

# Foreword

The challenges faced by leaders and their organisations are increasing in complexity. Managers and employees are more exposed to global strategic decisions and cross-cultural interaction than ever before and this trend will continue due to the increasingly global, cross-cultural, and networked nature of the business environment, disruptive technologies and the impact of the Fourth Industrial Revolution on human beings especially.

Developing relationships across borders and the effectiveness of business leadership today and in the future, requires business leaders to find ways to foster and use their Cultural Intelligence (CI) to enable them to collaborate effectively in a non-standardised global business environment. Cultural Intelligence (CI) reflects the capability to gather and manipulate information, draw conclusions, make critical decisions and adapt their behaviour to interact effectively in various and diverse cultural environments. Global leadership requires a global mind-set, which can be summarized as the rethinking of boundaries focusing on the bigger, broader picture; balancing paradoxes, trusting process over structure, valuing differences, managing change, seeking lifelong learning, curiosity, acceptance of complexity, diversity consciousness, an extended time perspective and systems thinking. In addition, business leaders need to have cognitive knowledge about a variety of cultural customs, understand intercultural differences, have a multicultural orientation, be open to new and diverse ideas and thinking, demonstrate different sets of multidimensional and interconnected behaviours, and especially have specific intercultural competencies to be effective. Intercultural competencies refer to leaders' abilities, sensitivity and mind-sets to recognise cultural differences and having a positive attitude toward these differences.

This book proposes that integrating a multicultural orientation and developing the multicultural competencies of business leaders will increase organisational effectiveness and global competitiveness. This is due to the multicultural orientation of global business leaders consisting of cultural awareness, cultural openness, cultural knowledge, and cultural competence. The managerial implications of multicultural orientations will therefore have a positive effect on the multicultural engagement with all multicultural stakeholders due to increased openness, sensitivity and knowledge.

It seems evident then that practices for global leadership and doing business across borders are complex and not an easy task. Yet, it is critical for leaders, employees and organisations to understand the importance of multicultural orientations to survive and prosper in contemporary business environments and specifically in the Fourth Industrial Revolution and beyond. This book, consisting of twelve chapters, contributes to creating awareness of the impact and importance of contemporary multicultural orientations and practices for global leadership to ensure sustainable and profitable contemporary organisations.

The book starts with a chapter titled “Global Business Environment” and explores the effect of globalisation and how the global business environment is shaped by various economic and politic-economic blocks around the world. The complexity of businesses and the need for managers to be globally oriented and communicate effectively across cultures are indicated. Chapter 2 titled “Leadership Across the Globe” highlights that various regions in the world have different cultural settings that impact on the application of leadership practices. In addition, the national culture of a country, impacts on the culture and leadership styles in various organisations. Chapter 3 titled “Examining the Evolution of Creating Sustainable Leadership” explores a critical global leadership practice now and in the future. The authors explain that leadership theories and the concept of leadership are questioned for its practical use within contemporary and future organisational environments. They explain that sustainable business models need to be developed during transformational leadership. Chapter 4 titled “Global Leadership Competencies and Orientations, Theory, Practice, and Future Implications” builds on Chapter 3 as it discusses several global leadership competencies such as global business expertise, global organizing expertise and visioning, while global leadership orientation/mind-set has been identified as an influencing factor in the learning and application of global leadership competencies by global leaders, which often lead to effective global leadership. In determining the role of goal orientation in global leadership competencies, evidence from previous studies revealed that goal orientation inputs such as team learning orientation and team performance orientation contributes positively to collective global leadership effectiveness. Finally, the barriers to global leadership competencies and orientations were identified and solutions were proffered to limit the negative effects on global leadership effectiveness in the business environments. Chapter 5 titled “Dynamics of

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Human Resource Strategies and Cultural Orientations in Multinational Corporations” indicates the Human Resources challenges faced by corporations in their search for new market opportunities in order to expand operations across the globe due to legal obligations, local regulations and cultural adaptations in various countries. The challenge is that new strategies need to be developed, as a standardised approach in several countries no longer meets the needs of contemporary business practices and global leadership. “Integrating Multiculturalism in the Design and Implementation of Work-Life Balance Strategies” (Chapter 6) poses important questions regarding the implementation of Work-Life-Balance Strategies (WLBS) as these strategies do not seem to address the needs of employees in multinational corporations. The authors suggest that global leaders should adopt pragmatic strategies to address multiculturalism in the design and implementation of WLBS for all employees working across borders. Chapter 7 titled “Monitoring and Evaluation Leadership Through Technology: The South African Public-Sector Perspective” uses the South African Government to discuss the issue that governments across the globe are investing considerably in technology in the public sector to enhance the effectiveness and efficiency of public sectors in delivering public goods and services. From a South African perspective, these investments did not deliver the expected results due to a range of challenges ranging from varying digital literacy capacities of public servants tasked with monitoring and evaluation responsibilities, uncoordinated data flow from the various government units, as well as uneven application of government policy where the use of technology for monitoring and evaluation is concerned. It is evident that this strategy needs to be revisited in South Africa specifically. Chapter 8 titled “Global Psychological Capital and Sustainable Competitive Advantage” examines the relationship between global psychological capital and business sustainability and revealed that global psychological capital and firm’s innovation are important factors determining the position of a corporation in any industry. It is evident that global mind-sets and positive psychological states’ of those in management positions will determine the ability to lead workforce creativity and drive innovation thus creating a sustainable competitive advantage. Chapter 9 titled “Interpersonal Relationship and Global Leadership Mind-Set” interrogates the link between the two concepts and indicates that a strategic partnership is required by the global leaders in the area of relational competencies such as social interaction, supportive networking and avoidance of racial discrimination in order to achieve global performance. Chapter 10 titled “Institutionalising Social Responsibility Through Workplace Green Behavior” highlights the critical importance of responsible business practices and environmental sustainability in the 21<sup>st</sup> century. The author provides insights on institutionalising workplace green behaviour as a way of minimising industrial pollution, rather than compensating for environmental pollution. He suggests that workplace green behaviour should be institutionalised at individual, team, and

organisational levels of business leaders and to create a perfect fit between HR strategies and green management initiative on a global level. Chapter 11 titled “Examining the Role of Green Transformational Leadership on Promoting Green Organisational Behavior” supports the focus of Chapter 10 by examining the role of green transformational leadership on promoting green organisational behaviour specifically. The authors used Nedbank (a retail bank in South Africa) as an example of an organisation with a green transformational leadership, which has influenced green organisational behaviour, engages its customers and rewards them for green behaviour, which impacted on the intellectual stimulation and motivation of their employees. The authors recommend that more trainings and educational awareness are needed globally. The author of the final chapter titled “Green Transformational Leadership and Organizational Behavior Effectiveness” (Chapter 12), states that green transformational leadership has been identified as the most effective leadership style. The leader seeks to change the status quo by transforming the organisation, considers achieving environmental goals and inspire followers to focus on their environmental performance. The author explains that this will move organisations towards green innovation, influence employees green self-efficacy and satisfy environmental needs in the marketplace. Global organisational behaviour should be guided by responsible business practices, responsible global leadership practices and contemporary multicultural orientations to remain competitive and sustainable.

This book is an essential reference source offering further research opportunities, building on the available literature and expertise in the field of Global Business, Global Management, Global Leadership and Global Human Resources Management. Multicultural orientation of global business leaders—their cultural awareness, cultural openness, cultural knowledge, and cultural competence—and multicultural engagement with all multicultural stakeholders due to increased openness, sensitivity and knowledge are important and will become more important due to the contemporary and future impact of technology and the Fourth Industrial Revolution on all facets of human activity. This book is suitable and beneficial to scholar-practitioners, educationalists, policy makers, government officials, students, researchers, entrepreneurs, executives in various business sectors, business leaders and managers, communities, and interested individuals.

This is a welcome contribution to the much needed literature in this field.

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