

Chapter 2

Leadership Across the Globe

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ABSTRACT

This chapter addresses the issues regarding leadership. It is well noted through the examination of literature that various places have different cultures. This informs the leadership style adopted. The qualities of a good leader are people skills, good judgment, as well as integrity. Cultures differ in their implicitness regarding culture. The behavioral tendencies and leadership style can be an asset or a weakness depending on the context of the culture. Good leadership therefore is an asset in differing places. Through literature review, it is thus brought to light that the various regions have different cultural settings that are important for the application of leadership practice that could boost business performance consequentially. There is also the impact of national culture on the organization's culture and therefore the action of leaders in dealing with any discrepancies in their action can be a benefit to the business establishment.

INTRODUCTION

Leadership has an orientation with being a leader. This understanding is well noted for example in an entrepreneurial setting of an organisation. There is a prototype manager in the founding of an organisation. Such a person is expected to have an influence on the organisation's operation from the start. Leadership is a phenomenon that is common in various spheres of the globe.

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The founding processes as described by Schein (2004) are important. These include: Whatever the leader considers of importance and specifically gives regard to and can be taken by measurement with control will often have an influence on the people in that particular working environment. The leaders' reaction to crises or circumstances acting as a precedent of how others would react in circumstances that are similar. During resource allocation, a leader's prioritization is important. Exemplary display of a leader is significant in that it reinforces behaviours and values that are desirable. The leader's criteria in allocating status and rewards and more so in reinforcing behaviours that are desired are important in organizational setting.

Lastly the selection, promotion, recruitment as well dismissal criteria is of significance and needs to be underscored. Once the pioneers of companies or organisations stand back, the organisation starts to develop its own new culture (Browaeys & Price, 2011). In the pioneering work of the founder, there is a possibility that some routines could have been established and such routines are difficult to break when environmental dynamism dictates so. Leadership is seen as a way one does influence others in achieving organisational goals (Jones & George, 2018). The next section addresses the definitions of leadership thus giving direction to this presentation.

Definition of Leadership

Leadership is considered as a process where a person influences other people, motivating them while directing their activities in achieving the goals or aspirations that are for the organisation (Jones & George, 2018). The person influencing others towards the achievement of goals that are meant for the organisation is therefore termed as a leader. The emphasis is well noted in this definition in that it specifically includes particular elements. These elements are specifically: motivating, directing as well as influencing.

Ferrel, Hirt and Ferrel (2008) have a definition that is similar to the above when referring to leadership. They refer to leadership as the ability to influence employees to work towards the organisational goals. The idea of influencing is therefore well reported in these definitions and characteristically points the role of the person in the leadership position. On the other hand, Northhouse (2018) defines leadership as a trait. Trait has been defined as a characteristic that is particular, or a quality and tendency that something or someone has (Collins English Dictionary 2018). This then means that it is an attribute that is associated to an individual and in this case it has to deal with an ability to bring about the leadership potential. This then means that it is inherited or gained through an inheritance. The way an individual then leads is thus brought forth in the form of sociability or at times the outgoing nature of a person. Although this indicates that leaders are born, so that particular

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