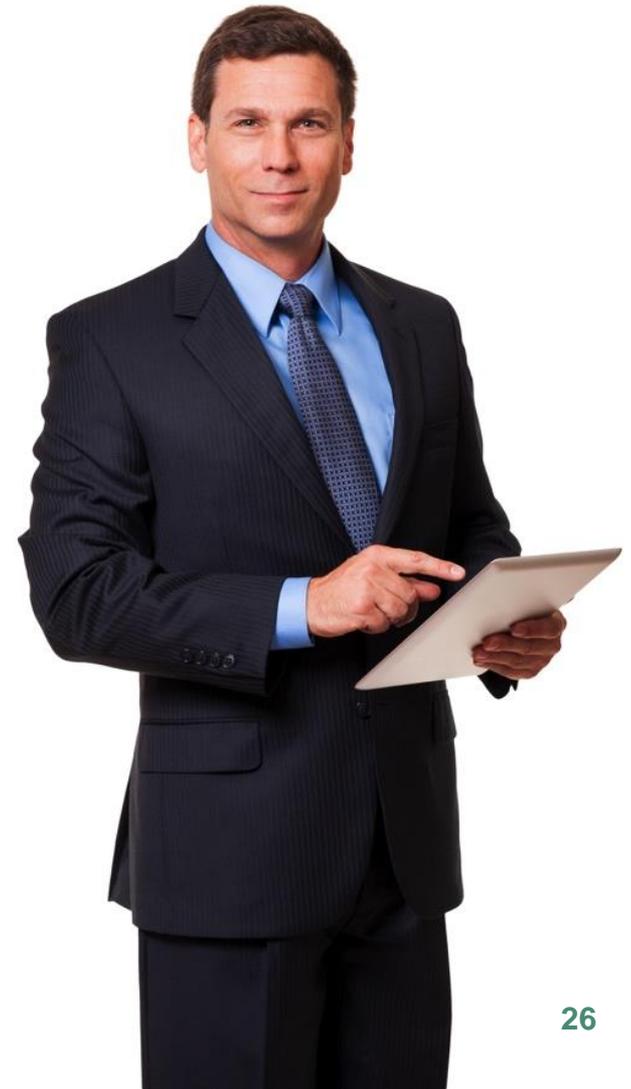
- a. Unconscious bias
- b. Breaking away from past successes
- c. Maintaining integrity
- d. Personal stress
- e. Different cultural values and approaches
- f. Awareness of global events
- g. Inclusive vision
- h. Cultural sensitivity



Poll Question #2 Results

Best Practices for Overcoming Challenges

- Build partnerships across the globe
- Be curious and seek to understand
- Practice “rooted cosmopolitanism”
- Develop a global perspective with conceptual frameworks and hard data
- Develop personal characteristics to nurture your global potential



Personal Characteristics to Develop

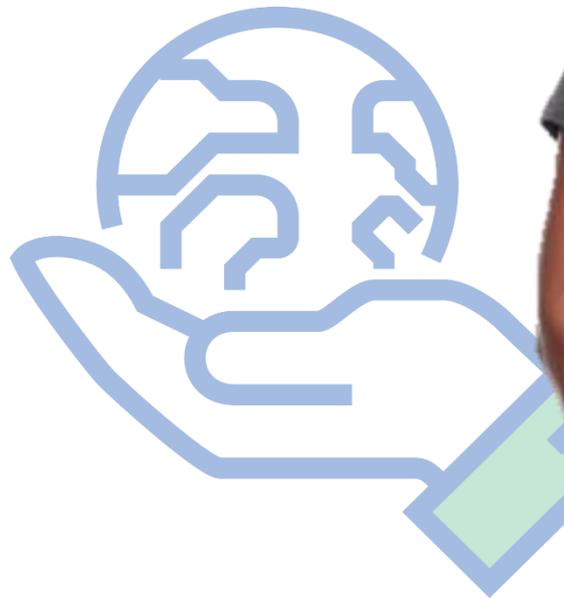


- ← Self-awareness
- ← Collaborative skills
- ← Global perspective
- ← Resilience

Poll Question #3

Of the four personal characteristics for nurturing your global perspective, which one should you work on first?

- a. Self-awareness
- b. Collaborative skills
- c. Global perspective
- d. Resilience



Poll Question #3 Results



GLOBAL LEADERSHIP AND THE ACCOUNTING AND FINANCIAL LEADER

The Law of Influence

While not everyone has to be **the** leader, they can be **a** leader at some level if they can influence others.



Your Role as an Accounting and Finance Leader



- ← Stay at the forefront of economic and societal changes
- ← Assist in adapting to global and technological trends
- ← Assist in driving operational efficiency
- ← Create, develop, and lead stronger financially disciplined organizations
- ← Help organization invest in people, processes, and technology to increase value

Poll Question #4

Which role most challenges you as an accounting and finance leader?

- a. Staying at the forefront of economic and societal changes
- b. Assisting in adapting to global and technological trends
- c. Assisting in driving operational efficiency
- d. Creating, developing, and leading stronger financially disciplined organizations
- e. Helping organizations invest in people, processes, and technology to increase value



Poll Question #4 Results

Tomorrow's Management Accountants



IMA | LEADERSHIP & CAREERS |

TOMORROW'S MANAGEMENT ACCOUNTANTS

BY ALEX C. ENG, CMA, CFM, CPA

January 1, 2018

Today's management accountants are challenged to be more dynamic:

- Question “why things happened”
- Seek to find the story behind the numbers
- Analyze metadata to formulate strategic analysis and to see trends for operational groups

The Global Accounting and Finance Leader

- 
- Communicates proficiently with a variety of audiences
 - Delivers sustainable business ideas and business models
 - Is able to perform essential accounting and FP&A practices across borders
 - Is familiar with technology and advancements in other countries
 - Understands emerging countries' economic indicators and global economics
 - Demonstrates professionalism, integrity, ethical conduct, and accountability
 - Is responsible for:
 - Own learning and advancement
 - Increasing management processes
 - Increasing performance forecasts
 - Major business decisions

Three Actions to Become a Global Leader

You can have brilliant ideas, but you cannot do anything with them unless you communicate them well.

- Andrew Likierman,
Dean of London Business School

1

Get as much exposure to other cultures as you can

2

Understand the importance of communication

3

Make choices that challenge you

Poll Question #5

Of the three recommended actions for becoming a global leader, which action would you like to begin with?

- a. Getting as much exposure to other cultures as possible
- b. Understanding the importance of communication
- c. Making choices that challenge you



Poll Question #5 Results



CLOSE

Key Points about Global Leadership

Adept at operating in international and multicultural contexts

CHARACTERISTICS

Global mind-set – CONNECTING
Global entrepreneurship – CREATING
Global citizenship - CONTRIBUTING

GLOBAL LEADER SKILLS

Overseas experience
Deep self-awareness
Cultural sensitivity
Humility

Curiosity
Cautious honesty
Global strategic thinking
Patiently impatient

Well-spoken
Good negotiator
Presence

Key Points about Global Leadership

CHALLENGES

- Unconscious bias
- Breaking away from the past
- Maintaining integrity
- Stress
- Different values and approaches
- Awareness of global events
- Inclusive vision
- Cultural sensitivity

Influence means leadership

BEST PRACTICES IN OVERCOMING CHALLENGES

- Build global partnerships
- Be curious
- “Rooted cosmopolitanism”
- Develop:
 - Self-awareness
 - Collaboration skills
 - Global perspective
 - Resilience

Be global to be a true
business partner

The Global Accounting and Finance Leader

- Stay at the forefront of economic and societal changes
- Assist in driving operational efficiency
- Assist in adapting to global and technological trends
- Create, develop, and lead stronger financially disciplined organizations
- Help organization invest in people, processes, and technology to increase value

- Understands global economics
- Communicates proficiently
- Demonstrates professionalism, integrity, ethical conduct, and accountability
- Responsible for own learning and advancement and major business decisions
- Able to perform essential accounting and FP&A practices across borders

Three Actions to Take

- 1** Get as much exposure to other cultures as you can
- 2** Understand the importance of communication
- 3** Make choices that challenge you



Learning Objectives, revisited

After this session, attendees will be able to:

DEFINE

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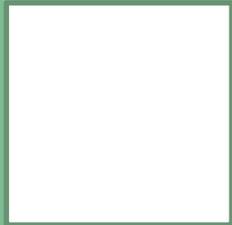
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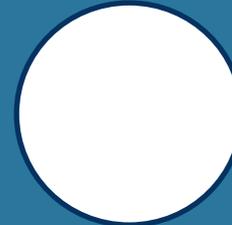
Reflection



Action Plan



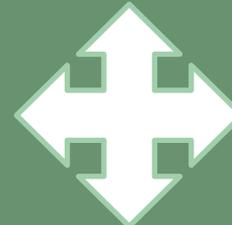
What squared or agreed with what you already knew?



What did you learn that completed a circle of knowledge?



What did you see from a new angle?



What action will you take as a result of the workshop?

Questions & Answers

Use the Q & A Panel to send your questions to our panelists.



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Colonel Richard Brady
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Thank You to Our Featured Presenter!



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Thank You to Our Moderator!



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Final Reminders

- ▶ **Complete the Evaluation poll – 2 Options**
 - On your screen
 - Click the “Evaluation Survey” icon
- ▶ **Access to your CPE Certificate – 2 Options**
 - Click the “CPE” icon at the bottom of your console
or
 - Click the “CPE Credit” link in your post-event email
- ▶ Please print a copy of the CPE certificate for your records.
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For nearly 50 years, the CMA certification has been the global benchmark for accounting and finance professionals. It demonstrates mastery in 12 critical practice areas in business, including technology, analytics, financial planning and analysis, performance, and control. Professionals who earn the CMA can gain greater credibility, career advancement opportunities, and higher earning potential.

Learn more at <http://www.imanet.org/cma-certification>.