

**The Effect of Global Mindset on Leadership Behavior: An Analysis of a Diversified
Sample of Countries**

Stephanie Lundi

Organizational Management, Nyack College

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Dr. Phyllis Williams

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Concepts

In this article by (Neves, Vania, and Tomei) they focus on investigating the effect of global mindset on the leadership behavior among multinational and national firms with operations in Africa, Asia, South and North America, Europe, and the Middle East. Jeannet (2000) (as cited by Neves, Vania and Tomei) says that one of the consequences of globalization is that firms need leaders who have the ability to integrate various viewpoints to manage production, marketing, and delivery of value effectively on a global scale. Successful business strategies should start with transformations in cognitive global managerial mindsets (Aggarwal 2011). Leaders with a global mindset have a broad view, a global orientation toward business, and are adaptable to local cultures and settings (Story et al. 2011).

Global-mindset defines a set of attributes and traits that help leaders influence individuals, groups, and organizations anywhere in the world ((Javidan and Bowen 2013). (Nives, Vania, and Tomei) literature review reported that although globalization promotes economic growth of countries. However, because the increased pace of globalization has created chaos as firms try to adapt to new leadership models and the requirement of new skills that will enable them to manage their new demand in the environment.

Hypotheses

H1: Demographic factors influence the global mindset of business leaders.

H2: Organizational factors influence the global mindset of business leaders.

H3: The global mindset of business leaders affects their leadership performance in activities that are critical for organizational performance.

Method

This study was conducted based on statistical data from a structure questionnaire administered to a random sample. The participants of this study were leaders of multinational or national firms holding positions requiring leadership of businesses, activities, or teams with an international scope. The sample survey was constructed by Nives and Tomei contacts, a number of three hundred executives living and working in Africa, Asia, Europe, North America, South America, and the Middle East were invited to participate in this study.

Results and Discussion

(Nives, Vania, and Tomei) stated that they use the method by Konyu-Fogel (2011) for the data that was found, initially applying the analysis of variance (ANOVA). A multiple linear regression model was used, first to evaluate the effect of the organizational and demographic information together on the global mindset. At this moment, two models were developed: one complete, without any method to select variables, and then stepwise selection to attain a set of variables that jointly explain, with statistical significance, the relation of the organizational and demographic information with the global mindset score.

The result was the detection of a statistically significant association of place of work with global mindset, with a p-value equal to 0.0427. The variable “bilingual family” just missed the significance cutoff in the ANOVA, with a p-value of 0.0572. Therefore, since at least one of the demographic factors had a significant effect on global mindset, the null hypothesis H01 was rejected, and H1 was accepted, suggesting that the global mindset of the leaders surveyed is significantly affected by the place of organizational factors (Nives, Vania, and Tomei).

Application

According to the results that (Nives, Vania, and Tomei) reported in their research, companies that have multinational employees tend to have a higher global mindset than companies that don't have multinational employees . I think that Managers, supervisors/CEOs should definitely hire people with different backgrounds because it will help with developing global strategies and skills that will help the organization succeed in the long run.

References

Neves, Vania, and Patricia Amelia Tomei. 2018. "The Effect of Global Mindset on Leadership Behavior: An Analysis of a Diversified Sample of Countries." *The International Journal of Knowledge, Culture, and Change Management: Annual Review* 17 (1): 19-37. doi:10.18848/1447-9524/CGP/v17i01/19-37