

## Cross-cultural leadership models in the global economy: universal versus cross-cultural leadership images

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### Extended Abstract

Globalization today influences all walks of life and particularly managers whose role significantly expands as their corporations rapidly expand beyond national borders. Although business related activities of managers and their products and services travel beyond their national boundaries at the accelerated speed, human values and social culture change at the much slower pace. Some of the society's core values show even signs of diversification and polarizing (Caligiuri, 2006; Ghosn, 2013; Stahl, Maznevski, Voigt, and Jonsen, 2010). This research project takes closer look into this contemporary phenomenon of globalization and examines various leadership images which are potentially appealing differently to diverse employees and followers. It also looks into a potentially universal leadership images which appeal to the global employees regardless of cultural value diversity. Building on Hostede's (1980) seminal work on cross-cultural values and other cross-cultural researches (e.g., Kao, Sinha, and Wilpert, 1999; Mendenhall, et al., 2013; Tung, 2008), this project develops four basic leadership images: 'paternalistic leadership' which would fit best with employees in the collectivistic values, 'heroic leadership' which would fit best in the individualistic values, and prophetic leadership and instructional leadership which would fit across cultural values. Though, the latter two leadership images are expected to serve at the different levels of the leadership context. While prophetic leadership image serves well at the higher level such as a leader for the nation or even for the global context, the instructional leadership image serves better at the lower level such as a small group of 'boy or girl scout.'

To be more specific, 'paternalistic leaders' are, in this research project, considered to those who are at the top of a social structure or a community, possibly as a result of their seniority standing and commanding respect of the community. They play the key role of protecting and nurturing all the members from external threats and maintaining the integrity of the community itself. In many traditional communities, they are 'grandfather-like' figures and respected for their wisdom. Certainly, the collective well-being is their ultimate concern, and they understand the values of interdependence and demand sacrifice from all members for this collective cause. This paternalistic leadership fits well as a successful leadership image in the collective, high power-distance, communal culture.

On the other hand, heroic leaders demonstrate 'super-natural' power at times and demonstrate repeated success or extraordinary performance (Chambers, 1991; Manz and Sims, 1991). Their power and success are even more revered when such success is achieved against unusual and presumably insurmountable hardship facing the leadership. 'Superman-like' heroic leaders quite competitively fight against all evils and save troubled and treacherous individuals ever gracefully at the dramatic moment of difficulty. They show physical as well as mental strength, which are important ingredients that all we need particularly in the rather competitive, masculine, and individualistic society.

Another important variation of leadership is on the level of leadership contexts which are universal across culture. A local boy-scout or girl-scout captain as a leader has a small number of followers, who are interacting in close proximity with their leader-captain daily basis; whereas a president of a nation or a chief executive office of multinational corporation extends his or her responsibility over millions or even billions of potential followers. However remote the physical distance is between a leader and his/her followers, inspirational leadership influence could be as close as quite personally intimate to be 'heart-to-heart.' Prophetic leadership influences followers as

a spiritual inspiration, suggests a new vision, and renews followers with a sense of mission. Contrary to the prophetic leaders, instructional leaders are good coaches and good teachers. They offer detailed and step-by-step instructions for immediate tasks and provide emotional support when their followers are in difficulty, personally and professionally. This type of instructional leadership is most appropriate at the lower and operational level of the leadership context regardless of cultural values.

The significance of this leadership project is to understand the cultural difference of work values across nations, examine the fundamental differences of organizational dynamics in accomplishing the critical tasks between cultures, and bring the learning to the college classroom to train and develop future global managers. In terms of the contribution to the leadership literature, attempts to offer cross-cultural leadership in the global context has not been so successful though numerous studies have been presented and yet undergoing in practically all social science areas. This research intends to contribute to filling the gap of literature in the cross-cultural leadership study.

Table 1. Theoretical Model of Four leadership images

Paternalistic	Heroic Leadership	Prophetic	Instructional
<u>Task-related</u> . Tough and militant . Stern and directive . Disciplinary	. Role modeling . Demonstration of Leader exemplary behaviors and actions	Abstract & symbolic . Offering conceptual Frame	- Specific and detailed . Instructive . Hands-on task oriented
<u>People-related</u> . Protective and nurturing . Followers' emotional concern	. Maturity, growth . Self-reliance . Independence	. Tolerance of today's hardship . Future orientation	- Counselling . Show & tell how to deal with today . Present oriented . Help develop hands-on skills and technique

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