

# APERIAN GLOBAL BACKGROUNDER

Aperian Global provides organizations with scalable, blended solutions that enable employees to work effectively across boundaries. We help clients to accelerate the development of future global leaders, and to increase productivity and eliminate disruptions linked with dispersed teams, employee relocation abroad, and mergers and acquisitions. Our consulting, training, and online learning tools build both knowledge and skills that enable employees at all levels to work in an inclusive way, engaging colleagues from any background and bringing out their best ideas.

## AT A GLANCE

**Headquarters:** San Francisco Bay Area (Oakland, California)

**Additional Offices:** Boston, Massachusetts, USA; Kolding, Denmark; Paris, France; Shanghai, China; Singapore; Bangalore, India

**Employees:** 80 Full Time Employees, 170+ Consultants

**Founded:** 1990

**Clients:** Ford, Amazon.com, LEGO, Hess, Saudi Aramco, Fidelity, Danske Bank, Deloitte, Credit Suisse, Goldman Sachs, Coca Cola, Heineken, Bayer, UnitedHealth Group, Novartis, Novo Nordisk, Takeda Pharmaceuticals, GlaxoSmithKline, Philips Healthcare, John Deere, Michelin, Kohler, Intel, Facebook, Google, Microsoft, Apple, Oracle, and Dell, among others

**Continents:** Clients/partners spanning The Americas, Europe, Asia, Africa, Middle East.

**GlobeSmart®:** leading online cultural intelligence tool accessed by 1 million+ users worldwide

Aperian Global has partnered with one-third of the Global Fortune 100 offering global talent development solutions to clients in more than 60 countries, delivering over 1,800 training workshops in 15 languages, along with blended solutions combining online learning and innovative technology.

Aperian Global's **GlobeSmart®** offers in-depth and up-to-the minute information, advice, and insight on how to effectively conduct business worldwide, from the perspective of both local experts and deeply experienced outsiders. It allows users to compare and continually assess their work styles with that of local colleagues, to build successful relationships.

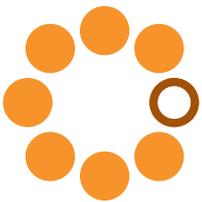
## EXPERTISE

Aperian Global's thought leadership is focused on the following practice areas:



### Leadership Development

Their approach to global leadership is informed by our industry-leading research and thousands of hours of comprehensive and practical consulting and delivery. We anchor leadership programs in our research-based SCOPE framework that identifies key behaviors needed for complex, cross-boundary leadership roles.



### Inclusion & Diversity

Their Inclusion & Diversity practice partners with clients to ensure a global, yet locally relevant approach to diversity that leads to a work culture of inclusion and innovation.



### Global Minset

Beyond cultural protocol, their solutions provide concrete cultural intelligence and actionable strategies that prevent misunderstandings and accelerate the communication process for tangible results when working globally.



### Team Effectiveness

They partner with clients to meet the challenge of assessing teams that are dispersed across borders, including strategic engagements and learning opportunities to fine-tune individual and group performance.



### Global Mobility

They provide full life cycle support for international assignees and frequent travelers before and during their assignment, and after they've returned home.

## PRODUCTS, LEARNING SOLUTIONS, AND RESOURCES

### Facilitated Training Programs

Aperian Global offers in-person or virtual small- and large-group discussions that can be integrated with online learning tools.

### Scalable Learning

Aperian Global's 30-Day Learning Journeys are designed for roll-out to large audiences to develop knowledge and skills, and lead to real behavior change.

### Customized Programs

Customized consulting and coaching is available to complement any of Aperian Global's learning solutions, which include facilitated programs, online learning tools, assessments, and surveys.

### Independent Learning

Aperian Global also offers innovative online learning tools to complement its facilitated programs and provide on-demand training to widely dispersed teams that is both time- and cost-efficient. These include:

- **GLOBESMART®**

Aperian Global's flagship online cultural intelligence tool provides instant access to information, experts, training, and assessment tools critical to conducting business around the world. Developed through extensive research and in-depth interviews with professionals from more than 95 nations, GlobeSmart offers business- and culturally relevant content on over 50 topics.

- **SELF-GUIDED COURSES**

Online tools that guide users through steps to develop critical skills for working across cultures; they can include webcasts, video, interactive modules, assessments, live learning events, and more.

### Cultural Competence Assessment Tools & Surveys

Aperian Global offers assessments and surveys specifically designed for organizations seeking to improve their cultural intelligence and inclusive behaviors

- **GLOBESMART PROFILE™**

The GlobeSmart Profile allows users to assess and compare their work styles to those of their host country; it both identifies potential challenges and provides advice and strategies to overcome them. Users can re-take the profile post-assignment to see if their work style was affected by that of their host country. The GlobeSmart Profile has been leveraged by over 1 million people and is available in 13 languages.

-  **GLOBESMART  
TEAMING ASSESSMENT™**

A fast and powerful way for teams to gauge effectiveness and gather feedback to improve their performance. The GTA identifies top strengths, weaknesses, and priorities in areas critical to teams operating across distance and culture.



■ **INCLUSIVE BEHAVIORS  
INVENTORY**

Equip all employees to discover their own personal inclusivity strengths and blind spots, and to cultivate skills for acting in a more inclusive way.



■ **GLOBESMART  
LEADERSHIP ASSESSMENT™**

A 360-, multi-rater assessment that identifies strengths and gaps in global leadership behaviors and is an excellent resource for executive coaching and custom development.



■ **GLOBAL  
COMPETENCIES INVENTORY**

Developed by the Kozai Group, the Global Competencies Inventory (GCI) measures intercultural competencies associated with effective leadership in global and cross-cultural contexts.



■ **INTERCULTURAL  
EFFECTIVENESS SCALE**

Developed by the Kozai Group, the Intercultural Effectiveness Scale (IES) evaluates competencies critical for effective interaction with people from different cultures and demographic backgrounds.

## Resources

Aperian Global experts have authored and/or contributed to a wide range of books such as *Leading Across New Borders* (Wiley, 2015), articles, and social media (infographics, etc.), as well as to the Aperian Global blog. The firm also hosts webinars, speaking engagements, and virtual country briefings, all designed to enhance and extend cross-cultural learning and serve as reference tools and resources.

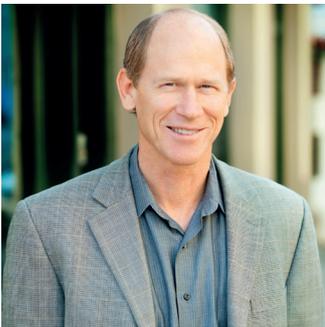
## FOUNDERS



**Ted Dale**

*Co-Founder and  
Chief Creative Officer*

An expert in web-based tools, Ted oversees the development of Aperian Global's online learning tools such as GlobeSmart, and has also been instrumental in the creation of Aperian Global's online assessment tools as well as Learning Paths. He received his bachelor of arts from the University of Colorado and his master of arts from the Monterey Institute of International Studies in California, where he formerly taught as an adjunct professor. He was born and raised in Japan.



**Ernest Gundling**

*Ph.D. - Co-Founder  
and Managing Partner*

Dr. Gundling counsels clients in developing strategic global approaches to leadership, organization development, and relationships with key business partners, leveraging his expertise in thought leadership and global insights. He coaches executives with global responsibilities and works with multicultural management teams. Having lived and traveled extensively in Asia and Europe, including six years in Japan and a year in Germany, Gundling is a lecturer at the Haas School of Business at the University of California, Berkeley. He holds a Ph.D. and a master of arts from the University of Chicago, and a bachelor of arts from Stanford University. He is co-author of *Leading Across New Borders*; *Global Diversity*, and *What is Global Leadership?* and author of *Working GlobeSmart*.

**LEADING ACROSS NEW BORDERS: HOW TO SUCCEED AS THE CENTER SHIFTS**

by Ernest Gundling, Ph.D. (Managing Partner and Cofounder, Aperian Global), with Christie Caldwell and Karen Cvitkovich



*What makes this book stand out from others on leadership is that it is so thoroughly global in its approach. It challenges leaders and their organizations to embrace the big shift that is taking place in the world's center of economic gravity, from advanced to emerging economies.*

–Pankaj Ghemawat, author of *Redefining Global Strategy and World 3.0*

As business today operates in an increasingly global context, tomorrow's leaders must learn to see through the eyes of others – and truly understand their customers and colleagues across borders. The world's economic center is rapidly shifting towards markets that have “emerged” like China, India and Brazil, and professionals and organizations now need new skills in order to survive and to grow.

In **LEADING ACROSS NEW BORDERS** (Wiley, Sept. 28, 2015), **Ernest Gundling**, Ph.D., global leadership expert and managing partner at Aperian Global, empowers leaders with the skills they need to conquer the challenges of today's more complex multinational business environment including managing inclusively; integrating acquisitions; innovating across borders, and running a matrix team.

In order to adapt to our more globalized business environment, today's leader must:

- Operate insightfully at the personal level in order to better lead others across borders;
- Shape, motivate, and drive a global team to exceptional performance;
- Navigate differences in culture, language and economics, and
- Exercise vision, influence, and expertise to lead an organization that thinks/acts globally.

New imperatives like these will help any leader better understand and navigate cultural, market and management differences. And to show how vitally these differences can impact businesses, brands and the ways we manage, the book cites a wide range of cases, including:

- **Apple's iPad misfire in India** – how a global tech leader missed the mark for iPad's rollout in India by pricing at a premium over other market entries. With limited distribution and sales support, iPad arrived in India nine months after its U.S. launch, and two months after Samsung introduced its competitive tablet.
- **Daimler-Benz AG's failed acquisition of Chrysler** – how a \$39 billion investment and five years of integration efforts crumbled, due largely to the companies' insufficient advance knowledge of one another's contrasting national and organizational cultures, ultimately making their integration impossible.
- **Unilever and Ethical Standards** – how Unilever partnered with the Rainforest Alliance to certify African farms growing its famous tea brands (including Lipton) based on environmental and social criteria. While it didn't boost share in all markets, its CSR value was priceless.

Learning from multinational examples like these, leaders will better navigate emerging organizational structures such as the matrix team, and succeed by more effectively serving diverse stakeholders across geopolitical and cultural borders.

*Leading Across New Borders* reveals a new leadership paradigm for a globalized world and workforce, showing managers how to adapt amid diverse cultures and economies without boundaries. With this dynamic model, we can achieve critical business and organizational goals - from market share, to innovation, to basic human and environmental needs - as the world's economic center continues to shift.

## ABOUT THE AUTHORS

**Ernest Gundling**, PhD is Managing Partner at Aperian Global, a consulting firm he co-founded in 1990, that now offers global talent development solutions to 15,000 people a year in more than 15 languages and 60 countries. Based in the San Francisco Bay Area (Oakland), Dr. Gundling acts as a Senior Asia specialist, assisting clients in developing strategic global approaches to leadership, organization development, and relationships with key business partners. He coaches executives with global responsibilities and works with multicultural management teams to help formulate effective business plans. Dr. Gundling holds a Ph.D. and a Master of Arts from the University of Chicago, and a Bachelor of Arts from Stanford University.

**Christie Caldwell** (coauthor) is a Senior Consultant with Aperian Global and has previously acted as Director of Consulting for the firm's Asia-Pacific region. Christie provides thought leadership and an innovative approach to support each clients' individual global talent development needs. Based in Bangalore, she conducts research and writes regularly on topics related to globalization and leadership development for high potentials in fast-growth markets. Christie earned a Master's Degree from Harvard University and completed a Master's Program at Johns Hopkins School of Advanced International Studies.

**Karen Cvitkovich** (coauthor) is a Senior Consultant with Aperian Global, and has worked as an intercultural consultant, facilitator, and coach for nearly two decades. She has counseled clients in the areas of global leadership, teams, negotiations, diversity and inclusion, change management and post-acquisition integration. She holds a M.S. from Lesley University and a Bachelors of Business Administration from the University of Massachusetts. In addition, she is certified in CTI Coach Training, Neuro Leadership and in various psychometrics. Currently based in Boston, Karen also co-authored *What is Global Leadership?*.

## ABOUT APERIAN GLOBAL

Founded in 1990, Aperian Global provides consulting, training, and online learning tools for global talent development, partnering with clients in more than 62 countries in the past year alone (with some 170+ Consultants and 4,000+ Country Specialists delivered over 1,800 training workshops in 15 languages). Aperian Global's GlobeSmart<sup>SM</sup>, one of the industry-leading online cultural intelligence tools, focuses on how to conduct business effectively around the world and supports over one million users with more than 160 organizations and universities worldwide. Aperian Global offers global talent development solutions, including consulting, design and delivery, to one third of the Global Fortune 100. The firm has pioneered the development of blended solutions that use online learning to enhance instruction, while integrating global reach, thought leadership, and innovative technology to address the needs of clients worldwide.

Visit <http://www.aperianglobal.com>.

## ABOUT THE BOOK

### **LEADING ACROSS NEW BORDERS: *How to Succeed as the Center Shifts***

Authors: Ernest Gundling, with Christie Caldwell and Karen Cvitkovich

Publisher: Wiley

Publication Date: September 28, 2015

Price: \$30.00 Hardcover; 224 pages

ISBN-13: 978-1119064022

Website URL: <http://www.aperianglobal.com/leading-across-new-borders>

## ADVANCE PRAISE FOR LEADING ACROSS NEW BORDERS

*"Understanding context and building self-awareness are two of the cornerstones of successful leadership in our inter-connected world, where executives increasingly have to work outside their home cultures. Leading Across New Borders provides compelling anecdotes, frameworks and practical tools for better understanding context and building self-awareness for the global leaders of tomorrow."*

— **Rajiv Ball**, Partner, **THNK School of Creative Leadership**

*"Leapfrogging technology, innovation, and boundary blurring is dramatically changing leadership. Workers must collaborate and compete across continents to be relevant. Leading Across New Borders positions you to succeed in a world where the former infrastructure requirements dissolve and in their place is a mandate to leverage multiple centers of influence from deep inside individuals with varied experiences."*

— **Erin S. Gore**, Executive VP, **Wells Fargo**

*"This reading gave me a renewed appreciation for the impact of global shifting forces between fast and slow growing economies on leadership values. It is a great reminder of how nuanced global leaders must be to succeed, leveraging cross cultural astuteness and critical thinking at the same time."*

— **Caroline Visconti**, VP-Talent Development, **L'Oréal**

*"For useful, practical insights, you will find that this powerful guide to be a thorough analysis of world commerce and culture, as its seasoned authors and consultants provide a fresh view on leadership in times of global transition. They bring an incisive focus to the specific tasks that capable leaders must master to thrive among the rapidly emerging economies and lead their organizations to cross-border success."*

— **Janet Bennet**, Executive Director, **Intercultural Communication Institute**;  
Author, *Intercultural Competence: Vital Perspectives for Diversity and Inclusion*

*"This book presents a fascinating and invaluable integration of rapidly changing global business trends and the evolving leadership competencies needed to make sense of them. Leading Across New Borders provides a culturally competent look at new world effectiveness."*

— **Ray Leki**, Adjunct Professor, **American University, School of Int'l Service**;  
fmr Acting Country Director, **U.S. Peace Corps** (Pakistan);  
Author, *Travel Wise: How to Be Safe, Savvy and Secure Abroad*

*"This book articulates what the shifting global economy means for each of us and how we can respond, whether you're part of the private sector or non-profit. I would encourage this to be required reading for those operating in any global environment."*

— **Susan Ridge**, VP, Mktg & Communications, **Save the Children USA**