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Global Leadership: *Reality or Myth Still in the Making?*

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Session Outline

1. Introduction and Reflection Exercise
2. Leadership Theories
3. Cultural Identity, Values and Norms
4. Global Leadership: A Definition
5. Reflection Exercise
6. Discussion

Session Objectives

Explore impact of social, cultural and national context on leadership development.

Understand the value of transformative, context-based leadership.

Learn methods to practice mindful leadership in teams.

The Self of Leadership

- What is your cultural identity like?
- **Exercise:** Draw a matchstick image of yourself and write down all the things that are important to your cultural identity.



Debrief & Discuss

- What did you find out about yourself?
- Did anything surprise you?
- How do you think this might inform your leadership?



What *is* Global Leadership?

Considerations

- If leadership is informed by values, norms, and behaviors, what does global leadership look like?
- How do ethnicity, race, gender, and multiculturalism play into this? (Explore value constructs)
- (Table discussion)

[Title pending]

- Communication, Cultural, Global, Competence, Sensitivity, Adaptation

Why the Confusion?

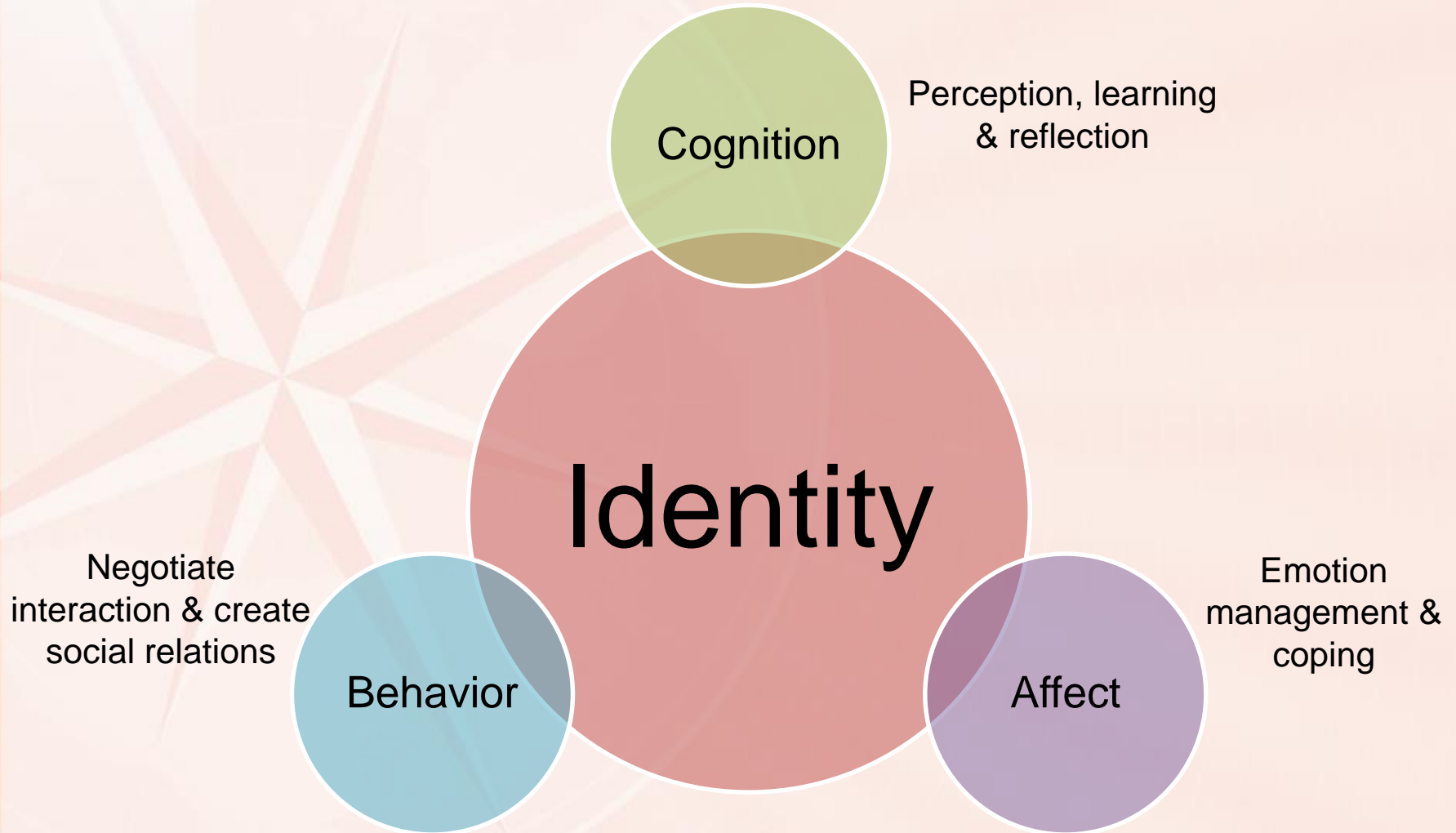
trans-cultural
communication
international
communication
cross-cultural
communication
intercultural interaction
biculturalism
cross-cultural awareness
intercultural sensitivity
multiculturalism

global competitive
intelligence
intercultural cooperation
global competence
cultural sensitivity
cross-cultural adaptation
cultural competence
effective inter-group
communication
international competence
communicative
competence

Proposition

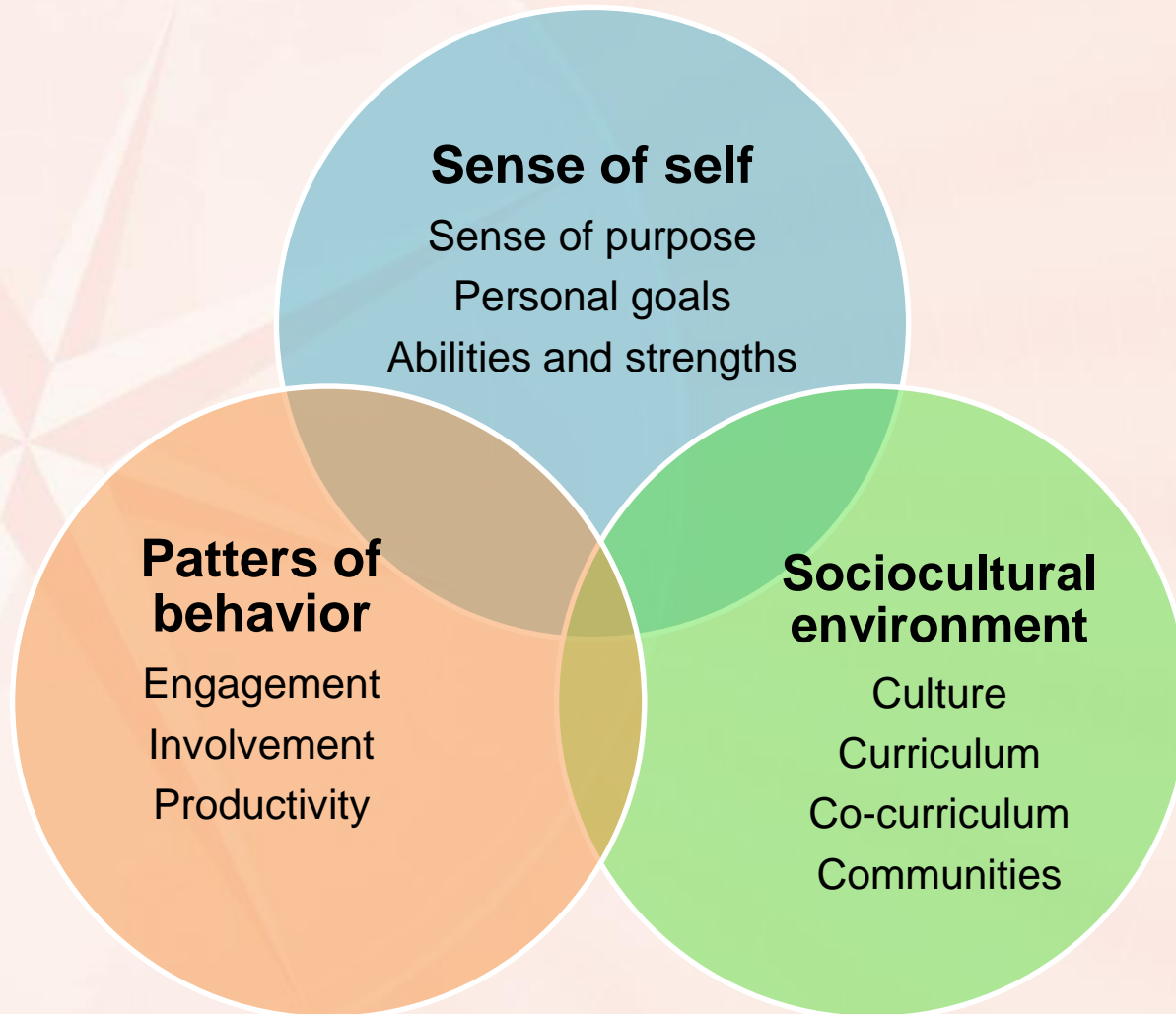
- Until Global Leadership theories are tested across cultures, intercultural competency theory helps to inform leader behavior in global context
- As we approach global leadership theories we should consider what we can learn from **psychological** and **socio-psychological theories** and their applicability across cultures

Intercultural Framework Model



Source: Vera Varhegyi and Stephanie Nann

Personal Investment Theory

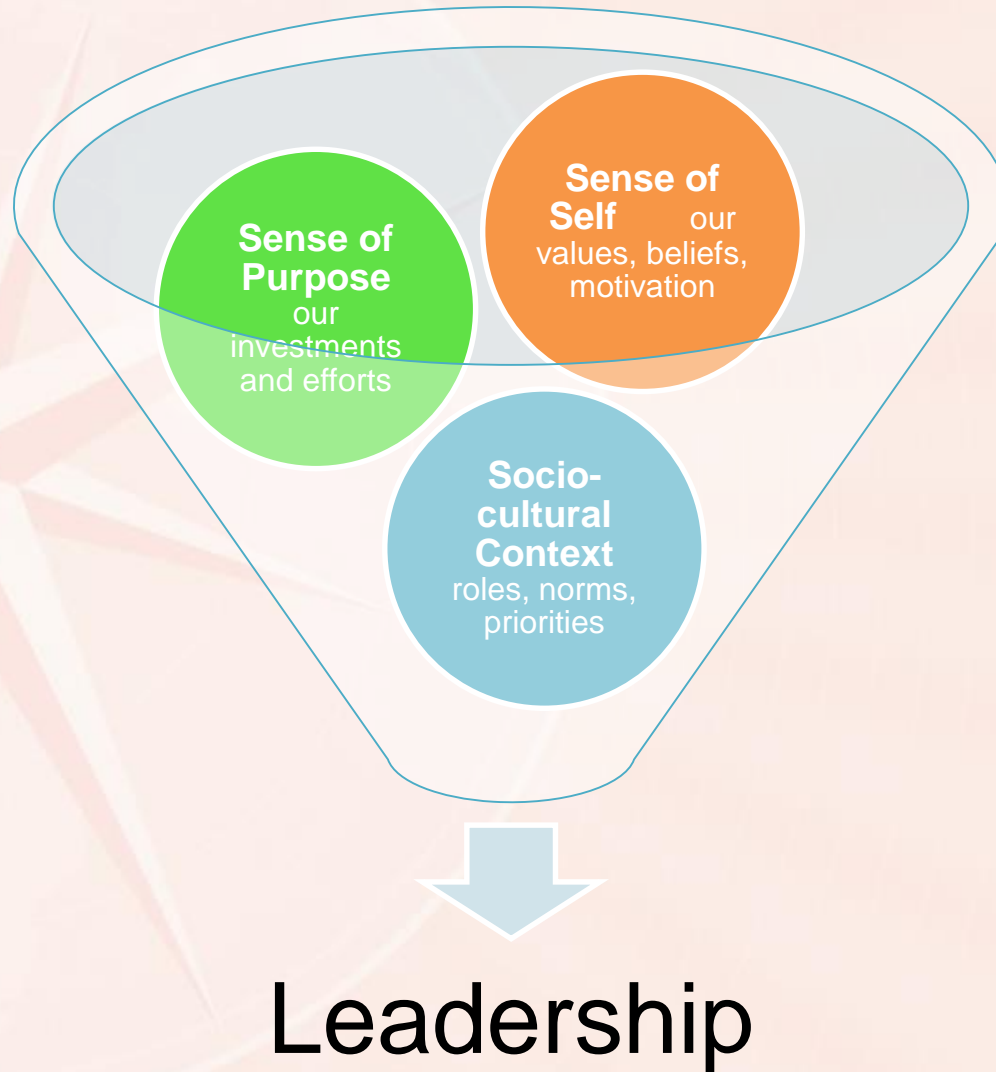


Source: L. A. Braskamp in “Culture, Self, and Motivation: Essays in Honor of Martin L. Maehr,” 2009

Question

How do you think your “sense of self” informs your leadership behavior?

Identity, Values, Motivation



Leadership: Uncovering Values

10%

What we can **observe**, such as societal structure, languages, gestures, food, and the **“how”** we do something

90%

The **“collective”**: values, beliefs, our ideals for justice, authority, social status and class, gender, religion, etiquette, history, and the **“why”** we do something



The “Why” of Leadership

- **Why** do people behave the way they do?
- How does upbringing and prior experience **inform** a person’s behavior?
- Recognizes how values and norms **guide** human behavior across cultures
- Gives meaning to **diversity** of values

Leadership, Identity, Behavior

- Leadership starts from knowing one's self
- Leadership requires an **intra** “me” perspective as well as **inter** “relationship with others” perspective

What works in one sociocultural context might not work in another context.

The Limits of Western Theories

- Current leadership theory development still focuses too much on Western thought
- **Exercise:** List what you think the some of the limits of Western-focused leadership theories might include.

A Few Limits...

- Gender bias
- Race and ethnicity bias
- Individualistic
- Focus on behavioral outcomes
- Focus on universal traits
- Do not explain the “why” of leadership

Global Leadership as Intercultural Leadership

The Mindset – Cognitive Dimension

- Developing cultural self-awareness

The Skillset – Behavioral Dimension

- Adapting and managing social interaction

The Heartset – Affective Dimension

- Tolerance for ambiguity and risk-taking

Questions & Comments

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