

nhart Lang (Chemnitz)

eading across the world between global challenges d local expectations: ndings from the GLOBE Leadership project"

9. AAE Summer School:

"Innovation and Intercultural Management for Sustainable Development"

31st August – 11th September 2015

Chemnitz University of Technology

Guideline

- Leader and Leadership - What makes a leader?
- Leadership and culture: Who is a good leader?
- Leadership is going global: Who is a global leader?
- Global leadership competencies: What makes a global leader?

Leader and Leadership: What makes a leader?

Your opinion:

- What is leadership?

- Who is leader?

Leader and Leadership: What makes a leader?

- GLOBE definition of Leadership:

"… the ability of an individual to influence, motivate and enable others to contribute toward the effectiveness and success of the organizations of which they are members…" (House et al., 2004: 45)

Leader and Leadership in the GLOBE project

- “Leadership” is socially constructed by managers and followers,
- Is therefore “in the eye of the beholder”, someone is seen as a leader or not,
- Is influenced by perceptions of “important people” from the past who serve as role models
- Experiences with early caretakers, e. g. parents, are important for the individual picture of a good leader

Leader and Leadership in the GLOBE project

- Leads to a common perception and understanding of a “good” and “effective” leader in a given culture or society, or in an organization
- Has an influence of leaders success and its attribution
- Spread of the positive as well as negative role models across borders as a result of globalisation

Leadership and culture: What makes a good leader?

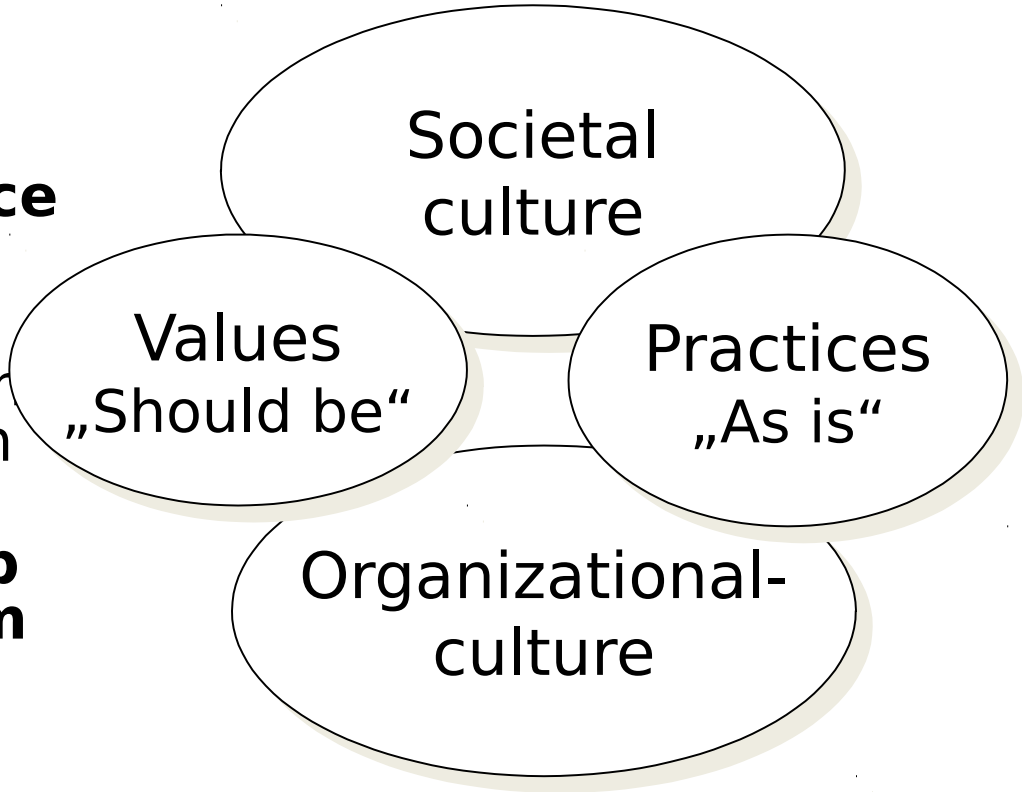
- Definition of Culture in GLOBE project:

"… shared motives, values, beliefs, identities, and interpretations or meanings of significant events that result from common experience of members of collectives that are transmitted across generations…" (House et al., 2004: 45)

Dimensions of culture in the GLOBE project

Dimensions of culture

- **Uncertainty Avoidance**
- **Power distance**
- Collectivism I: Institutional collectivism or Societal emphasis on collectivism
- **Collectivism II: Group or Family collectivism**
- Gender Egalitarianism
- Assertiveness
- Future Orientation
- Performance Orientation
- Humane Orientation

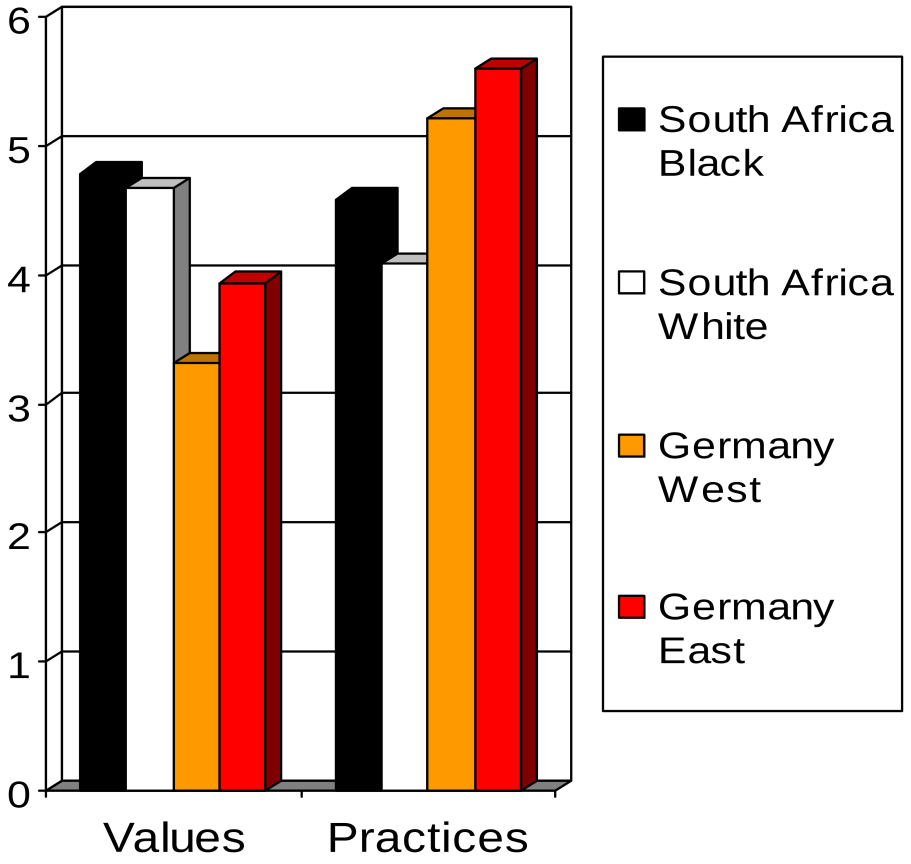


GLOBE concept (House et al. 2004

Dimensions of culture in the GLOBE project

Uncertainty Avoidance

"*The extent to which members of an organization or society strive to avoid uncertainty by reliance on social norms, rituals, and bureaucratic practices to alleviate the unpredictability of future events.*"

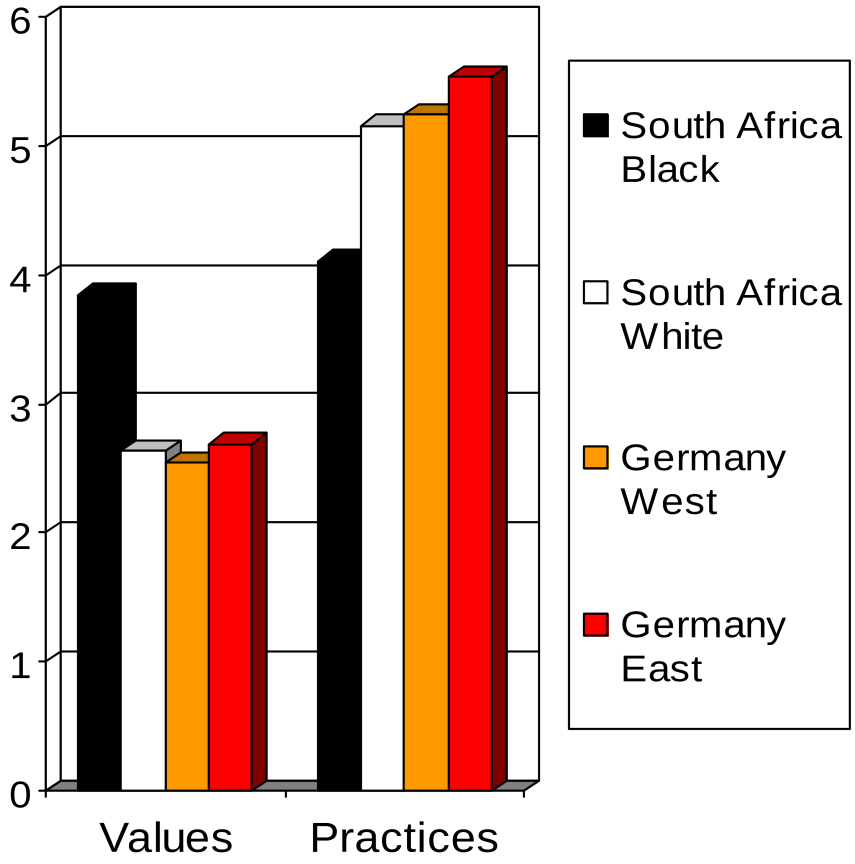


Dimensions of culture in the GLOBE project

Power Distance

"*The degree to which members of an organization or society expect and agree that power should be unequally shared.*"

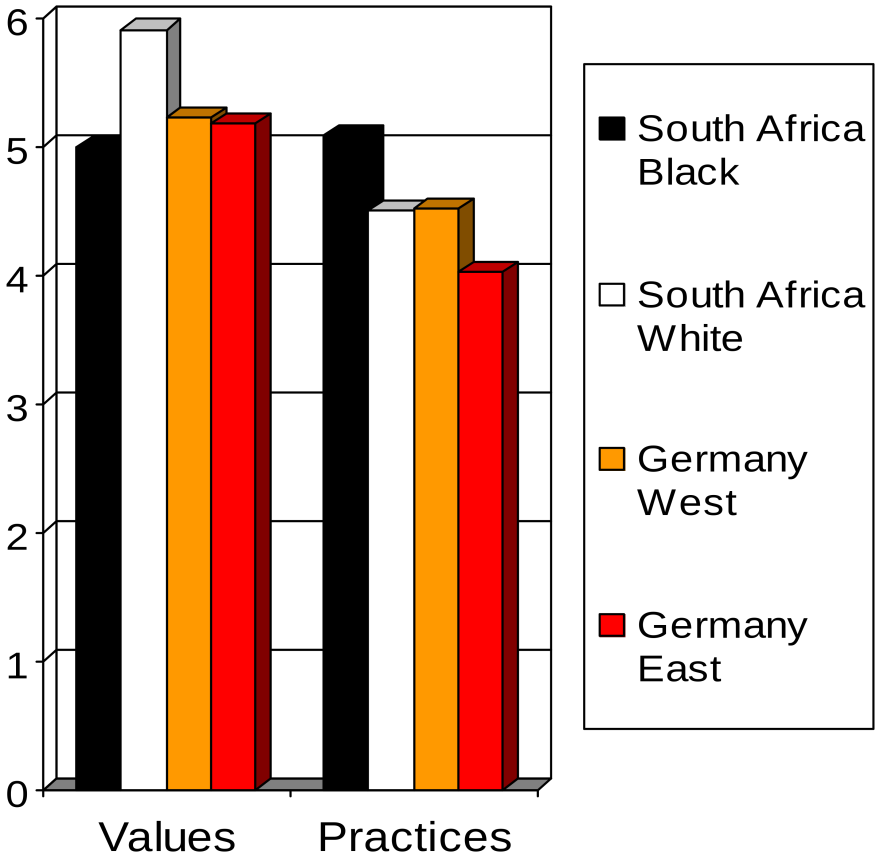
(Dorfman et al. 2002; S.5)



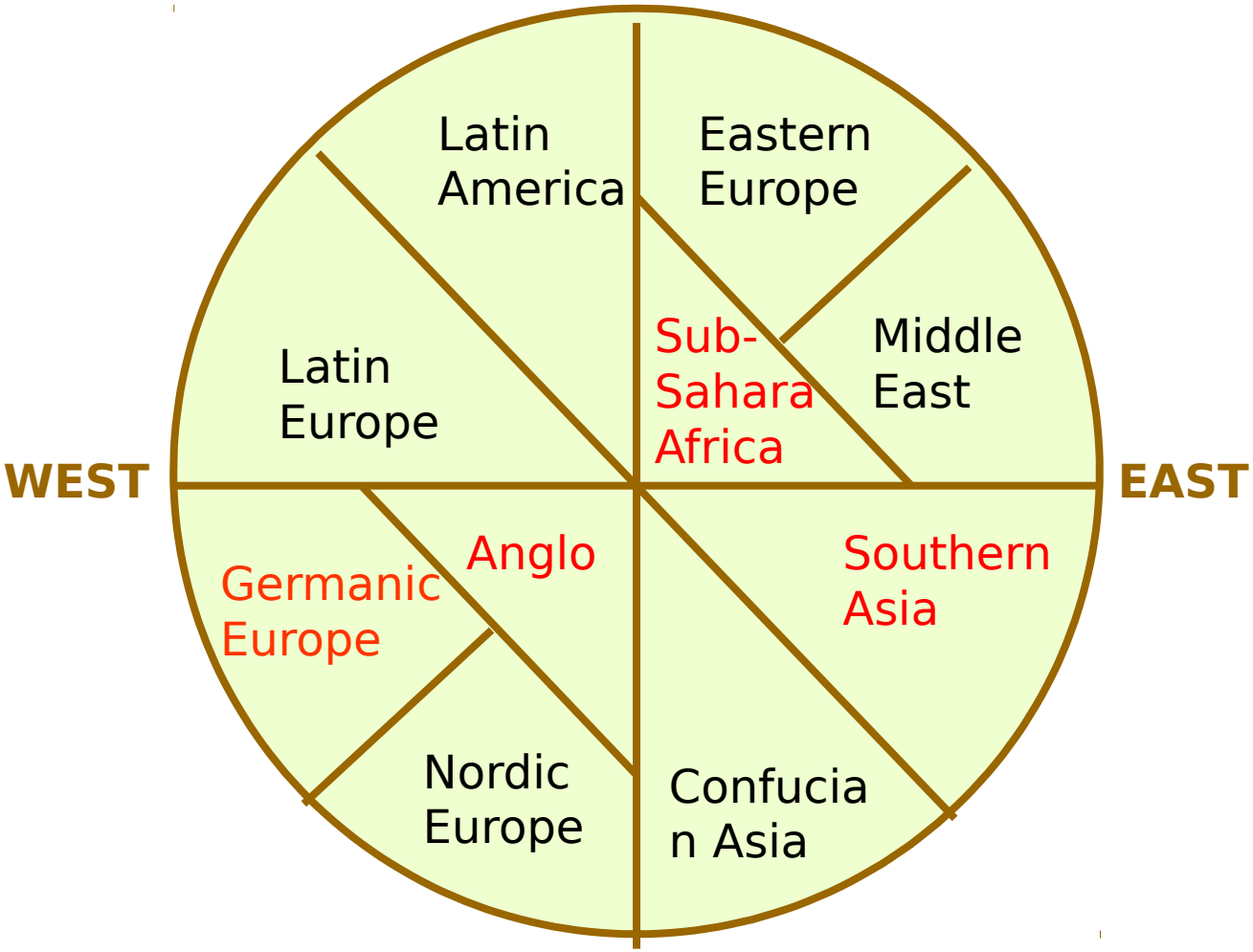
Dimensions of culture in the GLOBE project

Group and Family Collectivism

"*The degree to which individuals express pride, loyalty and cohesiveness in their organizations and families.*" (Dorfman et al. 2002; S.5)

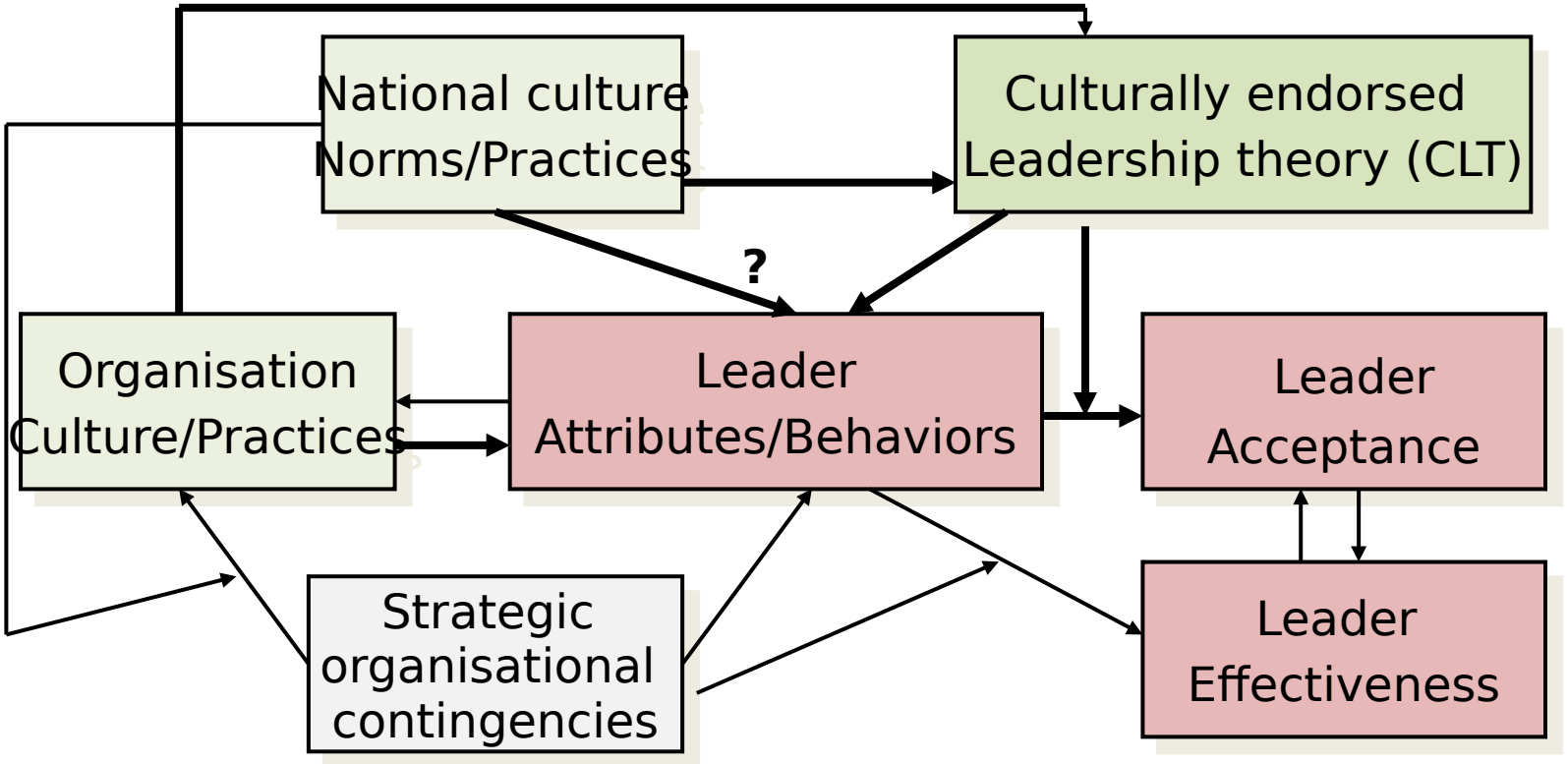


Meta-configuration of GLOBE societal Cultures



Leadership and culture: Who is a good leader?

Relationship between Leadership and culture in GLOBE



Dimensions of Leadership Behavior Prototypes in GLOBE project

1. **Charismatic/value-based leadership:**
   - *„…reflects ability to inspire, to motivate, and to expect high performance outcomes from others based on firmly held core values.“*
2. **Team-oriented leadership:**
   - *„…emphasizes effective teambuilding and implementation of a common purpose or goal among team members.“*
3. **Participative leadership:**
   - *„…reflects the degree to which managers involve others in making and implementing decisions.“*

Dimensions of Leadership Behavior prototypes in GLOBE project

4. **Humane oriented leadership:**
   - *„…reflects supportive and considerate leadership but also includes compassion and generosity.“*
5. **Autonomous leadership:**
   - *„…refers to independent and individualistic leadership attributes.“*
6. **Self-Protective leadership:**
   - *„…„…focuses on ensuring the safety and security of the individual and group through status enhancement and face saving.“*

Task: Who is a good leader?

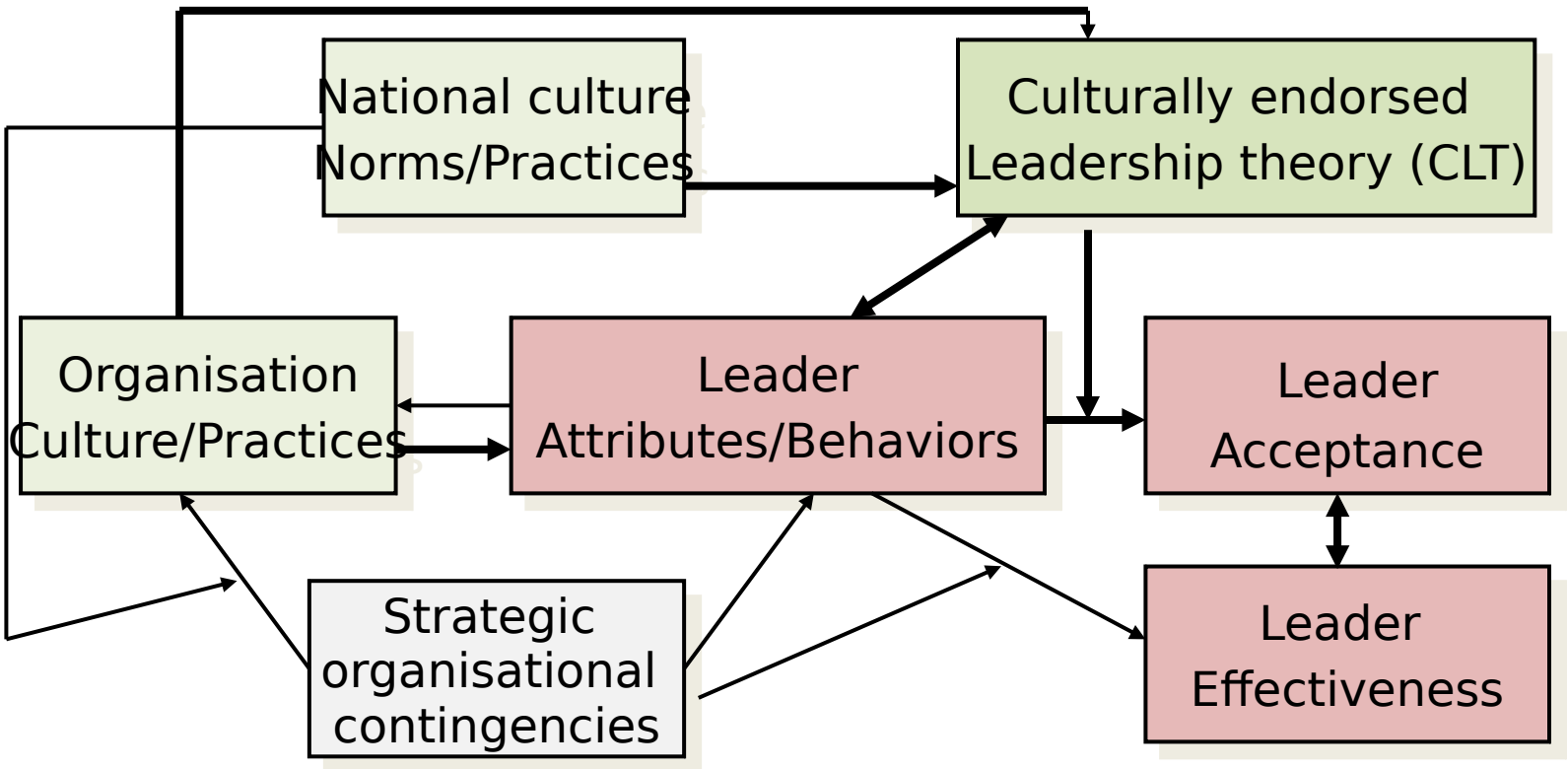
- What characterizes an outstanding leader? Answer the questions through a ranking of the following 20 attributes! Start with “1” for the most important attribute which contributes to an outstanding leader, and go down to “20” for the least important criteria which is probably more an obstacle than a positive attributes, e.g. it inhibits to be a good leader.
- Discuss your ranking within your country group! You are asked to develop a country-based ranking of the attributes! Fill in your group result! Could you identify outstanding leaders in the history of your country or culture?
- What do you think are the 10 most important criteria for a good leader in the other (German or South African) country group?
- Select one or two participants for the presentation of your results!

Task Assignment: Leadership attributes

- Administratively competent
- Autocratic
- Autonomous
- Collaborative
- Conflict inducer
- Decisive
- Diplomatic
- Face saver
- Humane oriented
- Inspirational
- Integrity
- Modest
- Participative
- Performance oriented
- Procedural
- Self-centered
- Self sacrifice
- Status conscious
- Team integrating
- Visionary

Attributes	My Result for own culture	Group Result for own culture	Group result for other culture

Leadership and culture: Influence on CEO Leader behavior



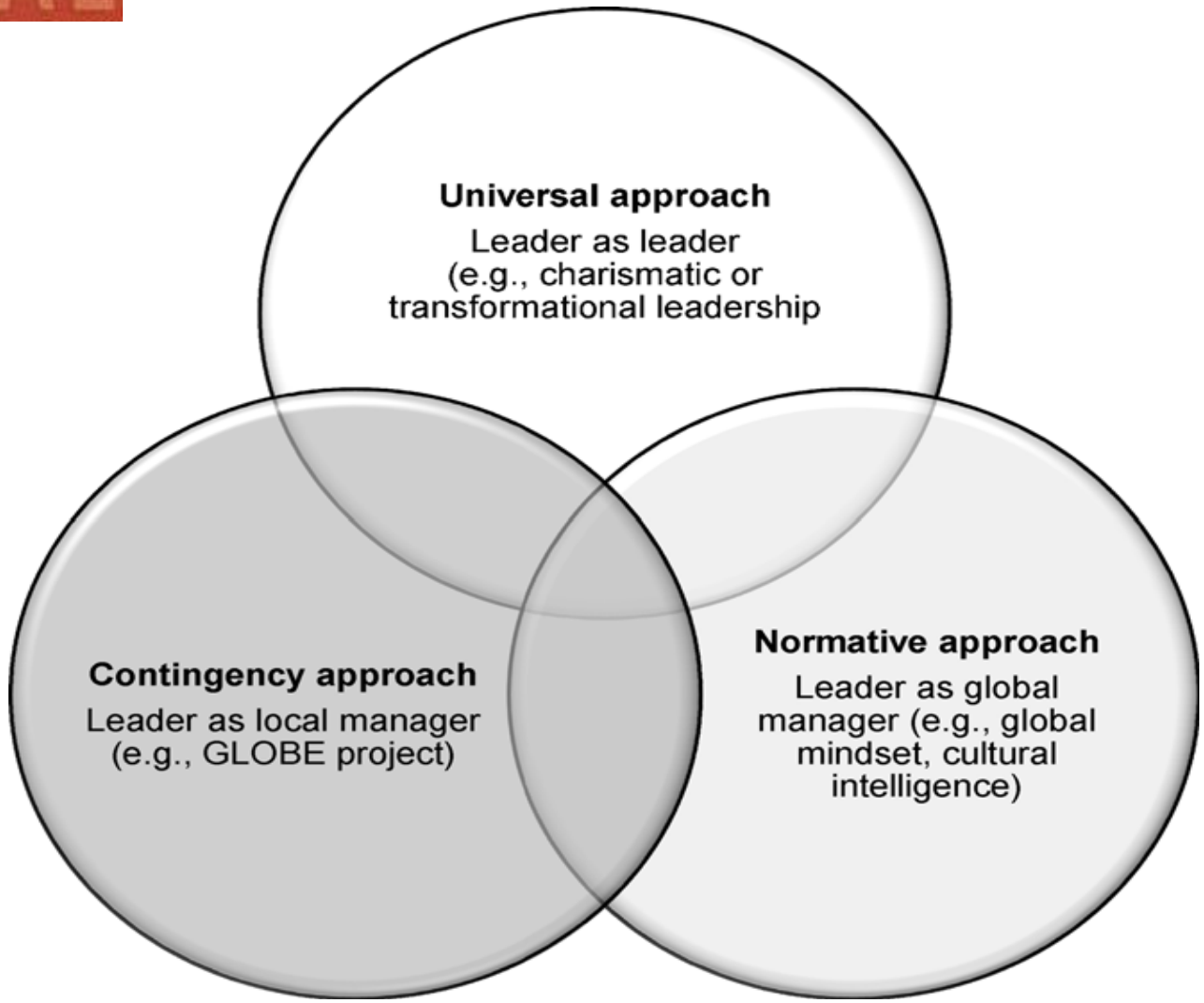
Leadership is going global: Who is a global leader?

Spreitzer, McCall, and Mahoney (1997: 7):
An executive who is in a job with some international scope, whether in an expatriate assignment or in a job dealing with international issues more generally.

Adler (1997: 174):
"Global leadership involves the ability to inspire and influence the thinking, attitudes, and behavior of people from around the world …"

Osland and Bird (2005: 123):
"Global leadership is the process of influencing the thinking, attitudes, and behaviors of a global community to work together synergistically toward a common vision and common goal"

Global leadership competencies: What makes a global leader?



Source: Sanchez-Runde et al. (2011:2)

Global leadership competencies: What makes a global leader?

Attributes of Global Leaders

- ✓ Global mindset
- ✓ Relational competence
- ✓ Tolerance of ambiguity
- ✓ Cultural adaptability

Source: Clark/Matze (1999: 132), Javidan (2006: 85)

Global leadership competencies: What makes a good sustainable global leader?

The dimensions of the Global Mindset Inventory

Intellectual capital	*Psychological capital*	*Social capital*
Global business savvy	Passions for diversity	
Intercultural empathy		
Cosmopolitan outlook	Quest for adventure	Interpersonal impact
Cognitive complexity	Self-assurance	Diplomacy

Source: Dickson et al. (2012: 498)