DESIRED LEADERSHIP COMPETENCIES IN GLOBALIZED WORLD

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Abstract

The world has become increasingly interconnected in recent years, with globalization taking center stage. This interconnectedness demands a new kind of leadership – one that transcends the limitations of national perspectives and embraces an international outlook. This "millennial leadership" needs to be innovative and unconventional, possessing the foresight to delve deeper and uncover hidden opportunities beneath the surface. Globalization presents a unique challenge for corporate leaders. They must now develop a skillset that is effective not just within their home countries, but also in the broader international landscape. To address this need, this research study aims to identify the key personal skills desired in leaders of this globalized world. The study will employ statistical tools like correlation and factorial analysis to develop a method for analyzing these crucial leadership qualities. The findings of this research extend beyond simply identifying desired skills. The ultimate goal is to create a framework for self-assessment, allowing leaders to identify their strengths and pinpoint areas for improvement. This "personal skill map" will serve as a personalized roadmap for growth and development, empowering leaders to become more effective in the dynamic and interconnected world we live in. By understanding and honing these crucial skills, leaders can navigate the complexities of globalization and lead their organizations to success in the new millennium.

Introduction

The rise of globalization has propelled it from the fringes to the center stage of the business world. Companies are expanding their reach further than ever before, and countries that were once commercially irrelevant are now key players. This interconnected landscape presents a new reality for leaders: competition can come from anywhere, and simply defending their home turf is no longer a viable strategy for survival. The days of looking across the street or even across national borders to identify rivals are over. The tide of globalization is unstoppable, demanding that leaders delve deeper to uncover the hidden opportunities it presents.

This globalized environment necessitates a new leadership model – one that transcends narrow, nationalistic outlooks. This model embraces an international, and perhaps even unconventional, approach for the 21st century. Effective leadership now requires a global perspective, one that looks beyond borders to develop strategies that can function seamlessly across international frontiers. To navigate this complex landscape, leaders must develop a broader skillset, becoming adept at navigating both domestic and international environments. This transformation is essential for leading companies to success in the globalized world of globalized competition.

It should be noted here that instead of focusing on hierarchical titles, leadership flourishes when individuals take initiative and demonstrate the capacity to inspire and guide others. True leaders, regardless of their position on the organizational chart, possess the charisma and vision to motivate those around them. They excel at fostering collaboration and skillfully shepherd their team members towards a shared objective.

The ever-expanding reach of globalization presents a wealth of opportunities, but navigating this complex landscape requires a new set of tools. While some may question whether leadership is an inherent trait or a learned skill, the reality is that successful leaders in today's world need both. A strong foundation, a natural aptitude one could say, serves as the starting point. However, to truly thrive, leaders must continuously hone their capabilities through ongoing development. This translates to a deep interest and passion for the intricacies of international business. It necessitates a commitment to lifelong learning, staying abreast of the ever-evolving global landscape. But leadership goes beyond technical expertise; it demands strong interpersonal skills. Effective leaders are those who are naturally outgoing and possess a high degree of social intelligence. Perhaps most importantly, they must possess a genuine interest in and appreciation for people from diverse backgrounds.

The winds of globalization are reshaping the business world, demanding a new generation of leaders to navigate these uncharted territories. Fueled by an insatiable curiosity and a pioneering spirit, these leaders echo the explorers of old, venturing into the unknown with a thirst for knowledge and a drive to forge new paths. Unlike their predecessors who might have been overwhelmed by the sheer diversity of cultures, languages, and customs encountered, these new-era leaders find themselves invigorated by the vibrant tapestry of humanity. This global perspective is a cornerstone of their leadership style. They possess a unique ability to see the world through a wide lens, embracing the inherent uncertainty of operating in an interconnected world. Far from being a paralyzing force, uncertainty becomes an opportunity to be seized, a hidden gem waiting to be unearthed within the complexities of globalization.

However, navigating this diverse landscape requires more than just an adventurous spirit. These leaders understand that the bedrock of successful global initiatives lies in fostering genuine human connection. The ability to connect with people on an emotional level, regardless of their background or origin, is a paramount virtue. This emotional intelligence allows them to build bridges across cultural divides, fostering trust and understanding. But connection alone isn't enough. These leaders also recognize the importance of unwavering integrity. Building trust in a globalized world transcends formal lines of authority. Leaders who stand by their principles, demonstrating uncompromising honesty and ethical conduct, will earn the respect and camaraderie necessary to inspire collaboration across borders. It's this potent combination of curiosity, adaptability, emotional intelligence, and unwavering integrity that defines the successful leader of the globalized world.

The ideal leader for today's interconnected world needs to be a strategic thinker with a keen eye for business opportunities. This translates to spotting promising ventures in the global marketplace and then mobilizing the necessary resources within their organization to capitalize on them. They must be decisive with a clear vision for the future, but also possess the ability to navigate the complexities of turning that vision into reality. A crucial skill in this globalized landscape is the ability to find the right balance between activities that require standardization across all markets and those that need to be adapted to local contexts. This ensures maximum profitability on a global scale. However, navigating the complexities of global leadership goes beyond just these essential skills. Different countries have their own distinct cultural nuances, priorities, and challenges that shape what qualities are most valued in a leader. What's considered effective leadership in India might be vastly different from the criteria used to judge leaders in Japan, the US, or any other nation. Understanding these unique dynamics and adapting your leadership style accordingly is essential for success on a global scale.

Brief Literature Review

The concepts of Singleton (1978, 1979, 1981, and 1983) form the foundation of the skill framework. A skill was described as "a hypothetical concept which explains why some people are more effective than others and why behavior is changed through experiences and learning" (Singleton 1983, 294).

General efficiency abilities are also included in these personal important skills. "Efficiency means that you will achieve your objectives in an optimal way," is the definition of efficiency. Four distinct abilities are necessary for personal efficiency: internal skills, interpersonal skills, efficiency skills, and wellness skills. Here, one may apply the following equation (Sydanmaanlakka, 2001, 23–24):

EFFICIENCY = Internal skills* Interpersonal skills* Efficiency skills* Wellness   skills

Through this evaluation process, individuals gain valuable insights into their strengths and weaknesses. This self-awareness empowers them to target areas where they can improve and further develop their capabilities. The core objective of this research is to establish a method for analyzing and fostering essential personal skills. These broad abilities, often referred to as efficiency skills, are fundamental for success in various aspects of life. They not only contribute to effectiveness in completing tasks but also play a crucial role in achieving overall well-being. By honing these essential skills, individuals can navigate daily life with greater confidence and satisfaction.

Objective of the Study

To understand the underlying relationships between the desired skills for leadership in globalized world was one of the main research objectives.

Research Methodology

The primary data used in the study was gathered via questionnaires. A set of 13 perceptual mapping skills was constructed in a questionnaire specifically for the intended study. These include the following: the ability to take risks, be creative and entrepreneurial, network, communicate effectively, be goal-oriented and proactive, make decisions, have a motivating influence, engage in ethical behavior, maintain physical wellbeing (stress management), avoid interpersonal aggression, and be open to the opinions of others.
The questionnaire was designed using a five-point Likert scale, asking respondents to rank the propositions according to this system. Starting with Very Important (5) and ending with Least Important (1), the respective weights were indicated. One hundred people received the structured questionnaire. The research study used college students as a sampling unit. The study's focus was the Chhattisgarh city of Bilaspur (India). Correlation analysis methods were used as statistical tools for data interpretations.

Results

The analysis suggests that the 13-item instrument used to measure leadership skills is reliable, with a Cronbach's alpha coefficient of 0.79 indicating acceptable overall reliability. Diving deeper into the correlations between these desired skills, the analysis reveals that most tend to go hand-in-hand (**Table 1**). In other words, leaders scoring high on one skill are likely to score high on others as well.

However, there are some interesting exceptions. Proactiveness, personal aggression, and accepting others' opinions don't appear to be strongly correlated with the other skills. This suggests that these traits may play a more nuanced role in leadership effectiveness.

Even more noteworthy is the finding that some skills, like risk-taking, innovation, goal orientation, communication, and decision-making, exhibit a stronger positive correlation with each other compared to the other measured skills. This cluster of competencies might be particularly indicative of strong leadership potential. Individuals who are naturally inclined towards calculated risk-taking, possess innovative mindsets, and are adept at setting and achieving goals are likely to benefit from strong communication and decision-making abilities. Conversely, honing these skills can empower leaders to take calculated risks, foster innovation, and effectively guide their teams towards achieving goals.

In conclusion, the analysis provides evidence for the instrument's effectiveness in measuring leadership skills and highlights the positive correlations between many of these desired traits. It also sheds light on potentially more influential skillsets for leadership success, with the combination of risk-taking, innovation, goal orientation, communication, and decision-making emerging as a powerful indicator.

Conclusion

The world is a whirlwind for leaders today. Unpredictable change is the norm, and success hinges on the ability to identify underlying patterns within that chaos. Leaders who can anticipate these trends and seize fleeting opportunities will be the ones who thrive. To navigate this complex landscape, leaders need a versatile toolkit filled with diverse leadership skills. By mapping these essential skills onto the current global landscape, we can

pinpoint the specific areas where leaders need to further hone their abilities. This strategic approach allows us to not only identify weaknesses but also tailor development efforts to the unique challenges of our interconnected world.

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Table 1 Correlation of Desired Leadership Competencies

		1	2	3	4	5	6	7	8	9	10	11	12	13
1	Risk taking Abilities	1												
2	Innovativeness	0.37	1											
3	Entrepreneurship	0.35	0.19	1										
4	Networking	0.24	0.31	0.02	1									
5	Effective Communication	0.24	0.60	0.19	0.31	1								
6	Goal orientation	0.36	0.39	0.01	0.10	0.45	1							
7	Pro activeness	-0.25	0.01	-0.07	0.31	-0	0.09	1						
8	Decision Making	0.37	0.63	0.09	0.26	0.57	0.50	-0.1	1					
9	Motivational Effect	0.45	0.57	-0.00	-0.18	0.57	0.46	-0.09	0.56	1				
10	Ethical Behavior	0.09	0.07	-0.11	0.09	0.11	0.23	0.23	0.04	0.43	1			
11	Stress Management	0.12	0.36	-0.04	-0.09	0.43	0.30	0.00	0.31	0.41	0.43	1		
12	Interpersonal Aggression	0.03	0.00	-0.02	0.00	-0.09	0	0.10	-0.09	0.04	0.00	-0.1	1	
13	Accepting others Opinions	-0.14	0.10	-0.28	-0.1	-0.09	-0.18	0.30	-0.09	0.12	0.09	-0.09	0.2	1