



ENLIGHTENED LEADERSHIP:

Going Global in 2009 / 2010

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We have just completed the preliminary analysis of our second annual Going Global Readiness Survey. Over 100 global organizations responded to the survey with companies ranging from 500 employees to over 200,000 employees and covering a broad range of industries.

Three-quarters of the organizations are North American multinationals and 14% are based in Europe, Middle East and Africa.

We haven't finished all of the analysis yet, but there are few interesting highlights that I can share with you now:

- **Greatest Challenges:** The greatest challenges that companies are facing when going global are:
 - cultural differences (47% this year versus 53% last year),
 - lack of resources (40% versus 45% last year),
 - technology/systems issues (39% versus 51% last year),
 - time zone differences (35% versus 32% last year),
 - data quality issues (31% versus 26% last year),
 - data privacy (29% versus 42% last year), and
 - international compliance (27% versus 26% last year).

Interestingly, the greatest challenge companies face in going global, they also cite as their greatest success: developing and appreciating global diversity. As with most things, the more you work at something, the better you get at it.

- **Strategic Planning:** Top-performing organizations involve HR from the local business sites in the company's strategic planning efforts: they are 20% more likely than the

average and a third more likely than bottom-performing organizations to involve local HR in strategic planning efforts. Clearly the more you involve the right people in the company's planning efforts:

- the broader your thinking is,
- the more buy-in you get,
- the less change management issues you have, and
- thus more successful execution of your strategy.

🌐 Service Delivery: Top-performing organizations in the Going Global Survey make greater use of key organizational constructs: Centers of Excellence (61%), Shared Services (44%), Offshoring (44%) and Outsourcing (44%). They are 18% more likely to implement Shared Services and outsourcing strategies and 14% more likely to have a Center of Excellence in place. This finding also corroborates many other studies that show that top-performing organizations deploy a multi-sourcing approach, ensuring that the right work is performed in the right place, by the right people, at the right time. Segregating work into transaction-oriented and strategic/ knowledge-based work helps organizations achieve economies of scale and allows the movement of HR into a more strategic business partner role.

Thank you to all of you who took the time to complete the survey for us. To read a preliminary copy of the full report, please [click here](#). To participate in the survey, please [click here](#). Stay tuned for more updates as we continue our analysis. 🌐

About the Author: Karen Beaman is Senior Global Advisor, Chief Executive Officer, and the Founder of Jeitosa Group International. She has 25 years of experience in human resources from building strategies, designing systems, and deploying technology for both global and domestic organizations. She can be reached at karen.beaman@jeitosa.com.