

# Global Leadership CEMS

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# Day 1

# Objectives

- Understand the meaning of leadership in the current globalized world and the need for leaders with a global mindset.
- Appreciate the different leadership styles that global leaders can adopt especially in relation to the community, organization and self.
- Learn the importance of culture and the nuanced cultural distinctions that need to be understood and leveraged by global leaders.
- Visualize cultural diversity as a strength and learn techniques to leverage it through the lens of cultural intelligence to create an innovative and effective organizational climate.
- Know the pressing challenges in the world of today and appreciate that different regions around the world may have different perspective on seemingly similar problems.
- Critically evaluate the dimensions of leadership impact in terms of sustainability and responsibility.
- Understand that our own perspective, situation, biases and characteristics may influence our decision making and learn techniques to manage ourselves for making better decisions in a complex globalized scenario.

# Teaching Method

- The course is a mix of self-reflection, individual and team exercises, case study discussions, and lectures.
- Because the ultimate objective of the course is to make a difference in how participants visualize global leadership in their future careers, there is an emphasis on **‘self-reflection’** and **‘critical thinking’** as the primary teaching pedagogies to help internalize the learnings.
- Your **commitment to the course** and **active participation in the team activities** within and outside the class is essential. You are expected to come prepared for the sessions, having completed the self-assessments, and read the assigned readings, cases and mini cases.

# Grading Criteria

- Team Action Learning Project: 25%
- Team Presentation: 15%
- Team Class Participation: 10%
- Individual Final Take-Home Assignment: 40%
- Individual Class Participation: 10%

# What kind of a leader are you?

Please read through each statement carefully and select the response that best describes you and your views about leadership on a scale of 1 (strongly disagree) to 5 (strongly agree)

# Leadership Styles ...

1. Democratic Leadership
2. Autocratic Leadership
3. Laissez-Faire Leadership
4. Strategic Leadership
5. Transformational Leadership
6. Transactional Leadership
7. Coach-Style Leadership
8. Bureaucratic Leadership

# Leadership Styles ...

## Democratic Leadership

Participative leadership style involves the leader soliciting input from each of the team members, considering each person's opinion before settling on a final decision.

## Autocratic Leadership

In an autocratic leadership style, the leader makes decisions unilaterally, without consulting any of the other group members.



# Leadership Styles ...

## Laissez-Faire Leadership

“Hands-off” approach to leadership, which involves the manager delegating responsibility and decision-making to team members with minimal interference and supervision.

## Strategic Leadership

Intersection between a company's main operations and its growth opportunities. Executive interests while ensuring that current working conditions remain stable for everyone else.

# Leadership Styles ...

## Transformational Leadership

Desire to improve upon or “transform” the business they work for. Growth minded- transformational style to streamline or upgrade company conventions.

## Transactional Leadership

Involves offering incentives for effective performance and penalties or disciplinary action for poor performance.

# Leadership Styles ...

## Coach-Style Leadership

Rather than having all employees focus on similar skills and goals, this leader builds a team where each employee has an expertise in something different. Creates strong teams that can embrace each other's unique skillsets in order to get the work done.

## Bureaucratic Leadership

Adhere strictly to company policy and tradition. Set clearly-defined expectations for their team members to follow. Stable, systematized – “by the book” approach to leadership.

# You Leadership Styles ...

ACTION LOGIC SENTENCE	LEADERSHIP STYLE
S3	Democratic
$(O1+O2+E1+E2)/4$	Autocratic
$(D2+D3+E1)/3$	Laissez-Faire
$(S1+S2+A3)/3$	Strategic
$(I1+I2+I3+A1+A2)/5$	Transformational
D3	Transactional
D1	Bureaucratic

# Leadership Style ...

Which is the most effective style?

# Leadership Style ...

- It is highly contextual
- Is there something in common which global leaders should have?

# Mini Case I

- The Expat Dilemma (Team I to lead the discussion)

## Mini Case 2

- Riding the Celtic Tiger (Team 2 to lead the discussion)



## Mini Cases 1&2

- Traditionally leadership is driven by organizational objectives.
- But for achieving these objectives the employee context needs to be acknowledged and taken care of. Employee is the MOST important stakeholder. Stress on shareholder value?
- “In-charge” or “in your charge”

# Challenges for a global leader

Pressing need to understand “Others”  
(Employees, Organization, Society and all  
Stakeholders)

# Responsible Leadership

**Responsible leadership** takes into account the interests of all stakeholders that include shareholders, employees, clients, suppliers, the community, the environment and also the future generations.

**In literature, responsible leadership** has been defined as a “values-based and thorough **ethical** principles-driven relationship” of leaders and stakeholders (Pless 2007, p. 438). **Responsible** leaders ensure that the stakeholders of their organizations are linked and inspired by a purpose and shared meaning.

## Responsible Leadership

- **Stakeholder Inclusion:** Safeguarding trust and positive impact for all stakeholders and fostering an inclusive environment.
- **Emotion & Intuition:** Unlocking commitment by being truly human, showing compassion, humility and openness.
- **Mission & Purpose:** Inspiring a shared vision of sustainable prosperity for the organization and its stakeholders.
- **Technology & Innovation:** Creating new organizational and societal value by innovating responsibly with emerging technology.
- **Intellect & Insight:** Finding ever-improving paths to success by embracing continuous learning and knowledge exchange.

# Leadership ...

Understand “Others” (Employees, Organization, Society and all Stakeholders)

Understand “Oneself” ... to better understand others

## Takeaways ...

- Different leadership styles
- Contextual nature of leadership
- Need for responsible leadership
- Understanding “others” and also “oneself”

# Day 1 Afternoon

# Global Leadership

- Understanding “others”
- Understanding the “context”
- Understanding “oneself”



# Information Form Exercise

- Write from right to left.
- Answer all questions.
- You have 3 minutes to complete this.
- You can't ask any questions.

# Information Form Exercise

- How was the experience?
- What frustrated you about this?
- What confused you about this?
- How did you feel about the language choices?

**Differences overwhelm us !!!**

# Global Leadership

Understanding “others”

But “others” are diverse ...

**Is diversity good? Pros & Cons of diversity !**

Team huddle – 10 minutes

Sharing

## Mini Case Study 3

Why Diverse Teams are Smarter? (Team 3 to lead the discussion)

# Diversity?

Diversity can be good, but you need effective leadership to channelize these differences

Importance of global leaders who understand these differences and have the capability to orchestrate these differences for the right outcomes

Let's try to understand these differences

# Weird or just different?

- Weird or just different?
- Many of such differences are attributed to culture we may need to understand what is “culture”?

# What is Culture?

- Team huddle for 10 minutes to discuss and come up with a definition and meaning of “culture” to be explained in 1 minute?
- Your team’s response in 1 minute !

# What is Culture?

- **Culture** (from the Latin *cultura* stemming from *colere*, meaning "to cultivate")
- Culture encompasses all human phenomena that are not purely results of human genetics
- In anthropology culture has two meanings:
  - the *evolved human capacity* to classify and represent experiences with symbols, and to act imaginatively and creatively;
  - the *distinct ways* that people living in different parts of the world classified and represented their experiences, and acted creatively



# What is Culture?

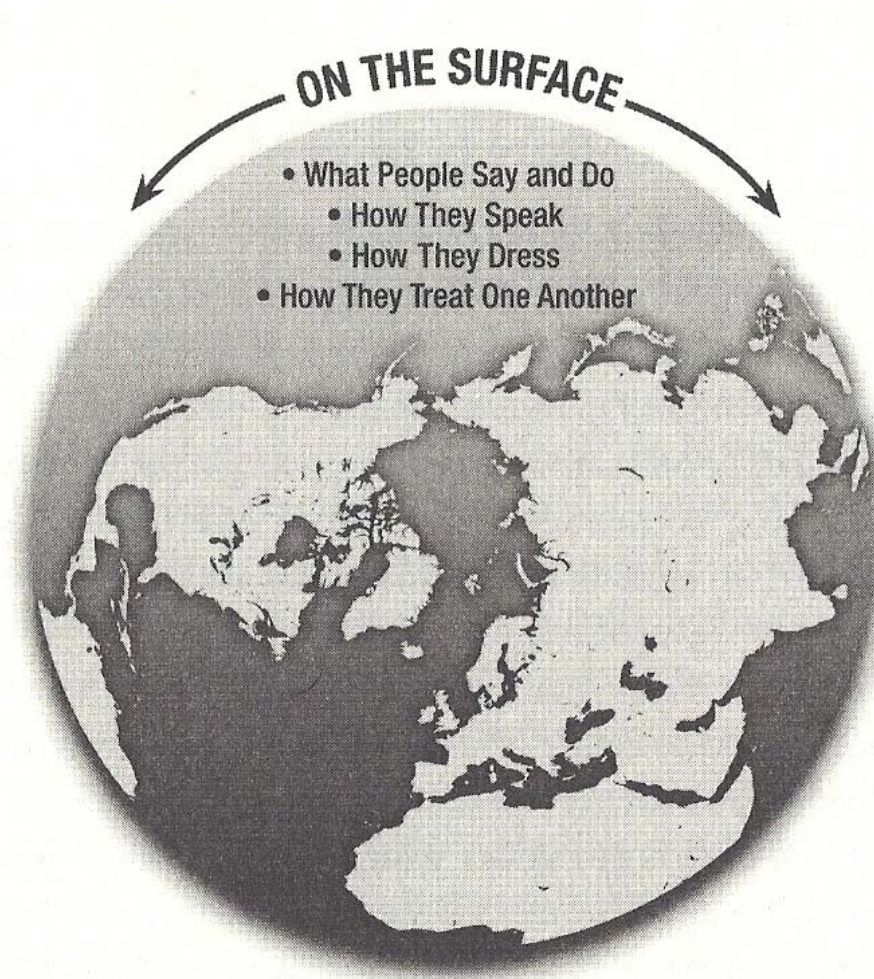
- Culture is considered to be *group-specific behavior* that is acquired, at least in part, from social influences
- The visible behaviors and invisible values and beliefs that are unique for each group. These value systems are deeply rooted in the specific groups (such as societies) and passed from generation to generation.

**Does it impact global business?**

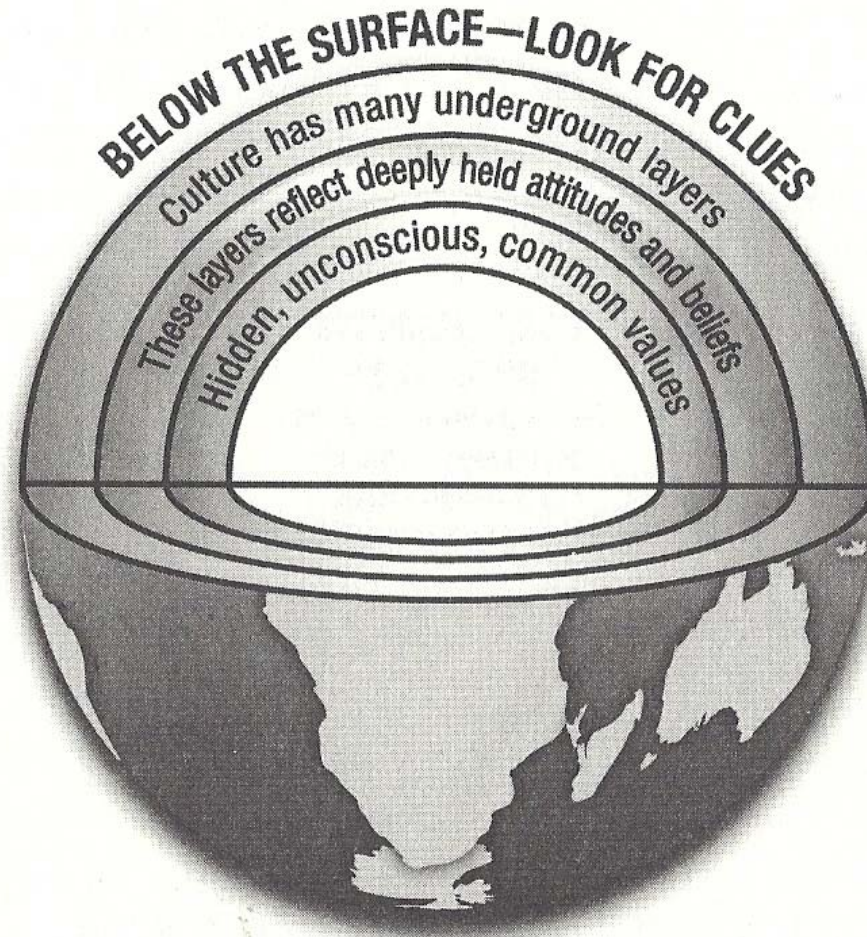
# Iceberg Model of Culture



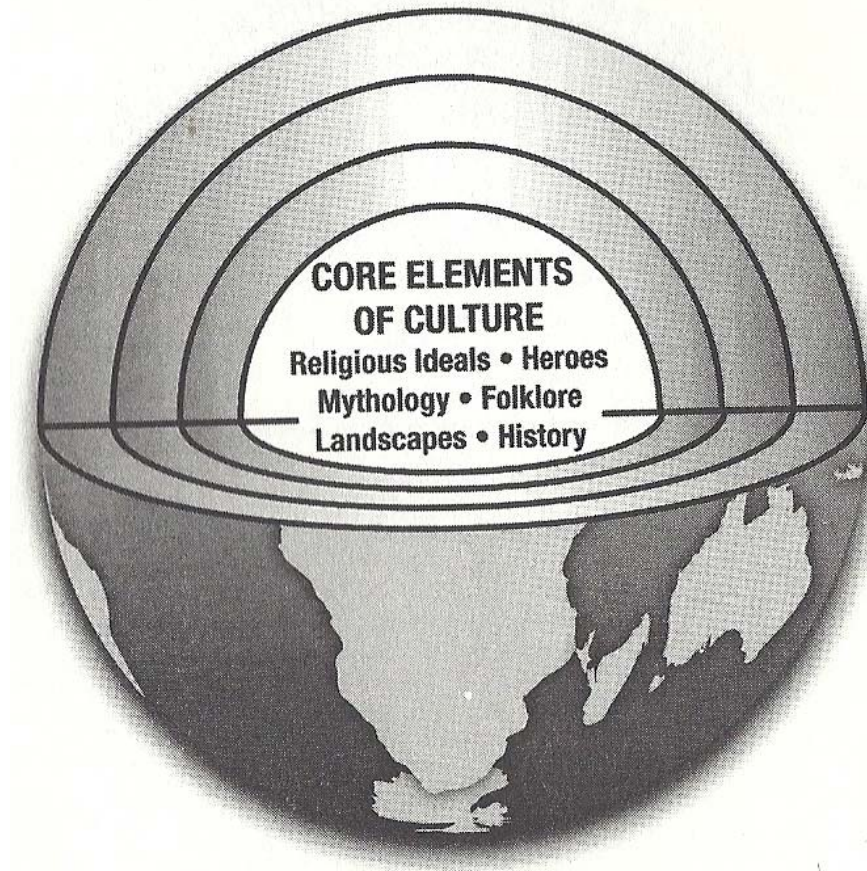
# Culture: Observed



# Culture: Below the Surface



# Culture: At the Core



For understanding the core of culture – we need to understand the difference between **THE WORLD** (objective) and **MY WORLD** (subjective)

# “The World” versus “MY WORLD”

THE WORLD	MY WORLD
OBJECTIVE	SUBJECTIVE
LOGICAL	EMOTIONAL
UNIVERSAL	PERSONAL
FACT	BELIEF
SCIENCE	MYTH
HOW?	WHY?

# From Myths to Cultures

- Every culture has its own customized understanding of the meaning of life and NATURE
- Culture is a reaction to NATURE – to explain ‘my’ relationship with NATURE – transmitted across generations as stories, symbols, and rituals – MYTHS
- MYTHS - always indifferent to rationality – Subjective truth
- Different people across the world see things differently – as ‘my world’ and ‘your world’ & ‘my world’ is always better than ‘your world’ 😊 – So there is a CLASH .....



# From Myths to Cultures

One Life (Alexander)	Infinite Lives (Gymnosophist)
Binary Logic	Fuzzy Logic
Truth	Opinion
Standardized	Contextual
Absolute	Relative
Result Oriented	Process Oriented
Linear	Curvaceous (Non-Linear)

## In Contrast to Linear Cultures Non-Linear Cultures may seem ...

- Chaotic
- Rapidly Changing
- Diverse
- Ambiguous
- Unpredictable
- Decisions - Context Oriented

# From Culture to Business: Non-Linear Cultures

- Is there a standard way of doing business ??
- Business “depends” on many things not on standardized models – process is more important than result
- Individuals more important than institutions – so knowing “who” is also important not only knowing “how”
- Not only about “documentation and contracts” but also about “conversations and faith”
- Hence there are ways of “getting around” and relationships are important ....
- **Globalization – Clash of Cultures: Exasperation ☹️**

## Team Huddle – 10 minutes

In your team you have participants from different nationalities and cultures. Use this diversity as an opportunity to learn something new about another culture.

Based on your prior experience and reading, discuss within your team some of the practices and behaviors that may seem culturally normal for one culture may be misunderstood by others? These may relate to business, personal or national issues.

Identify concrete examples. Some teams may be called upon to share their examples !!!

# Dimensions of Culture

- Many researchers have studied Hofstede dimensions and have refined them (e.g. Solomon and Schell 2009)
- Dimensions describe particular aspects of human behaviors of people
- Assumption is that people in a country are homogenous in their 'cultural behaviors' --- but is it true?
- Globalization – Various influences on people – regions and also individuals can have their unique personal cultural profiles
- Nonetheless – cultural dimensions are a good starting point for understanding nations where we do business

# Takeaways

- World is diverse and these differences may overwhelm us
- Diversity has its pros and cons
- Diversity is natural and we should accept it
- Critical need for effective global leadership to leverage diversity
- Culture can be a good starting point to understand diversity

# Thank You !!!



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