

Chapter 9

Interpersonal Relationship and Global Leadership Mindset

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ABSTRACT

Leadership in this 21st century need to shift their tents to cover major areas of technological revolution, especially interpersonal relationships among the global leaders due to globalization challenges. For this purpose, the chapter attempts to interrogate the concept of interpersonal relationship and its correlation with global leadership mindset. A literature review was conducted to establish the link between global leadership mindset on the interpersonal relationship, particularly cultural differences. Discourse content analysis was carried out to explain the collected information. It was established that job-related interactions and social interactions within the work enhance cordial relationships among peers, subordinates, and superiors. However, today's global leaders have been shying away from this responsibility. The chapter concludes that 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.

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INTRODUCTION

The 20th century has witnessed much efforts spent on leadership studies. Therefore, the 21st century should complement the previous research which requires much effort perhaps tripled or even quadrupled in order to meet the challenges of the era. Leadership studies in this 21st century need to shift their tents to cover major areas of the technological revolution which are resultant effect of globalisation and this invariably affect the interpersonal relationships among leaders.

Today's leaders need to be global in their mindset because of the advent of information communication technologies (ICT) and other accomplices of globalisation drivers such as deregulation, commercialization among others. This is so due to the consequences of these drivers on the management of people in place of work, particularly the global leaders who find themselves in another environment with different cultural orientations. A global leader implies "executives who are in jobs with some international scope" (Silong, 2009, p.69). Leaders, who are involved in foreign markets, conceive strategies on a global basis especially the interpersonal relationships so as to manage and motivate geographically dispersed and diverse teams.

The main attempt of this chapter is to discuss the overview of global leadership mindset and interpersonal relationships, specifically trying to clarify and show the indicators of global leaders. Again, this chapter examine today's interpersonal relationships skills necessary for global leaders as well as discuss the theoretical framework that underpins the linkage between interpersonal relationships and global leadership mindset. Furthermore, challenges posed by globalisation drivers on global leadership mindset was spelt out in this chapter while a comprehensive conclusion on the subject matter especially as it relate to international scope was arrived at in the context of international business managers and expatriates.

BACKGROUND

The concept of leadership have been comprehensively defined in literature to means the process of influencing the thinking, attitudes and behaviours of others by the led towards the attainment of common goals in politics, business, and organisation. In a study conducted by Genty (2014) among Nigeria trade unions, leadership was described as the art of directing and controlling the activities of a group who are willing and able to be led by one person. The study argued that all styles of leadership are suitable for the activities of trade unions in the context of Nigeria but emphasized on the situation at hand as a determinant of a particular leadership style to adopt.

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