GLOBAL LEADERSHIP:

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Global Leadership

Introduction

“Global leadership involves applying insights into how leadership values and practice vary across cultures and how cultures impact their effectiveness, to meet practical challenges they may face in a global arena” (Yukl & Gardner, 2020, p.380), that is, working effectively across cultural and geographic boundaries.

What is globalization?

The **interconnectedness** of:

- People
- Businesses

The **Integration** of:

- Cultural globalization
- Political globalization
- Economical globalization

Importance of Globalization

The role of social media and High-tech industries:

- Increased flow of information.
- Increased number of goods and services can be exchanged.
- Increased demands.
- The potential for huge profits globally.
- .Free transfer of capital

Guidelines for Global Leadership

Essential Qualities

1). “Understanding your global employees:

- National Culture,
- Employee Work Preferences, are

Factors that engage and motivate employees”(Yukl & Gardner, 2020, p. 381).

Guidelines For Global Leadership

Essential Qualities Cont'd

2). Understanding Complexity in your Organization

- Values
- Norms
- National Cultures
- Political and Economic Systems
- Languages
- History

Guidelines for Global Leadership

Essential Qualities Cont'd

3). Understand Yourself

- Your personal characteristics
- Personal and Practical experience
- Self-awareness
- All increase global leadership effectiveness

Guidelines for Global Leadership

Essential Qualities Cont'd

Key Requisites to Personality Traits and Characteristics

- Cultural agility
- Global Mindset

Increases a Leader's:

- Perspective
- Flexibility
- Comprehension
- Adaptability

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"**Dynamic Cross-Cultural Competencies**

- Cultural Flexibility
- Tolerance for ambiguity
- Reduced ethnocentrism
- All positively correlated to increased effective global leadership" (Yukl & Gardner, 2020, p.381).

Global Economy In the 21st Century

Economic and Electronic Revolution

"Every economic revolution begins with the invention of a new power source that replaces human labor and increase's productivity.(Smith, 1999, p.126).

Power Sources in 21st Century

1). Telecommunication

2). Information Technology

Both of which increase the need for human intellect" (Smith, 1999, p.126).

Global Economy And the 21st Century Leader

Cognitive Complexity Perspective

"The cognitive structures of global leadership:

1). Degree of differentiation

2). Articulation

3). Integration

All indicate the amount of diverse and multiple information that an individual is able to process and generate adaptive outcomes and behaviors" (Matthews, 2106, p.39).

Global Economy
And the 21st Century Leader

Functional Cognitive Complexity

- Information Acquisition
- Information Interpretation
- Action

As cited by Levy, Beechler, Taylor and Boyacigiller (2007), “cognitive complexity is underlined by the process of problem redefinition, balancing contradictions, tolerance for ambiguity and processing the multiple channels of information”(Matthews, 2016, p.39).

Global Economy: Mindset of the 21st Century Leader

Global Leadership Mindset

1). A Way of Being

a). Openness

b). Collaboration

c). Flexibility and cosmopolitanism

Global Leadership mindset Cont'd:

2). Knowledge

a). Sense making

b). Information integration

c). Analysis

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Global Leadership mindset Cont'd:

3). Behavior

a). Expression and enactment of orientation

b). Knowledge

All of which are integrated by the learning process that involves the use of individual resources and global environment" (Matthews, 2016, p. 40).

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Emotional Resilience

Four Emotional Intelligence Abilities

1).“**Perceiving Emotions:** The ability to accurately recognize how you and those around you are feeling.

2). **Using Emotions:** The ability to generate emotions and use in cognitive tasks such as problem solving and creativity.

3). **Understanding Emotions:** The ability to understand complex emotions and emotional chains, how emotions change from one state to another.

4)”. **Managing Emotions:** Intelligently integrating data of emotions in yourself and in others, to devise strategies that produce positive outcomes, (Matthew, 2016, p. 45).

Cultural Intelligence (CQ)

According to Matthew (2016), ”CQ is a person’s capability for successful adaptation to new

cultural settings; that is, for unfamiliar settings attributable to cultural context” (p.46).

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Motivational Process

- The Five Sources of Motivation
- 1). "**Intrinsic Process Motivation:** The innate/internal drive to achieve tasks devoid of external influence.
- 2). **Instrumental Motivation:** The enactment of certain behaviors lead to tangible outcomes.
- 3). **Self-concept External Motivation:** Individuals are driven by external perceptions and values.
- 4). **Self-concept Internal Motivation:** Relationship between self- concepts and internal motivation and inspirational appeals, consultation tactics and rational persuasion.

Five Sources of Motivation Cont'd

- **5). Goal Internalization Motivation:** Individuals adapt attitudes and values congruent with goal realization"(Matthew, 2016, p.46)

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Strategic Orientation

"Industry Based View- Conditions within industry determines strategy and performance.

Resource based View- Firm-specific drive strategy and performance.

Global Leaders Contend with:

- Global synergies of scale economics,
- Scope economies, and
- Global strategic motivation" (Matthew, 2016, p.48).

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The Personality Processes

Personality are based conditions/situations that stimulate or modify behaviors. Traits that are predicative of effective global leadership:

- Maturity
- Well-developed ego and self-concept
- Hardness and courage to take a stand
- Optimism
- Self-regulation
- Empathy.

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Global Leader as a Visionary

(1) Envisions the future state of organizations, its operations, products, services, employees and locations;

(2) Effective articulation and communication to follower's; and

(3) Enabling followers to accept and accomplish the well communicated vision.

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Global Mindset

It is very complex structure, and can be summed up as:

"1). Intellectual Capital-knowledge, understanding of international Business and cultural diversity.

2). Psychological Capital-hope, resilience, respect, sensitivity, passion, openness, self-confidence and self-efficacy.

3). Social Capital-Participation in social networks, develop social connections and involvement in social interactions"(Matthew, 2016, p. 50).

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Conclusion

- Global leaders are not to be confused or aligned with the average, domestic leader. It is their responsibility to arise to the demands of globalization with different mindsets, abilities, capabilities and activities to achieve positive organizational outcomes and sustained success.
- Global leadership is of paramount performance, as the international environments of uncertainty, unpredictable, complex and diverse climates are rapidly and ever changing.
- Effectiveness of a global leader is contingent on their ability to contend and successfully maneuver the ever-changing landscapes.

References

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