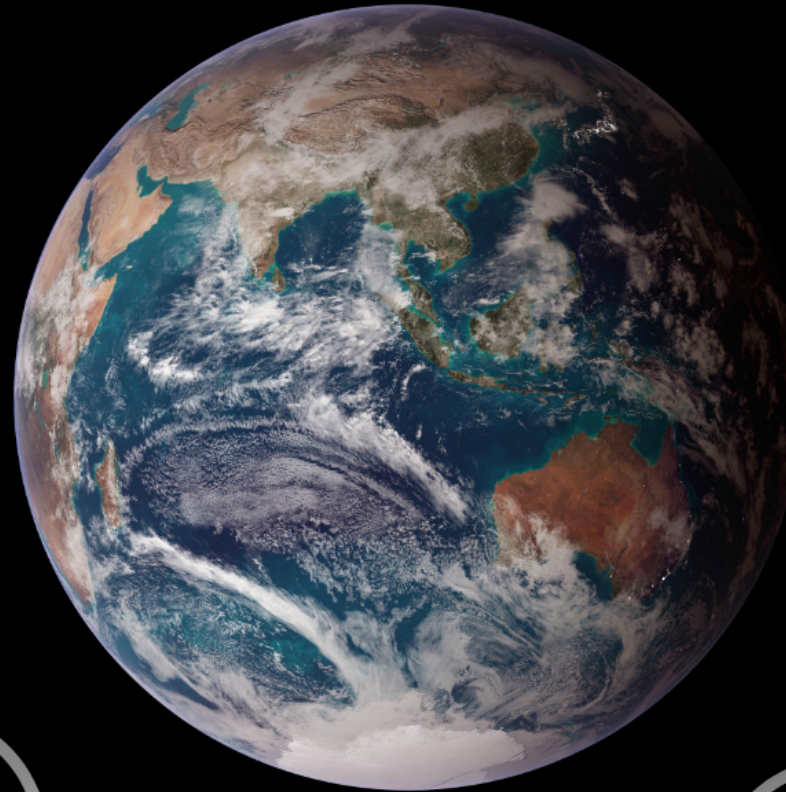


Novartis: Leading a Global Enterprise

Thecasesolutions.com



The Virtual Office
In a virtual office, work is done through virtual teams. Individuals operate alone, then collaborate from afar. Communication is via email and conference calls (Wagner, 2008).
Thecasesolutions.com

Change Today in Local Communities
Change today in local communities: creating alliances and influencing diverse groups to work toward common goals (Wagner, 2008).

Competitive Advantages in the New World of Work
Individuals have the ability to work with ease, around the world with others of different cultures (Wagner, 2008).
Thecasesolutions.com

Leading by Influence
To lead by influence rather than authority, one must be able to understand other cultures and religions in order to communicate with them (Wagner, 2008).

Global Awareness
Critical thinking and problem solving are necessary to address global issues. In the new world of work, employees learn from and work collaboratively with those from diverse cultures, religions, and lifestyles. They possess a mutual respect and hold open dialogue (Wagner, 2008).
Thecasesolutions.com

Leading by Influence
Students of today often lack leadership skills and the ability to influence. They have only experience to top-down authority in a rigidly defined organization. They must learn that organizations are fluid and things out of their direct control can be influenced through reasoning and persuasion (Wagner, 2008).
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By: Bobby Howard and Ann Ingram

This is the classroom of the past.



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Therefore, it is essential
for us to learn how to
work in teams that cross
cultural and geographic
boundaries.

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**Characteristics of collaboration
include:**



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Leading by Influence

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