



THUNDERBIRD

GLOBAL MINDSET INSTITUTE

The Preeminent Source for the Science and Practice of Global Leadership

Our vision is to be known by scholars and practitioners around the world as the preeminent source of the science and practice of Global Leadership.

Ranked No. 1 in
International Business
by The Wall Street
Journal, the Financial
Times, and the U.S.
News & World Report.

Our focus is to:

1) **DEFINE**, 2) **MEASURE** and 3) **DEVELOP**
Global Mindset and its relationship with
successful global leadership.

1) **DEFINING GLOBAL MINDSET**

Global Mindset is a set of individual characteristics that help global leaders better influence individuals, groups, and organizations that are unlike them. Eight Thunderbird professors have interviewed over 200 global executives and collaborated with other distinguished scholars around the world to define the concept of Global Mindset and develop metrics and scientific instruments to measure an individual's and a group's profile of Global Mindset.

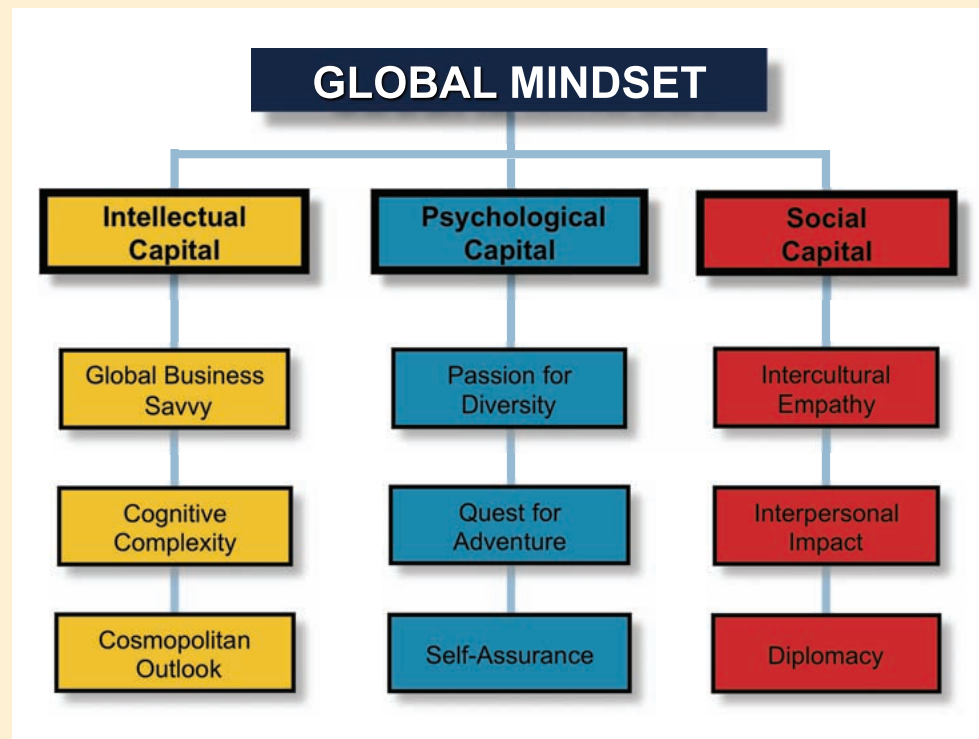


*Global Mindset is a registered trade mark of Thunderbird.

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FOR MORE INFORMATION CONTACT:
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www.globalmindset.com

The Scientific Structure of Global Mindset



**GMI is available in three versions:
corporate, non-business and
student (master and undergraduate).**

2) MEASURING GLOBAL MINDSET

Thunderbird Global Mindset Inventory® (GMI) is an Internet based survey developed through a rigorous scientific process including a series of pilot tests with over 1,000 global managers. It takes an average of eight minutes to complete. It is designed to measure an individual's and a group's profile of Global Mindset in terms of Intellectual Capital, Psychological Capital, and Social Capital. The instrument is available in two formats: Self-assessment and 360°. Over 8,000 individuals in many parts of the world have completed the survey.

3) DEVELOPING GLOBAL MINDSET

Global Mindset can be developed and improved! To enhance development of a Global Mindset, we design and offer a portfolio of executive education programs, coaching solutions, and individualized action plans to managers and organizations. We offer a one-day workshop on Developing Global Mindset. Upon completing the GMI, the participants will attend the one day workshop to:

- Understand their own profile of Global Mindset
- Understand their group's profile of Global Mindset
- Examine the importance of Global Mindset to their organization
- Develop action plans to enhance their own, their direct reports', and their organization's Global Mindset

A SAMPLE OF COMPANIES REPRESENTED IN THE GLOBAL MINDSET SURVEYS

- American Cancer Society
- Banco Santander
- Cisco
- Dow Chemical Company
- EMC
- Fluor Corporation
- Henkel
- Hydro
- Intel China
- Johnson & Johnson
- Legrand
- LG Electronics
- Medtronic
- Oracle
- Petronas
- Raytheon
- SK Academy
- Smith International
- The Standard Bank
- Wal-Mart
- The World Bank



The Institute's major activities

- Continuation of the Thunderbird Global Mindset Research Program to further develop our understanding of the following topics:
 - Metrics and determinants of leadership effectiveness in cross cultural contexts.
 - Theoretical and empirical linkages between Global Mindset and effectiveness in global leadership.
 - Theoretical and empirical linkages between Global Mindset at the individual, group, and organizational levels.
 - Application of Global Mindset and GMI to MBA programs, and non profit and government sectors.
 - Design of solutions to help managers and corporations advance their profile of Global Mindset.
- Large scale studies using the Thunderbird Global Mindset Inventory (GMI) in different corporate and cultural contexts.
- Support for other researchers world wide, with an interest in any of the above topics.
- Dissemination of the findings of our Global Mindset research to academic and practitioner audiences.
- Design of leadership development offerings such as courses, workshops, and programs on Global Mindset and its critical ingredients of Intellectual Capital, Psychological Capital, and Social Capital, as part of Thunderbird Corporate Learning offerings.
- Design of courses, workshops, and modules on Global Mindset to be offered in various Thunderbird degree programs.
- Design of GMI-based learning outcome assessments for use in MBA programs at Thunderbird and other universities.

Thunderbird Global Mindset Institute Team

DIRECTOR



Dr. Mansour Javidan,
Dean of Research and
Garvin Distinguished
Professor

Multiple award-winning executive educator and author whose teaching and research interests span the globe, Dr. Mansour Javidan received his MBA and Ph.D. degrees from the Carlson School at the University of Minnesota. He is Dean of Research and the Garvin Distinguished Professor at Thunderbird.

Mansour is the President and Chairman of the Board of Directors of the world-renowned research project on executive performance and leadership, titled GLOBE (Global Leadership and Organizational Behavior Effectiveness). As the primary editor and writer of the recently published GLOBE book, he is the co-principal investigator of the GLOBE Phase 3 research program. The book was the recent winner of the Society for Industrial and Organizational Psychology's (SIOP) award competition for "The M. Scott Myers Award for Applied Research in The Workplace."

Dr. Javidan has been designated an Expert Advisor (Global Leadership) by the World Bank and a Senior Research Fellow by the U.S. Army. He is also on the Board of Directors of Business for Diplomatic Action. He has designed and taught a variety of executive development courses, offered and facilitated workshops, conducted consulting projects, and made presentations in 22 countries.

Post Doctoral Research Fellow

Rebekah Dibble

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Fulbright Scholar

Dr. Claudia Bitencourt

FACULTY ASSOCIATE



Dr. Mary Teagarden,
Professor of Global
Strategy

Professor of global strategy at Thunderbird School of Global Management, Mary Teagarden, Ph.D., is a world-renowned thought leader and educator in the areas of global strategic management and strategic human resource management. She is recognized and sought after in academic, corporate and government sectors for her teaching, executive training and consulting.

Dr. Teagarden received her Ph.D. in Global Strategic Management from the University of Southern California. She has published more than 70 articles, book chapters, and case studies in the area of strategic management, and her research focuses on global competitiveness and capability building with an emphasis on off-shore manufacturing and service, innovation, high technology transfer, sustainable development, talent management and the aviation, information technology, healthcare services, mining, telecommunications industries. Her current research projects focus on business dynamics in the Asian Pacific Rim, Latin America and emerging market economies, including the People's Republic of China and India.

Dr. Teagarden has lived and worked in 11 Latin American countries, five European countries and eight Asian countries – in addition to the United States and Canada.

Manager, Thunderbird Global Mindset Inventory

Hector Gutierrez

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FACULTY ASSOCIATE



Dr. David Bowen,
The G. Robert &
Katherine Herberger
Chair in Global
Management

Dr. Bowen is The G. Robert & Katherine Herberger Chair in Global Management at Thunderbird School of Global Management.

His most recent research focuses on "Global Mindset" and global leadership. He recently co-authored, "The Role of Global Mindset in Leading Change in International Contexts" in the *Journal of Applied Behavioral Science*, 2009. Presently, he is collaborating on analyzing data on the correlates of global mindset.

He has also done considerable research and consulting on how organizational behavior and human resources issues influence employee and customer satisfaction. His published work includes: the co-authored book, "Winning the Service Game," Harvard Business School Press, published in four languages; several articles in *Sloan Management Review*; and many scholarly service management articles in the top journals in his discipline. In 2008, David received the "Christopher Lovelock Career Contributions to the Services Discipline Award" from the American Marketing Association.

David received his Ph.D. in Business Administration (1983) and his MBA (1977) from Michigan State University. His B.A. (1973) is from Alma College, Alma, Michigan.

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