GLOBAL LEADERSHIP AND ITS EFFECTIVENESS

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ABSTRACT

Leadership is extremely important for organizational success and it deals with the reality of the global economy every day. Despite this fact, most leaders are suffering from the proper Human Resource Development programs. Global leadership development has received increased attention in recent years from practitioners and researchers. Global leadership is an orientation of personal characteristics, cultural perspective and organizational skills. Global leadership is a framework of the objectives and methods of seeing differences, closing the gap, opening the system, preserving balance and establishing business environment and solutions, managing competitive strategy, organizational versatility, teams and alliances, changes, personal effectiveness, cultural biases, diversity policies and dimensions, diversity competence and strategies. Moreover the global mindset and leadership effectiveness is a managerial corporation in multinational corporations. The purpose of the paper is to develop critical success factorsof global leadership and to strengthen the economic standards.

Keywords: **Leadership, Global leadership, Global mindset, Multinational corporations**

Introduction:

This is an era in which the demand for leadership greatly exceeds the supply. Signs of this imbalance are everywhere. Executive search firms are flourishing because of the demand for leadership talent. This is easier said than done because the requirements of leadership have changed so dramatically, and most development models are ill-suited for these changing requirements. The economy has raised organizational consciousness about the human side of the business.

Just as significantly, over the past twenty years organizations have become aware of the need for local leadership because of increasing globalization. Although star performers can contribute a great deal to any company, there are not enough to go around. Today's companies need effective leaders at every level and in every location. Because of the Information Technology revolution, globalization and other factors, leadership is a requirement up and down the line.

To capitalize this potential, we need to discern the true work requirements at key leadership level and what's needed to make the transition from one layer to the next successfully. Today's global and rapidly changing economy, current demand is the game player. Winners have an equally intense focus on latest and emerging demand.

Leaders can be successful in the short run if they emphasize only goal accomplishment. We think everyone can lead at a higher level, whether at work, at home, or in the community. Leadership is the process of influencing and supporting other to work enthusiastically towards achieving objectives.

It is the critical factor that helps an individual or a group identify its goals and then motivates and assists in achieving the stated goals. Leadership is an important part of management, but is not the whole story. A person can be a weak leader and still be an effective manager, especially is he or she helpless to be managing people who have a clear understanding of their jobs and a string drive to work. Leadership ability can be acquired through observation of effective role models, participation in management training and learning from work experiences.

Objectives

1. To study the global mindset of leaders
2. To study the characteristics of global leaders
3. To analyse the reasons for failure of leadership

Methodology :

This is a conceptual paper. The analysis is based on literature review and discussion with various global leadership.

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Review of Literature:

A conceptual framework and review the empirical literature on leadership in research and development (R&D) organizations. Findings of studies reviewed suggest that transformational project leaders who communicate an inspirational vision and provide intellectual stimulation and leaders who develop a high-quality leader-member exchange (LMX) relationship with project members are associated with project success. Boundary-spanning activity and championing by the leader are also found to be important factors for project success and suggests that a number of moderators and contextual variables such as project group membership and rate of technological change may make leadership in R&D organizations different from that in operating organizations. (Teri Elkins&Robert T Keller, Volume-14, Issues 4-5, August-October 2003, pages 587-606)

The development of global competencies should be based on the global business strategy which determines what kind of global presence is desirable, how many and what types of international or global jobs, projects, task forces, and other types of interactions exist (McCall and Hollenbeck, 2002). Competency development process should start from an analysis of the dynamics of the global business environment and the core competencies, continuing to identifying the profiles of necessary human resources and ending with identification of necessary competencies for specific jobs/functions. Once the specific leader competencies have been identified, the next step is to build bench strength effectively (Brake, 1997; Gregersen et al. 1998)

Moreover, today, many firms are in global alliances that depend upon flexibility and adaptability to local markets, requiring their managers to possess appropriate leadership styles to address effectively different value systems and cultures (Fahy, 2002; Coviello et al., 1998). That is, leaders are facing new leadership challenges as they enter global markets. Furthermore, as globalization is intensifying, leaders have more chances to live and work with the people coming from very diverse cultural origins including differences in language, norms, and lifestyle (Zakaria, 2000). As Feng and Pearson (2002) suggested that culture shock management was one of three chief competencies for expatriates, as important as adaptation,

interpersonal relationship. In order to improve and manage the people on a global scale, leaders are inevitably required to rethink their leadership (Higgs, 1996) and understand their local manager's leadership practices. Above all, when a leader is facing the challenge of globalization, effective leadership style becomes one of the most important factors in maintaining competitive advantage and in supporting firm performances. It is necessary for a leader to understand the leadership of individual managers and their potential to influence competitive advantage (Naor, Linderman & Schroeder, 2010)

Global Leadership:

Leadership is a process of influence. Global leadership is a consolidation or a group of characteristics of a person or thing that leads and applies throughout the world, wherever there is a need especially in the National and Multinational organizations. A leader is someone whom others consistently want to follow for new trends and ideas, viz., President, Managing Director, CEO, CFO, Manager or a team leader. A fancy title can make that happen temporarily, but a true leader inspires steadfast loyalty though the proper steps. In this era of globalization, companies must develop leaders that can operate throughout the world, lead global teams and create effective strategies both globally and locally. There is s need to build a global company in today's volatile world and how to adapt fluently to this aware changing environment.

Global leadership helps to sharpen our knowledge of macro-economic trends and to influence the corporate strategies. To recognize the challenges and the unique opportunities of leading global teams.

Not everyone can become a great or effective leader. To be effective as a leader one must take charge of, knowing about the corporate strengths and create own vision to reach set goals.

Global Mindset and leadership effectiveness:

Global Mindset is a cycle of intellectual, psychological and social capital. It involves system skills, interpersonal skills, attitudes and orientations, thresholds traits and global knowledge. Global knowledge is the most prior mindset for implementations of the global innovation logics in the process of organizations.

The global-mindset helps leaders to see the world from multiple perspectives, make decisions that work both locally and globally, and increase the ability of their company to compete in the global market.

The effectiveness of the leadership plays a vital role in the development of the organizations. The main purpose of any organization or a company is profit making. A leader must be capable of handling company at any critical situations to take forward.

This concept of the leader is a positive development and it has a direct effect on the employees of the firm to get the things to be done at right time with dedication.

The major probabilities to the effectiveness of Leadership are stated below:

- **Ethics** - Leadership are about both the actions of leaders and who they are as people. Leaders are the ethical responsibility to treat followers with dignity and respects. Ethics is central to leadership, and leader helps to establish and reinforce corporate values.

- **Cultural** - Global leaders need to be able to work simultaneously with people from many cultures. They must be able to adapt to living and communicating in other cultures. They need learn to relate to people from other cultures from a position of equality rather than cultural superiority. Global leaders need to be skilled in creating transcultural visions.

- **Philosophy** - every leader has a distinct philosophy and point of view. The values promoted by the leader have a significant impact on the values exhibited by the organizations.

- **Vision Setting** - The vision provides guidance for daily decisions so that people are aiming at the right target, not working at cross purposes. Great organizations have a deep and noble sense of purpose, a significant purpose that inspires excitement and commitment.

- **Cognitive ability** - It has a positive impact on acquisition of complex problem solving skills and the leaders knowledge. It includes being able to comprehend complex information and learn new skills and information.

- **Global Team building** - teams are organizational groups composed of members who are interdependent, who share common goals, and who must coordinate their activities to accomplish these goals. The team building is based on the functional leadership claim that the leader's job is to monitor the team and then take whatever action is necessary to ensure team effectiveness.

- **Logical thinking** - The logical thinking, involved in drawing a conclusion or making a logical judgment and thinking on the basis of circumstantial evidence and prior conclusions rather than on the basis of direct observations.

- **Conceptual skills** - A leader with conceptual skills is comfortable talking about the ideas that shape and organizations. A leader with such a skill is good at putting the company's goals into words and can understand and express the economic principles that affect the company. A leader with conceptual skills works easily with abstractions.

- **Social factors** - Sociability is leader's inclination to seek out pleasant social relationships. Social leaders have good interpersonal skills and create cooperative relationships with their followers.

- **Motivation** - Motivation may affect leadership in many ways. The 3 aspects of motivations that are essential to developing leadership skills includes; (i).Leaders must be willing to tackle complex organization problems. (ii).Leaders must be willing to exert their influence. (iii).Leaders must be committed to the social good of the organizations.

- **Personality** - Personality has an impact on the development of our leadership skills. For example, openness, tolerance for ambiguity and curiosity may affect the leader's motivation to try to solve some organizational problem.

- **Career Experience** - The experiences acquired in the course of leaders career influence their knowledge and skills to solve complex problems. Leaders can be helped though challenging job assignments, monitoring, appropriate training and hands-on experience in solving new and unusual problems including to receive the output.

Development of Global Leadership capabilities and mindset:

Leaders set the foundation for improving service delivery when they develop the vision and mission. Companies must cultivate leaders for global markets. Global leadership capacity is surfacing more and more often as a building constraint. According to one survey, of senior executives, 76% believe their organizations need to develop global leadership capabilities, but only 7% think they are currently doing so very effectively. And some 30% of US companies admit that they have failed exploit fully their international business opportunities because of insufficient internationally competent personnel.

Most of the prevailing ideas in business and academia about global leadership reflect efforts by leadership experts to adapt the insights of their field to the global area.

The following are the functions for the development of global leadership capabilities.

(i). Planning and Goal setting

(ii). Develops team work

(iii). Acts as a representative of subordinates

(iv). Acts as a counselor of people at work

(v). Motivation of subordinates

(vi). Proper use of power

(vii). Time management

(viii). Take initiative

(ix). Acts as the friend, philosopher and guide

Perspectives on Global competencies:

Global competencies is the process of performance and career coaching development on the basis of the leaders support, encouragement and accountability to sustain recent training and turn insights into action to be competent in the global market. Here it specifically involves handling ambiguity and leverage diversity.

Organizational culture:

It is the behavior of humans within an organizations and the meaning that people attach to.

It is the system of shared assumptions, values and beliefs, which governs how people behave in organizations. Organizational culture is composed of 7 characteristics that range in priority from high to low.

(i) Innovation: Companies with culture that place a high value on innovation encourage their employees to take risks and innovate in the performance of their jobs.

(ii) Attention to detail: This dictates the degree to which employees are expected to be accurate their work.

(iii) Emphasis on outcome: Companies that focus on results, but not on how the results are achieved, place a high emphasis on this value of organizational culture.

(iv) Emphasis on People: Companies that place a high value on this characteristics of organizational culture place a great deal of importance on how their decisions will affect the people in their organizations.

(v) Teamwork: The companies with collaboration orientation tend to have a positive relationship with their co-workers and managers.

(vi) Aggressiveness: Companies with an aggressive culture place a high value on competitiveness and outperforming the competition at all cost.

(vii) Stability: Companies which places a high value on stability are rule oriented and predictable.

Role of an efficient global leader in developing of Economy:

The new economy has raised organizational consciousness about the human side of the business. New economy companies have not preached that people have tremendous value in this economy, but they have practices it. While these new economy companies have siphoned leadership talent away from mainstream organizations.

New horizontal leadership skills are necessary new economy companies grow horizontally through alliances and partnerships. Old economy companies are competing for new economy talent. A number of mainstream organizations have made great strides in internet endeavors. The new economy has also made development of these leaders more difficult, in that people need to acquire new skills that aren't part of the traditional leadership package. Equally important

is the need for leaders who manage the balance between global and local issues. It plays a major role to develop the economic conditions.

By identifying the key economic governance gaps in the current international and economic climate and highlighting the areas of international economic systems that warrant focused and sustained attention. Macroeconomic and Financial Cooperation continues to regress amidst persistent vulnerabilities in the Euro zone, a sluggish return to global economic growth, and the dangers of exiting from excessively accommodative monetary policies.

Reasons to failure leadership:

Not everyone is meant to be a leader, but for those who are already leaders or aspiring to be leaders, there are lots of lessons to be learnt. It's easy to get catch up in the act of leadership because one gains power, confidence and control, all of which can be undoing. Here are some things that will get in the way of success and hurt the team. They are;

(i)   Leaders become selfish

(ii)   Leaders stop navigating the team.

(iii)   Leaders become greedy

(iv)   Leaders get arrogant

(v)   Leaders focus too much on politics

(vi)   Leaders don't give enough criticism

(vii)   Leaders refuse to adapt

(viii) Leaders don't understand self-leadership

(ix)   Leaders are too reactive

(x)   Leaders don't communicate well

(xi)   Leaders struggling due to political influences and management interferences. It effects the leader's performance directly.

(xii)   Lack of sufficient confidence.

Personal Characteristics, organizational skills, Global and cultural perspectives:

Building a team leadership is goodwill of the firm or organization in a global economy. Consideration of self-leadership, One-to-One leadership, Organization Leadership helps to take the company to move in the right way of directions to reach the tasks.

A leader can be manage by self in some situations with the help of the creating vision and execution of strategy, help the peoples to develop and mobilize.

● Skill requirements - the new capabilities required to execute new responsibilities.

● Time applications - new time frames that govern how one works.

● Work values-what people believe is important and so become the focus of their effort.

Global Leadership agility is the part of authenticity, emotional intelligence and cognitive complexity. A global leader must be known himself / herself, need to understand the authority, think the systems and to know about the others. Then leader can be perform his leadership Locally, Nationally and Globally.

Talent management:

Talent Management is a set of integrated organizational HR process designed to attract, develop, motivate, and retain productive, engaged employees. The goal of talent management is to create a high-performance, sustainable organization that meets its strategic and operational goals and objective.

Leadership Model:

The three levels of Leadership model is notable for its attempt to combine the strengths of older leadership theories while addressing their limitations and, at the same time, offering a foundation of leaders wanting to apply the philosophies of servant leadership and authentic leadership.

The major achievements & success factors of leadership are;

i.   Create and positive environment

ii.   Prepare for the future, communication, organization, social competencies,

iii.   Customer orientation, business understanding, self-directions, get results.

Building Global Results:

Building global results is a task oriented process in national and international level.

✳   A stronger effort must be made to close the achievement gap though high state standards and accountability.

✳   Timely information, creative thinking and successful implementations.

✳   Leading factors to increase influence and become an effective global leader.

❋ Critical skills for effective Global Leadership.

❋ Building Leadership - a hierarchy

Monopoly Leadership:

In many organizations the leaders act as though they have all the answers. Customer focused cultures are closed loop environments where honest feedback is sought out, processed, acted on and communicated back. Unfortunately many organizations ignore this powerful resource by simply not asking or even worse asking and not taking any visible action on feedback received.

Acceptance of Role Models:

This is requirements necessary for the understanding of the leaders. Think of the most inspiring leaders in life and list the attributes that elicited your admiration and respect. Get the role models who can advise how can become a leader and they must be effective.

Conclusion:

As the world becomes increasingly interconnected, the once well-defined line between the public and private sectors continues to blur, making it difficult for any one organization to act effectively in isolation. To succeed in such a rapidly changing environment, institutions both private and public must bring together numerous stakeholders top approach problems more efficiently, develop strategies and capitalize on opportunities.

To prepare the next generation of leaders, it is required to address these challenges. We live in a time of relentless change. In the space of a single generation, our lives have transformed beyond recognition. In this era of unprecedented technological partnerships, the changes to the way we live and work have been profound.

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