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**The Challenge of Global Mindset Development for
Managers: Towards a New Framework for Empirical
Tool Building**

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ABSTRACT

The forces of market, government, cost and competition are impacting organisations to rethink their managerial 'mindset' orientations. Understanding and reformulating the global economic and managerial rules have become one of the most relevant managerial responsibilities in organisations today. Globalisation requires managers not only to consider strategic and organisational issues, but also to reorient their values, goals and belief systems. The ideology of economic reform associated with globalisation, can only be of learning value if the alignment of the national, organisational and individual mind frames is ensured.

This paper provides a generic framework of the logic of globalisation driving the alignment of the national, organisation and individual level mind frames. A conceptual model explaining the symbiotic macro (national), meso (organisational) and micro (individual) level inter-relationships is presented and supported by the underpinnings of various postulated hypotheses. The theoretical model integrates the key variables of a global managerial mindset and establishes a framework for empirical testing across diverse cultures and contexts.

INTRODUCTION

The expectations associated with economic globalisation have not been fulfilled as diverse perceptions increasingly create controversies in the external environment. These controversies necessitate strong organisational leadership from a multi-level perspective. The understanding of the global business environment and the analysis of various socio-cultural, technological, political and business forces needs to be internalised and articulated in every aspect of an organisation's functioning. The global mindset of managers not only needs to be anchored on these frames but also in the mapping of the strategic implications of their actions and roles.

The globalisation debate and its implications have traditionally focused at the macro and meso levels. Rarely have the implications been extended to the micro – level managerial cognitive dimensions. A growing body of literature in international management emphasises the meso level initiatives in terms of the effective management of the simultaneous and often conflicting pressures to globally integrate the operations of the organisation and respond to local demands (Bartlett & Ghosal, 1989; Gupta and Govindarajan, 1989; Prahalad & Doz, 1987). Successful multinational organisations like McDonalds, Coca-Cola, Unilever and Nike have been able to balance these pressures to their advantage and which enabled them to expand operations across the globe. In addition to balancing these competing demands of global integration and local responsiveness, successful multinational organisations also emphasise micro level management in terms of human resource development (HRD) through increased learning and innovation. Bartlett and Ghosal (1998) emphasise the importance of this HRD *leverage* which enables organisations to respond rapidly to changes in global demands.

The question of how multinational organisations cope with the complexities of globalisation pressures has become an important and challenging issue in the field of international management. A number of scholars argue that sole reliance on structural changes are not sufficient in responding to these complexities and that learning and innovation facilitated by HRD is critical to the success of multinational corporations (Evans, 1993; Pucik, 1992; Bartlett & Ghosal, 1990, 1989). Rhinesmith (1995: 36) argues that, "as companies gain a better understanding of the new, global world in which we are competing, they are learning that people are a new competitive edge". HRD is vast, and in the context of globalisation, the emphasis on skills, capabilities and competencies of managers have been of most importance. It can be argued that, global success and overcoming contextual challenges depends on the sensitivity of its managers, in identifying, observing, interpreting and exploiting the various political, economic, socio-cultural and technological differences between countries and regions. Therefore, the micro – level mindset orientation of managers warrants more scholarly attention. Many recent studies have emphasised cultivation of a global mindset with an increasing onus on HRD, as one of the key elements in creating an intelligent global organisation (Begley and Boyd, 2003; Gupta and Govindarajan 2002; Jeanett 2000; Beechler, Taylor, Boyacigiller, and Levy, 1999; Murtha, Lenway and Bagozzi, 1998; Rhinesmith, 1995, 1993, 1992; Bartlett and Ghosal, 1989).

CONCEPT OF A GLOBAL MINDSET

The concept of a global mindset has developed as a recognised focus of attention in management over the past decade. Global Mindset has been conceptualised in International Management literature as a cognitive structure, a set of observable behaviours, individual competencies, leadership traits and strategic maturity (Gupta and Govindarajan, 2002; Murtha, Lenway and Bagozzi, 1998; Rhinesmith, 1995, 1993, 1992). The concept assumes that human beings and organisations are limited in their ability to absorb and process information. The constant challenge of complexity, ambiguity and dynamism of this information environment is responded to, through a process of cognitive filtration which involves the selection of what is absorbed and how it is interpreted (Gupta and Govindarajan, 2002). An integrated view of the concept can be summarised as '*...the ability and willingness of managers to think, act and transcend boundaries of goals, values and competencies on a global scale*'.

PURPOSE OF THE PAPER

Numerous studies have attempted to provide a framework to identify the logic of globalisation across specific industries. There is however a paucity of theoretical literature in the international management area which provides a generic framework of the logic of globalisation which applies to different cultures and contexts and which can be empirically tested. One of the main aims of this working paper is to provide an integrated model outlining the logic of globalisation with a macro (national level), meso (organisational level) and micro (managerial level) perspective. This paper also outlines a framework for the context of the development of a global mindset against the background of the generic model of the logic of globalisation. The theoretical model of this working paper integrates the key variables of a global managerial mindset and offers empirical testability in diverse contexts.

THE LOGIC OF GLOBALISATION

Globalisation has become one of the most widely debated and controversial topic today. Societies, organisations and individuals are undergoing unprecedented upheavals as global linkages in economic interdependence are responded to, differently, at different levels. The macro-level converging forces of economic globalisation can only be understood by studying the meso and micro-level frames. The symbiotic relationship of the macro-meso-micro interaction is of foremost importance in most industries wanting to expand beyond national boundaries. This provides a rationale for a deeper level understanding of the societal, psychological, cultural, economic and individual level parameters shaping the mindsets of managers (Begley and Boyd, 2003; Gupta and Govindarajan 2002; Jeanett 2000; Beechler, Taylor, Boyacigiller, and Levy, 1999; Murtha, Lenway and Bagozzi, 1998; Rhinesmith, 1995, 1993, 1992; Bartlett and Ghoshal, 1989).

Figure One: Context Driven Logic of Globalisation



Macro Level Pressures of Globalisation

Figure One highlights the context driven logic of globalisation. At the macro level, national governments across the globe are seriously considering strategic reform in terms of embracing globalisation. Indeed, China's joining the World Trade Organisation and the recent expansion of the European Union from 16 to 25 countries are examples of this trend. Government policies are increasingly moving away from 'introvert' policies and are allowing foreign investment in the indigenous economy. Apart from *government* being one of the driving forces towards globalisation at the macro level, industrial organisation theory has identified three other forces impacting global orientation: Market, Cost and Competition (Yip, Johansson &

Roos 1997; Yip 1989). Drawing on seminal work by above researchers, we define the macro level forces impacting globalisation as follows:

- *Market forces* enable the extension of industry's market-scope beyond national boundaries. They are indicated by new customers from global markets, use of global channels and adoption of techniques and processes from global sources.
- *Cost forces* enable the extension of industry's operation-scope beyond national boundaries. They are indicated by global economies of scale, favourable logistics, differences in country costs (including exchange rates), and outsourcing.
- *Government forces* enable the extension of industry's legal and regulatory-scope beyond national boundaries. They are indicated by tariff and non-tariff barriers and regulations encouraging an economic climate that fosters global linkages.
- *Competition forces* enable the extension of industry's competitive-scope beyond national boundaries by creating well-established benchmarks. They are indicated by the matching of structures, processes, systems and strategies employed by competitors.

Organisational Paradigms (Meso Level Pressures): Building Organisational Support for Global Reach

The macro level forces of market, cost, government and competition now put pressure on organisations, i.e., at the meso level to be able to take advantage of the favourable macro environment and shape structures, processes and strategies to develop a competitive advantage. Organisational paradigms shape the way organisations relate to the environment in which they operate. Decisions made by organisations on the possibility of moving into overseas economies are strongly influenced by organisational paradigms (Burpitt and Rondinelli, 1998). Dutton (1993) has defined an organisational paradigm as a "theory of action" whereby organisations with a commitment to entrepreneurship perceive external possibilities (supplemented by the macro level forces enabling globalisation) as opportunities. He further highlights the importance of contextual conditions, institutional conditions and overall competitive orientation at the meso level as the important support builders for organisations to attain global reach. Some of the key organisational factors which have enabled global linkages at the meso level include *organisational strategy* (Bartlett and Ghoshal, 1989; McDugall 1989); *technology intensity* (Cavusgil and Knight, 1997; Kohn, 1988) and *entrepreneurial orientation* (Burpitt and Rondinelli, 1998; Covin and Slevin, 1989).

Organisational Strategy

Organisations tend to change strategies as they globalise in order to maintain a competitive advantage. Seminal work by Prahalad and Doz (1987) suggested that global competition requires organisations to continually balance *global integration* expectations (the attributes and action orientations consistent with centralised production systems that serve a unified world market) and *local responsiveness* expectations (the attributes and action orientations consistent with serving a fragmented world market). Bartlett and Ghoshal (1989) conceptualised this strategising theory and suggested four types of strategies based on the degree to which global integration and local responsiveness expectations are important, namely, *international*, *multidomestic*, *global* and *transnational*. Several studies have examined this relationship between strategy and globalisation (Harveston, 2000; Roth, Schweiger and Morrison, 1991; Gupta, 1989; Namiki, 1988). Organisations are expected to act on global integration and local responsiveness expectations simultaneously in order to choose the ideal strategy taking technological intensity, organisational entrepreneurial orientation and scale economies into account (Bartlett and Ghoshal, 1989; Prahalad and Doz, 1987; Bartlett 1986, Porter, 1986).

Successful strategy implementation requires visionary management to think and act with a common perspective over competition. Prahalad and Doz (1987) contend that organisational capabilities to exploit complex strategic perspectives to its full potential depend on managerial mindsets that 'equilibrated integration and responsiveness expectations rather than predispose decisions in favour of one dimension at the expense of the other' (p. 179-181). In addition, Murtha, Lenway and Bagozzi (1998) argue that 'process theorists have variously specified the direction of relationships between mindsets and business policies that can leverage international strategic change. Mindsets confer insight to design appropriate policies' (98 – 99). Consistent with the macro-meso-micro context of the logic of globalisation, this paper offers its first two hypotheses:

H1: Organisational strategy will be related to the macro level pressures of market, cost, government and competition.

H2 Organisational strategy will be related to the micro-level paradigm of managerial mindset.

Technology Intensity

Another source of organisation specific advantage identified in international management literature arises from the appropriate use of technology (Dunning, 1988; Hymer, 1976). Consistent with the work of Palvia (1997) and Harveston (2000), technology intensity is defined as the extent to which organisations utilise their core technology to gain maximum competitive advantage. The more technology intense an organisation is, the more likely it is to leverage its core technology to gain some form of competitive advantage (Dunning, 1988). Core technology differs from organisation to organisation and industry to industry. Cavusgil and Knight (1997) and Oviatt and McDougall (1995) found that even small organisations can overcome the disadvantage of their small size through their unique product or the distinctive use of a unique, core technology to produce that product. In order for an organisation to gain sustained competitive advantage from its technological advantage in global markets, its core technology should be difficult to imitate. Tacit know-how, unique manufacturing process or service delivery process provide organisations with such strategic competitive advantage. Several studies have looked at the relationship between technology intensity and globalisation (Eriksson, Johanson, Majkard & Sharma, 1997; Almeida & Bloodgood, 1996; Grant, 1996; Walters & Samiee, 1990; Johnston and Czinkota, 1982; Kothari, 1978; Tesar, 1977) and found a significant positive relationship.

Managers in today's competitive world operating in a complex global marketplace need to constantly rethink their strategies, including the appropriate use of their core technologies. Technological isolation can lead to organisations losing out to competing organisations which are constantly on the lookout for making the first pre-emptive strike by taking advantage of their core technological advantage. Managers need to think, act and transcend beyond national boundaries using technology as one of their core organisation paradigms, which further reinforces the importance of a global mindset, which allows managers to think and act globally. Consistent with the macro-meso-micro contextual model of the logic of globalisation, this paper offers its third and fourth hypotheses:

H3: Technology intensity will be related to the macro level pressures of market, cost, government and competition.

H4: Technology intensity will be related to the micro-level paradigms of managerial mindset.

Entrepreneurial Orientation

Entrepreneurial orientation has been the subject of much attention amongst researchers (Covin & Slevin, 1989, 1988; Miller and Friesen, 1983) and has been linked to organisational growth (Covin & Slevin, 1991). Numerous studies offer different definitions of the term entrepreneurial orientation, however, in summary, they contend that entrepreneurial orientation is defined as an economically oriented mono-dimensional paradigm, encompassing the extent to which organisations engage in risk-taking, innovation and proactiveness in international expansion (Harveston, 2000). Entrepreneurial orientation has however another dimension, that of learning, especially with the growing importance of managing knowledge in contemporary times. Knowledge as an asset and knowledge management as a process has been of utmost importance to organisations across the world. Chatterjee (2003) argues that "the process of knowledge integration is being increasingly considered a phenomenon bounded by the cross-verging demands of global and local parameters" (44). A similar view was shared by Dutton (1993) and later by Burpitt and Rondinelli (2001) who looked at how the organisational paradigm of a two-dimensional entrepreneurial orientation (*economic* and *learning*) influenced organisational decision making and ultimately, the overall competitive orientation of the firm. A recent study on work goals of managers across eight divergent Asian contexts revealed the importance managers and organisations are placing on learning (Chatterjee and Pearson, 2002). This competitive or entrepreneurial orientation is seen by management as one of the driving forces towards successful global expansion and management across multinational organisations are moving towards a shared-emphasis of economic as well as learning goals.

Entrepreneurial orientation at the meso or organisational level is related to micro level managerial orientation, in terms of mindset intensity of managers (Burpitt & Rondinelli, 2001). Senior level management with a high global mindset intensity would be instrumental in shaping the overall entrepreneurial orientation of the organisation. Building on the above discussion and adhering to the macro-meso-micro logic of globalisation, the paper postulates the next two hypotheses:

H5: Entrepreneurial orientation will be related to the macro level globalisation pressures of market, cost, government and competition.

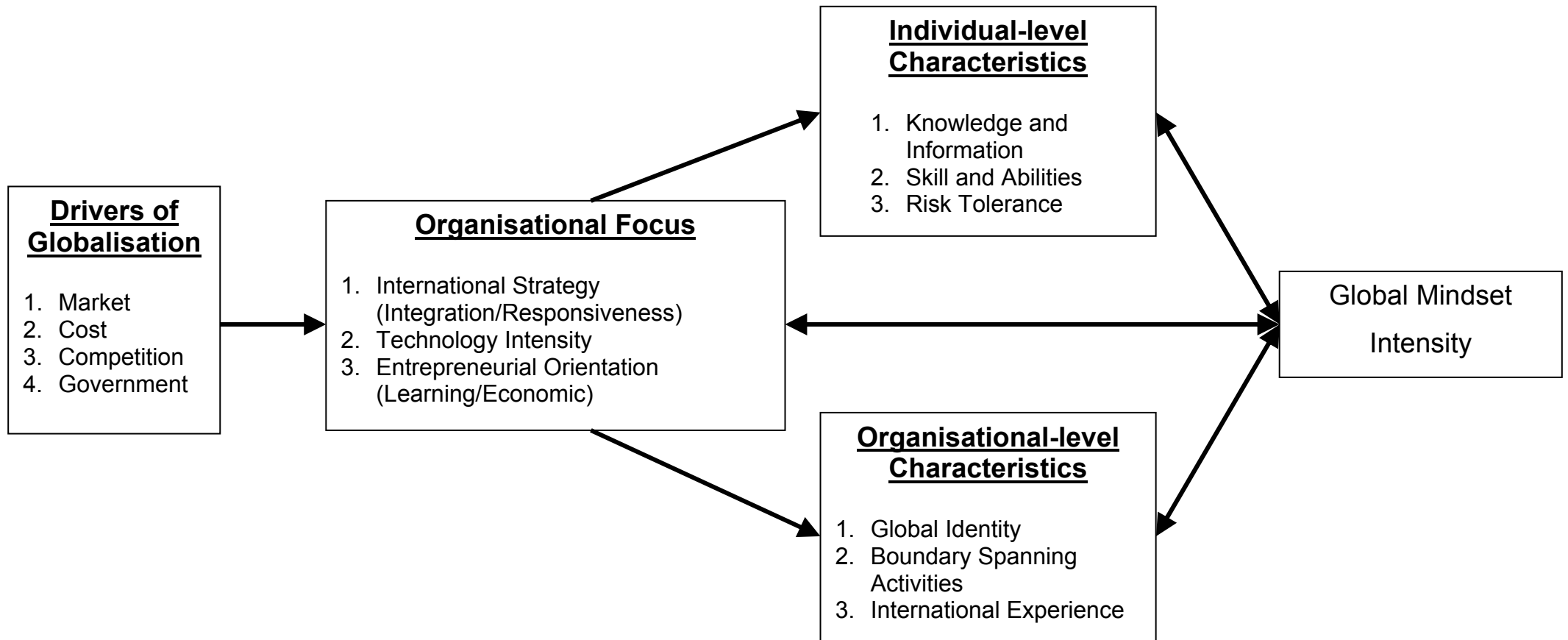
H6: Entrepreneurial orientation will be related to the micro level managerial mindset intensity.

Micro Level Pressures – Managerial Enablers

The meso level contextual pressures of organisational strategy, technology intensity and entrepreneurial orientation operate simultaneously and put the onus onto managers to develop values, skills, competencies and a culture favourable to compete in the global environment. Recent studies have emphasised micro-level global reform and the cultivation of a global mindset to create an intelligent global organisation (Gupta and Govindarajan, 2002; Jeanett, 2000; Rhinesmith, 1995). A critical success factor for any organisation is the level of global mindset orientation amongst its managers (Harveston, 2001; Murtha, Lenway and Bagozzi, 1998). This provides a rationale for a deeper level understanding of the societal, psychological, cultural, economic and individual level parameters shaping the mindsets of managers (Begley and Boyd, 2003; Gupta and Govindarajan 2002; Jeanett, 2000; Beechler, Taylor, Boyacigiller, and Levy, 1999; Murtha, Lenway and Bagozzi, 1998; Rhinesmith, 1995, 1993, 1992; Bartlett and Ghoshal, 1989).

A number of studies have linked managerial global mindset orientation with certain individual and organisational characteristics (See Figure 2). Individual-level characteristics are traits and competencies which, to a certain extent are inherently developed by the managers and contribute towards the cultivation of a global mindset. They include *knowledge and information* about different cultures and contexts (Kedia and Mukherji, 1999; Rhinesmith, 1995; 1993; 1992), *social, cultural and professional skills and abilities* to work in multicultural environments (Kedia and Mukherji, 1999; Rhinesmith, 1995; 1993; 1992; Ali and Horne 1986); and *levels of risk tolerance* which is defined as the extent to which managers are willing to make risky decisions about international activities (Roth, 1992; Covin and Slevin, 1989). Organisational-level characteristics on the other hand are competencies and skills that are instilled in managers with the help of actions and plans developed by organisations to help managers develop a global mindset. They are represented by a *global identity*, *boundary spanning activities* and a *level of international experience*. *Global identity* gives managers a psychological advantage of working in a global organisation (Beechler, Taylor, Boyacigiller and Levy, 1999). *Boundary spanning activities* can be classified as internal (global responsibility designations, global team participation, ad hoc project groups, networks, and shared tasks or jobs across national boundaries) and external (international strategic alliances, joint ventures, international mergers, and international supplier agreements and joint marketing plans) (Beechler, Taylor, Boyacigiller and Levy, 1999; Bartlett and Ghoshal, 1998, 1989; Adler and Bartholomew, 1992). *Level of international experience* is defined as the amount of experience that a manager has accumulated in an international context which includes foreign assignments, education and vacations (Harveston, 2000; Tung and Miller, 1990; Christensen, da Rocha and Gertner, 1987). Each of the managerial-level enablers and their relationships with the meso and micro-level enablers are considered in detail to derive further relevant hypotheses.

Figure Two: Conceptual Global Mindset Model



Knowledge and Information

According to Chatterjee (2003), “knowledge as an asset has emerged as a paradigm of utmost importance at all levels and in all types of organisations across the world” (44). The growing importance of knowledge and its management as a strategic tool has been appreciated by multinational organisations across the globe. At the individual level, knowledge includes a number of factors that make a global manager’s work more efficient and effective and has been identified as having three dimensions (Kedia and Mukherji, 1999); the appreciation of the existence of socio-political differences, cultural differences and the mastery over technology.

Knowledge of socio-political differences across countries and regions is vital in order to liaise with managers from different contexts. Fatehi (1996) postulates that “multinational companies are particularly vulnerable to multiple political, cultural and economic systems within which they operate” (237). Managers must have adequate knowledge of country economics, including the dynamics of the various economies in which the organisation operates or is planning to operate. Knowledge of political frameworks of the various host governments including government policies and knowledge of societal priorities of the various host economies in which the organisation operates or is planning to operate are also crucial to the dealings with managers of the host organisations and the ultimate viability and sustainability of the multinational organisation. Another facet of knowledge, as identified by Kedia and Mukherji (1999), which is crucial to the smooth operation across borders is organisational and societal culture and cross-cultural issues that impact management. A thorough understanding of the host country organisational culture is of paramount importance (Bartlett and Ghosal, 1990; Hofstede, 1990). Managerial values are to a certain extent also shaped by superficial norms, values, mores and belief systems (Rhinesmith, 1993). Hence a thorough understanding of the cultural protocols underpinning the various divergent national contexts of the environment in which the host organisation operates is important for managers. Lastly, it has become imperative for managers across the globe to acquaint themselves with the information systems networks facilitated by the information and technological revolution. Knowledge of information systems for data storage and retrieval, communication channels and networks and primacy of technology in the functioning of the organisation are important avenues that managers operating in borderless economies must possess.

Knowledge and information at the micro-level has been identified as being related to the mindset intensity of managers (Kedia and Mukherji, 1999; Rhinesmith, 1993). Possession of a deeper level of knowledge and information at the managerial level provide the organisation an impetus to strive towards a global perspective and a global outlook. The above discussion leads to the following two hypotheses:

H7: Level of knowledge and information will be related to the meso-level organisational paradigms.

H8: Level of knowledge and information will be related to the micro level managerial mindset intensity.

Skills and Abilities

Skills are the ability to put knowledge into practice. Along with the possession of knowledge and information, managers need skills and abilities to use the acquired knowledge and abilities effectively and efficiently. Adler (1983) has identified various skills and abilities needed to work successfully in cross-cultural environments. The seminal study identified four distinct categories, namely:

- *professional and managerial skills* which include skills managers need to possess while working in both a domestic and multinational environment;
- *personal and social skills* which allow managers the ability to manage their relationships with people from different contexts successfully;
- *cross-cultural and international skills* that are particularly important for managers working in geographically dispersed multicultural environments; and
- *spouse and family qualities* which the spouse and/or family needs to adapt successfully in order to coexist in a culturally different environment.

A number of studies have linked skills and abilities of managers with international business success (Ali and Swiercz, 1991; Ali and Horne, 1986). Kedia and Mukherji (1991) have developed a theoretical model linking skills and attributes of managers with their global mindset orientation. The model argues that dynamic and competitive environments require

micro-level reform in terms of diversified managerial skills and abilities, which gives managers the necessary competencies to function effectively in the international environment. Given that managers exposed to the multinational environment are able to nurture skills and abilities, this paper postulated the next two hypotheses:

H9: Skills and abilities of managers will be related to the meso-level organisation reforms.

H10 Skills and abilities of managers will be related to their global mindset orientations.

Risk Tolerance

Higher risk potentially entails higher returns. In the competitive dynamic multinational environment, it has become imperative for managers that decisions must be taken in the shortest possible time frame. Such decisions entail a level of risk (business risk, political risk, economic risk, exchange risk, interest rate risk etc.) which managers have to take into account while making those decisions. Several studies have explored the relationship of risk tolerance and globalisation (Ali and Swiercz, 1991; Kedia and Chhokar, 1986) and found that multinational companies operating across national borders perceive risk taking as an opportunity. Other such as Roth (1992) and Gupta and Govindarajan (1984) found a relationship between international strategies employed by organisations and the inherent level of risk involved in those strategies. Harveston (2000) has noted that the manager's concern or perception of foreign risk is the central inhibiting factor affecting the internationalisation process and managers who perceived higher levels of risk were less likely to lead the organisation than international managers who perceived lower levels of risk (Sullivan and Bauerschmidt, 1990).

Diversifying into international markets is more often a strategic decision by organisations depending amongst other factors, on the availability of resources and the managerial perception of risk. This cognitive involvement in terms of managerial perception relates to their global mindset intensity, i.e., their ability and willingness to perceive global expansion as opportunities rather than threats. Building on existing theory in the international management area, this paper offers the following two hypotheses:

H11: Managerial risk tolerance level will be related to the organisational-level enablers.

H12: Managerial risk tolerance level will be related to the global mindset intensity.

Global Identity

Global identity has been defined as a psychological advantage with managers working in multinational organisations. A global identity "...encourages managers to think about the firm as a whole and to ignore cultural and other boundaries as appropriate..." (Beechler, Taylor, Boyacigiller and Levy, 1999: 13). Managers involved in cross border dealings would have a better idea of the structures, processes, systems and policies involved in international activities than a manager working in a small local organisation. For example, a manager with McDonalds or Nike will have a psychological advantage over a manager with a nationalised bank branch in interior India as the manager with McDonalds or Nike has a deeper understanding of the dynamics of the globalisation process and would be privy to cross-border negotiations, mergers, acquisitions and other dealings.

A number of theories have linked global identity with global mindset intensity (Beechler, Taylor, Boyacigiller and Levy, 1999; Cox, 1994; Ziller, 1973). Beechler et al. (1999) summarises this as "...the cognitive complexity and learning orientation of global mindset make it possible for managers to grasp the difficult, diverse, high intangled dispersed operations of the firm, and to understand the highly differentiated cultural, political, economic and market conditions in which both affiliates and individuals of the firm operate" (14). Building on the theoretical work in this area and consistent with the macro-meso-micro model of globalisation, the paper offers the following two hypotheses:

H13: The paradigm of global identity will be related to the meso level organisational enablers.

H14: The paradigm of global identity will be related to the micro level frame of global mindset intensity.

Boundary Spanning Activities

Boundary spanning activities have been defined as interactions exposing individuals and organisations to information and social environments affecting managerial views and strategic

behaviour of organisations (Beechler et al, 1999). Numerous studies have reported the relationship between boundary spanning activities and global mindset, in that they are seen as structured opportunities to foster global mindset development; they include international strategic alliances, joint ventures, international mergers and acquisitions, international supplier agreements, global responsibility designations, global team participation, ad hoc project groups, networks, shared tasks or jobs across national boundaries (Bartlett and Ghoshal, 1998, 1989; Adler and Bartholomew, 1992; Pucik, 1992). Two empirical studies by Calori, Johnson and Sarnin (1994) and Kobrin (1994) provide evidence that boundary spanning activities help shape the cognitive structures and processes of individuals by providing access to diverse sources of cultural, economic and socio-political information, i.e., the global mindset orientations of managers. Murtha et al. (1998) and Kanter (1991) also provide empirical evidence on the linkage between boundary spanning activities and their shaping global mindset orientations. Based on the above, the paper offers the next two hypotheses:

H 15: Boundary spanning activities will be related to the meso level organisational enablers.

H 16: Boundary spanning activities will be related to the global mindset intensity.

International Experience

A number of studies have reported the relationship between managerial international experience and internationalisation (Tung and Miller, 1990; Cavusgil, 1982; Bilkey, 1978). Managers are likely to develop a deeper level understanding of the context in which their organisation operates when they have first hand experience of living, working and liaising with their contacts overseas. It is expected that managers with international degrees would have superior knowledge of the foreign market conditions than managers with a local education. Empirical studies have used time spent overseas in terms of working abroad, international travel, international education and international vacations and holidays as a proxy for the level of international experience and found significant relationships (Harveston, 2000; Harveston, Kedia and Davis, 1999; Dichtl, Koeglmayr and Mueller, 1990).

The level of international experience would also influence the level of global mindset intensity. Senior managers with greater exposure to international activities and a higher level of international experience will be more adept at thinking and acting globally, and hence have a global mindset orientation attuned to the higher level of international experience. Based on the above discussion the paper offers the last two hypotheses:

H 17: The level of international experience with managers will be related to the organisational enablers.

H 18: The level of international experience with managers will be related to their global mindset intensity.

CONCLUSION

How to cope as a nation or organisation in the era of globalisation has received a great deal of attention in the management literature. Far less attention has been paid to the key to an organisation's response approach in terms of the quality of mindset frames of managers. This paper sheds light on the conceptual and practical frames that managers employ in converting their organisational structures, processes and cultures to the capabilities of global contribution and creating a competitive advantage. The complexities of mutual learning in terms of the balancing the imperatives of globality and locality demands mental configurations beyond the structures barriers of conventional organisations.

The purpose of this working paper has been to argue that, in order to provide depth to an organisation's global interface, managerial mindset needs to be given a new emphasis. In our analysis, we have attempted to focus on factors of mindset development that enrich our understanding. We consider this topic to be especially timely given the dramatic shifts in the managerial role in organisations across the world in general and the Asian region in particular. The contribution of managers to an organisation and the host society needs to be judged in terms of the quality of mindset orientation in the long run.

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