

Global Leadership

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ABSTRACT

As we know that Global leaders are individuals who effect significant positive change in organizations by building communities through the development of trust and arrangement of organizational structures and processes in context involving multiple cross-boundary stakeholders, multiple sources of external cross-boundary authority, and multiple cultures under conditions of temporal, geographical and culture complexity.

1. Introduction

Global leadership has been defined as —being capable of operating effectively in a global environment while being respectful of cultural diversity. The global leadership literature draws from many different fields that don't seem to communicate efficiently. In a review of the literature, Hollenbeck (2001) argued that there are six perspectives scholars have taken when studying global leadership: viewing global leaders as working across cultural and national boundaries; viewing global leadership as cross-cultural leadership; viewing global leadership as expatriate leadership; examining the traits, motivators, attitudes, skills, and personal background to build a profile of what an ideal global leader would look like; arguing that leadership literature doesn't differentiate between global and domestic leaders; and finally, looking at adult learning literatures.

2. Global Context:

The leaders of today – be they political leaders, corporate leaders or civil society leaders – have to act within the context of a dynamic system of global pressures and trends. These are tracked every year by the World Economic Forum's (WEF, 2016) Global Risks Report, which identified the following risks for 2016: failure of climate-change mitigation and adaptation, weapons of mass-destruction, water crises, large scale involuntary migration and severe energy price shocks.

3. Global Perspectives on Leadership

Our review of leadership thinking begins with global perspectives, and what 'good' leadership looks like in a global context. The key insights from this review are that:

- Leadership is increasingly defined and judged in relation to complex global socio-economic and environmental risks and opportunities, and the pursuit of 'sustainable development'.
- The literature has generated countless lists of supposedly universal leadership attributes. Gender and generational perspectives show general agreement but provide some nuanced perspectives.

- In the global context, a "global mindset" is a critical leadership attribute to cultivate, developing skills of open-mindedness, inclusivity, long-term and systemic thinking, and navigating complexity.

The chapter proceeds to examine the following areas: global context, leadership as a response, universal perspectives, gender and generational perspectives, and global mindsets.

4. Global Mindset

Global mindset is one of these terms that many scholars and practitioners in management can, for the most part, understand, define, and talk about. In global leadership literature, global mindset has been used to describe many things from skills, attitudes, competencies, behaviors, strategies, and practices. One thing that scholars seem to agree on is that having a global mindset is necessary to be an effective leader in the global environment. The seminal work on global minds.

5. Leadership as a Response

Leadership is often seen as one of the most important and effective responses to the challenges and opportunities presented by the global context. Definitions of leadership are many and varied. For the purposes of introduction, however, a sample of definitions will suffice to convey some of the key ideas in circulation.

6. Think Globally

- Recognize the impact of globalization on our business
- Demonstrate the adaptability required to succeed in the global environment
- Strive to gain the Variety of experiences needed to conduct global business
- Make decisions that incorporate global considerations

7. Build Partnerships

- Treat co-workers as partners, not competitors
- Unite organization into an effective team

- Build effective partnerships across the company
- Discourage destructive comments about other people or group
- Build effective alliances with other organizations

8. Share Leadership

- Willingly share leadership with business partners
- Agree to others when they have more expertise
- Strive to arrive at an outcome with others
- Create an environment where people focus on the larger good

Encourage Constructive Dialogue



9. Encourage Constructive Dialogue

- Ask people what she/he can do to improve
- Genuinely listen to others
- Accept constructive feedback in a positive manner [avoid defensiveness]
- Strive to understand the other person's frame of reference
- Encourage people to challenge the status quo

10. Lead the Change

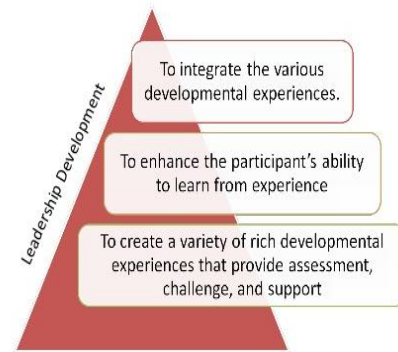
- See the change as an opportunity, not a problem
- Challenge the system when change is needed
- Thrive in ambiguous situations [demonstrate flexibility when needed]
- Encourage creativity and innovation in others
- Effectively translate creative ideas into business results

Reference

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11. Center for Creative Leadership

◆ 3 main strategies to enhance the process



1. **To integrate the various developmental experiences** which means, one has to develop his skills in a particular field in which he had received experience and knowledge.
2. **To enhance the participant's ability to learn from experience** i.e., one has to develop his ability to learn new skills from the the experience that he is getting.
3. **To create a variety of rich developmental experiences that provide assessment, change and support** which is that when one have a developmental experiences, he is able to face a challenge in the global areas and make a essential change when needed by providing useful assessment in the global work.

12. Conclusion

The **global** marketplace is requiring **leaders** who can take explorations and guide the organization through unknown and unfamiliar environments. Self-awareness helps to become a successful **leader**. As we have heard that leaders are not born but developed, so we must develop the qualities of a successful leader and strive to work towards a better leadership.