

Intercultural Leadership Competencies in an Era of Globalization

Findings from a dissertation study by
Eileen Sheridan @ University of
Phoenix/Online that I participated in.

Research Question

- *What intercultural leadership competencies are essential for U.S. leaders to develop in the era of globalization?*
- *Delphi Study* = A consensus research method usually done in 3 stages.
 - **Round One** = The expression and recording of opinions by an expert panel on a specific matter.
 - **Round Two** = Participant experts rank importance of opinion findings.
 - **Round Three** = Participant re-ranking of findings, with consensus achieved over rankings process ceases and findings are distributed.

Round One

- First Question: What intercultural competencies can U.S. business leaders develop to compete globally?
- Ranked in two ways: Intrapersonal (Me) and Interpersonal (Them)
Dimension Ranking

Intrapersonal Ranking (Opening Opinions)

- Key Priority - (Me) Self Awareness = of his/her culture as well as the ""other"". "
- Flexibility/Adaptability
- Curiosity
- Patience
- Ambiguity/Tolerance
- Mindfulness
- Imagination

Interpersonal Dimension Ranking (Opening Opinions)

- Key Priority - (Them) Perspective Taking = the ability to acquire an international perspective.
 - Nonjudgmental = the ability to apply experientially-based learning to overcome culturally based (US) judgments.

Round Two

□ Social Dimension

- Key Priority – (Me) Effective Communication = the ability to communicate clearly across an intercultural divide.
 - Sensitivity/Appreciation of Difference
 - Local/Global Perspective
 - Understanding of how leadership is conceptualized in other cultures
 - Multilingual

Round Two Question

- How can U.S. business leaders recognize the concept of culture?
 - Key Priority – (Me) Cultural Immersion
 - Consultants and Mentors
 - Formal Training or Education
 - Self-education (Auto-didactic)

Round Two Question

- How can U.S. business leaders utilize this concept of culture in understanding their own cultural background and bias?
 - Key Priority – (Them) Engagement = the ability to mindfully interact with members of other cultures.
 - Recognition
 - Intentionality

Round Three Question

- How can US business leaders analyze and evaluate intercultural situations?
 - Key Priority - Use Intercultural Assessments
 - Use Intercultural Models

Round Three Question

- How can U.S. business leaders negotiate and make decisions within intercultural situations?
 - Key Priority – (Me) Paradigm One: Values-Based = the ability to overcome one's ethno centralism and analyze/communicate expected behavior in a culturally bound context.
 - Paradigm Two: Context-Based
 - Paradigm Three: Ambiguity-Tolerant

Round Three Question

- How can U.S. business leaders motivate and lead in intercultural situations?
 - Key Priority – (Them) Build Intercultural Understanding = the ability to define and utilize cultural influences to "right" behaviors.
 - Engage the Culture and its People
 - Integrate Culture with Business Process and Practices
 - Self-Other Appreciation
 - Maintain Global Perspective

Round Three Question

- How can U.S. leaders develop intercultural teams?
 - Key Priority – (Us) Select Team Members with Intercultural Savvy.
 - Prepare Members Prior to Assignment
 - Use Culturally Appropriate Business Models and Processes
 - Share or Use Joint Leadership



Figure 1. The Seven "Cs" of Intercultural Leadership Competence (Intercultural Leadership Model; aka ILM)

1. Care –Balanced interest and value for profit and stakeholders
2. Connection – Engaged communication and interaction with diverse cultures
3. Consciousness – Self-awareness of own cultural background and bias
4. Context – Situational perspective with no judgment
5. Contrasts – Cultural differences in leading and motivating followers
6. Cultural Immersion – Lived experience in other cultures
7. Capability – Intercultural expertise at all organizational levels

Summary

- ❑ Remain open, flexible, and non-judgmental in communicating with others.
- ❑ Question your own beliefs about culture (Yours and Theirs) by thinking critically and deeply before acting.
- ❑ Define “right” ethical, organizational, and managerial behaviors in a global/cultural context.
- ❑ Recruit and educate teams around cultural sensitivity within a joint leadership context.