

Global Vision, Local Practice

Presenters:

- Sohail Agboatwala, MBA
- Ryan Coacher, MS
- Austin Coar, MBA
- Alice Irby, MPH
- Jonathan Jett, MPS
- Latasha Morss, MS
- Johnathan Poarch, MS
- Joann Rouse, MBA



TROY
UNIVERSITY



Agenda

- Introduction
- Deconstructing Global Leadership
- Constructing Global Leadership
- Small Groups
- Conclusion

Why is it to develop future global leaders?

In the next fifty years, will the world become more or less interconnected?

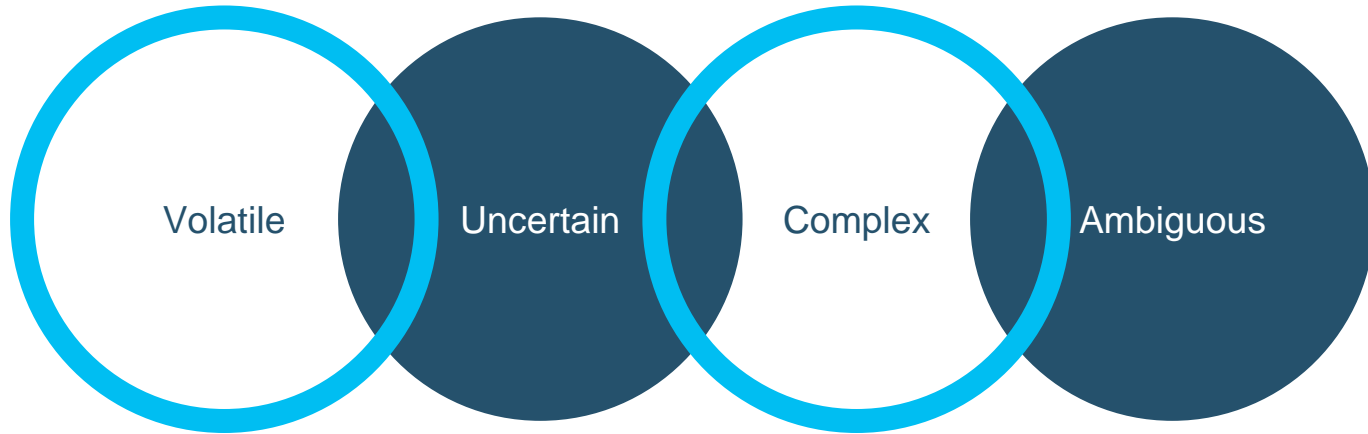


What are some examples from the recent past?

- Global Pandemics
- Global War on Terror
- Global Financial Crisis
- Global Migration Crisis
- Transnational Crime

The VUCA World

(Miska et al., 2020)



“Today’s times are volatile, uncertain, complex and ambiguity prevails everywhere. ... We need a very refined leader, a very different leader that can actually power a company through these tough times. ... We are looking for leaders who are extremely agile, who can go from geopolitical calms to geopolitical crisis. ... Very often we are finding that we need leaders who can make something out of nothing.”
(CNBC, 2013).
—Indra Nooyi

The Bottom Line

A prosperous future requires
exceptional global leaders

The problem is....

What exactly is a global leader?

Deconstructing Global Leadership



TROY
UNIVERSITY



Deconstructing Global Leadership

“The foundations of any discipline are its definition, knowledge base, terminology, structure, methodology, and epistemology”

(Theall & Svinicki, n.d.)

Deconstructing Global Leadership

From 1950-1990, American companies looked to expand overseas (Bird and Mendenhall, 2015)

Rise of Information Communication and Technologies (ICTs) in the 1990s. (Barhite, 2017, Mendenhall, et al., 2018).

“Global leaders, unlike domestic leaders addresses people worldwide” (Adler, 1997 p 175)

Deconstructing Global Leadership

“the study of leadership rivals in age the emergence of civilization, which shaped its leaders as much as it shaped them. From its infancy, the study of history has been the study of leaders—what they did and why they did it” (Bass, 1990)

Plato and Aristotle (400 BC) western leadership philosophy
Plato believed the educated philosophers from the aristocracy or elite class should be leaders (Takala, 1998)

Deconstructing Global Leadership

“Leadership is a process whereby an individual influences a group of individuals to achieve a common goal” (Northouse, p. 3, 2010)

Leadership therefore has four components

- Active Process,
- Requires Interaction & Influence,
- Affects either the Individual or Group,
- Goal oriented (Adler, 1997, Northouse, 2010).

Deconstructing Global Leadership

“Leadership has been defined in terms of individual traits, leader behavior, interaction patterns, role relationships, follower perceptions, influence over followers, influence on task goals, and influence on organizational culture (Yukl, 1989, p. 252).”

1. Trait Theory (1900 to 1940) What a leader has (Yukl, 1989),
2. Skills Theory: What a leader has acquired.
3. Behavior Theory (1940-1950) What leaders do. (Mendenhall, et al., 2018).
4. Contingency & Contextual What the leader does based on circumstances(Asrar-ul-Haq & Anwar, 2018).
5. Relational leadership: relationship between the leader and the follower (Barhite, 2017).)
6. Motivational Leadership: transformational, charismatic, and visionary. The style the leader uses to inspires. (Asrar-ul-Haq & Anwar, 2018).

Deconstructing Global Leadership

"there are almost as many definitions of leadership as there are persons who have attempted to define the concept"
(Stodgill, 1974)

Constructing Global Leadership



TROY
UNIVERSITY



Leadership

No universal definition

“...leadership entails a process through which one person exerts influence over other individuals to guide, structure, and facilitate task completion and relationships in a collective” (Yukl, 2006, as cited in Reiche et al., 2017).

Global Leadership

No universal definition

Failure to link the concept of “leadership” and “global leadership” beyond the geographical difference

Constructing Global Leadership

“high level professionals such as executives, vice presidents, directors, and managers who are in jobs with some global leadership activities such as global integration responsibilities” (Caligiuri & Tarique, 2009).

Constructing Global Leadership

“...anyone who operates in a context of multicultural, paradoxical complexity to achieve results in our world” (Holt & Seki, 2012)

Constructing Global Leadership

“...management style that supplements traits generally associated with successful management (e.g., delegation, communication, ‘Vision’) with particular traits necessary to manage people and information successfully in an international organization”
(Bovasso, 1992)

Constructing Global Leadership

“...the systematic and integrated manifestation of leadership traits, processes, intentional behaviors and performance outcomes that are elevating, exceptional and affirmatory of the strengths, capabilities and developmental potential of leaders, their followers and their organizations over time and across cultures”
(Youssef & Luthans, 2012)

Constructing Global Leadership

“the processes and actions through which an individual influences a range of internal and external constituents from multiple national cultures and jurisdictions in a context characterized by significant levels of task and relationship complexity” (Reiche et al., 2017)

Global Leadership Defined



Group Breakout (15 Minutes)

- Latasha Morss – Group 1
- Sohail Agboatwala – Group 2
- Austin Coar – Group 3
- Jonathan Jett – Group 4

Group 1 Summary

Latasha Morss

Group 2 Summary

Sohail Agboatwala

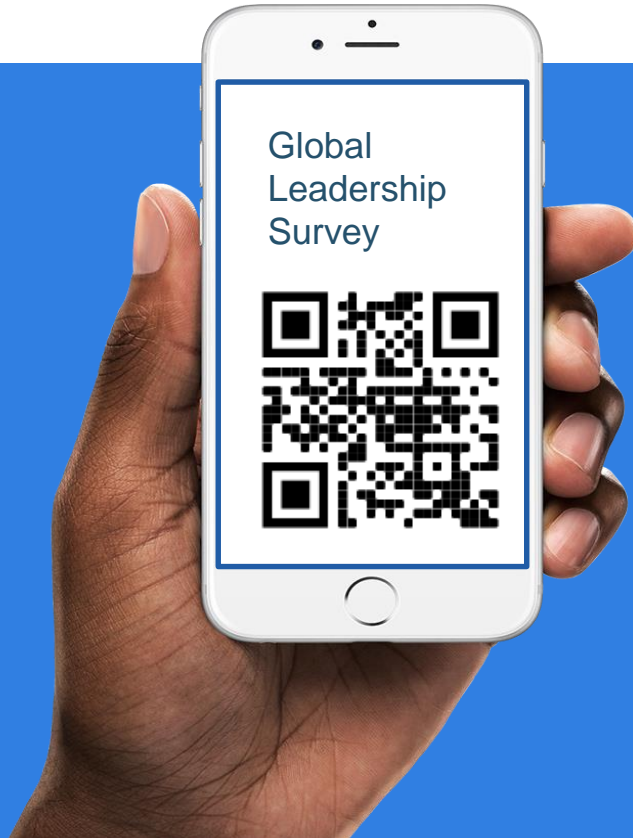
Group 3 Summary

Austin Coar

Group 4 Summary

Jonathan Jett

Global Leadership Survey



Global Vision, Local Practice

Summary

Presenters:

- Sohail Agboatwala, MBA
- Ryan Coacher, MS
- Austin Coar, MBA
- Alice Irby, MPH
- Jonathan Jett, MPS
- Latasha Morss, MS
- Johnathan Poarch, MS
- Joann Rouse, MBA

References

- Adler, N. J. (1997). Global Leadership : Women Leaders Global Leadership : Women Leaders Desautels Faculty of Management 1001 rue Sherbrooke Prouest. *Management International Review*, 37(January 1997), 171–196.
- Asrar-ul-Haq, M., & Anwar, S. (2018). The many faces of leadership: Proposing research agenda through a review of literature. *Future Business Journal*, 4(2), 179–188.
- Bass, B.M. (1990). Bass and Stogdill's handbook of leadership; Theory, research and managerial application (3rd ed.). New York: Free Press.
- Barhite, B. (2017). The Effects of Virtual Leadership Communication on Employee Engagement. In *ProQuest Dissertations and Theses*.
- Bird, A., & Mendenhall, M. E. (2016). From cross-cultural management to global leadership: Evolution and adaptation. *Journal of World Business*, 51(1), 115–126.
- Bovasso, G. (1992). A Structural Analysis of the Formation of a Network Organization. *Group & Organization Management*, 17(1), 86–106.
- Caligiuri, P., & Tarique, I. (2009). Predicting effectiveness in global leadership activities. *Journal of World Business: JWB*, 44(3), 336–346.
- Holt, K., & Seki, K. (2012). Global leadership: A developmental shift for everyone. *Industrial and Organizational Psychology*, 5(2), 196–215.
- Irby, A. (2021). A global leadership definition adapted for introduction to doctoral study students [Global Leadership 8802 Course Research Paper]. College of Education, Troy University.
- Mendenhall, M., Osland, J. S., Bird, A., Oddou, G. R., Stevens, M. J., Maznevski, M. L., & Sthal, G. K. (2018). *Global leadership: research, practice, and development (3rd ed.)*. Routledge.
- Miska, C., Economou, V. & Stahl, G. K. (2020). Responsible leadership in a VULA world. In Mendenhall, M. E., Zilinskaite, M., Stahl, G. K. & Clapp-Smith, R. (eds). *Responsible global leadership: Dilemmas, paradoxes, and opportunities*. Taylor Francis Group.
- Northouse, P. G. (2010). Leadership: Theory and Practice, 5th ed., SAGE.
- Reiche, B. S., Bird, A., Mendenhall, M. E., & Osland, J. S. (2017). Contextualizing leadership: a typology of global leadership roles. *Journal of International Business Studies*, 48(5), 552–572.
- Stodgill, R.M. (1974). Handbook of leadership: A survey of the literature. New York; Free Press.
- Takala, T. (1998). Plato on leadership. *Journal of Business Ethics*, 17(7), 785–798.
- Theall M., Walt W, and Svinicki, M. (n.d.) Gaining A Basic Understanding of the Subject. IDEA.
- Youssef, C., & Luthans, F. (2012). Positive global leadership. *Journal of World Business*, 47(4), 539–547.
- Yukl, G. (1989). *Managerial Leadership : A Review of Theory and Research*. 15(2), 251–289.