A critique of global leadership as a Concept

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***Abstract*:-**   The future is not beyond, it has already begun and what global leaders should do is to carry out appropriate leadership styles to fit well in the competitive and turbulent environment. Some leaders fail due to the inappropriate leadership styles. A true picture of leadership style should always be practiced in global leadership to promote ethics and integrity hence leading to effective global governance. This then results in prosperity and continuity of the world. A new era of leadership has emerged which is leadership that stretches beyond the nations. This article gives a critique of global leadership, explaining what it entails and giving practical examples.

Key words: *leadership, global leadership, globalisation, contingency approach to leadership, ancient Greeks, situational leadership theory, trust dimensions.*

I.   INTRODUCTION

Global leadership "is not about doing business abroad. It is about managing an integrated enterprise across borders where you encounter different cultural, legal, regulatory and economic systems," says Stephen Kobrin, (2010), a Wharton professor of multinational management. "It is about operating in multiple environments trying to achieve a common objective. There is need to consider cultural diversity among nations. Hesselbein et al (1999:160) observes that "globalisation is a trend that will have a major impact on the leaders of the future". In the past an organisation and individuals would focus on their own region or own country and still prosper. Not only do global leaders need to understand the economic implications of globalisation, there is need to understand the cultural, legal, technological, ecological, global ramifications. Leaders need to see themselves as citizens of the world with greatly expanded vision and values. Effective leadership is an essential factor relating to human, organisational, national and global development. There is no one style of leadership that fits all situations in so doing leadership style depends on the type of situation. However understanding and adaptability are key elements and lead to different styles of leadership for different situations. The article gives an exploration of global leadership and the nature of the global leadership which can be political, economic, social as well as technological.

II.   OBJECTIVES

Objectives of the article are to:

- define Leadership
- explore the concept of global leadership
- give examples of global leaders.

III.   WHAT IS LEADERSHIP?

Leadership is influence nothing more, nothing less (Maxwell, 1999:17). That influence would make people willingly follow and in so doing a true leader should have willing followers. Stoner (2008:496) avers that Leadership "is the process of directing and influencing the task-related activities of ground members". Thus leadership involves other people, employees or follower. Robbins and Coulter (2005:480) defines leadership as the process of influencing a group toward the achievement of goals. Global leadership is leadership that has an impact in the whole world. Burns (1978) observed that while leadership was constantly studied, it remained a hard to-understand phenomena. Leadership, according to Burns (1978) is performed in order to meet goals that are held by both leaders and followers. In his explanation of leadership, he argued that all leaders are power holders but not all power holders are leaders. Throughout the years, articles on leadership have proliferated; numerous leadership books are published and leadership and management helpful hints are available in print as

well as published on the internet but it remains difficult to understand leadership or come up with once concept that define leadership. Leadership according to Gupta, MacDaniel and Herath (2005) remains relatively strange concept despite it having been studied for several decades. The various researchers failed to agree on a single concept regarding leadership. Leadership is no longer viewed as something that is done to subordinates. Rather it is a process whereby there is a willingness of people at all levels to both give and accept effective leadership. "This rationale is based on the principles of sustainable development and implies that principles are used on a continuing basis and that everyone in the organisation is committed to them" (The Financial Gazette, November 23-29 2006). Leadership styles are moving away from command and control towards involvement, commitment and participation in findings appropriate solutions. "In the complex world that we are in today there are an increasing number of situations where participation in both the problem diagnosis and the development of appropriate solutions is essential" (The Financial Gazette, November 23-29 2006). Thus global leadership as a concept has to understand the world dimensions to build on opportunities and reducing threats.

IV.   GLOBAL LEADERSHIP

Global leadership points to leadership that has an influence to the world. In an given leadership situation there are usually four major factors that impinge on the effectiveness of the leadership, that is, the follower, the leader, communication and the situation (The Financial Gazette, November 23-29 2006). Pierce and Newstrom (2000:1) observe that "the ancient Greeks, Egyptians and Chinese tended to focus on some of the key qualities possessed by the leader. For example, Taoism suggests that leaders need to act such that others come to believe that their success was due to their own efforts and not that of the leader. Lao Tzu said, "A leader is best when people barely know that he exists, not so good when people obey and acclaim him. Worse when they despise him. But of a good leader, who talks little, when his task is done, his aim fulfilled, they will all say, we did ourselves". Thus global leadership should see leaders not just talkative but with meaningful developments that brings involvement and participation hence at the end of the day people would not see these global leaders as dictators. Kanter (1989: 20) argues that "today corporate elephants need to learn to dance as nimbly and speedily as mice if they are to survive in increasingly competitive and rapidly changing world". Thus global leaders should learn how to dance in this turbulent and competitive world.

Global leadership has been facilitated by the internet and e- business which include the use of credit cards to purchase materials throughout the world. Kotler (2005:33) argues that the internet will create new winners and bury the laggards. The new information and communication technologies have enabled the applicability of global leadership. This has seen the emergence of Video Conferencing, Group Decision Support Systems, Web 2.0 and library 2.0 hence continuously improving the leadership qualities. The internet helps in effective communication with leaders throughout the world hence removing physical boundaries. Gates, Willium Henry BILL (111) has become a global leader as he is the founder of the Microsoft Corporation which is the operating software that is used throughout the world. He was awarded the Chief Executive of the year in 1984 (The International Who is who, 2001:238). Thus Bill Gates indicates some characteristics of global leaders for initiating something that is benefiting everyone in the world except those who have no access to the computer but still they benefit from the works of the operating system through the services performed for them by the Microsoft.

Global leadership as a concept needs to consider and appreciate cultural diversity. Religion in global leadership has also to be appreciated for example personal greetings and diverse religious beliefs. Hesselbein (1999:162) propounded that "leaders who can effectively understand, appreciate and motivate colleagues in multiple cultures will become an increasingly valued resource in future". There is need to build partnerships and alliances with other leaders in the world. The rice of global markets has contributed also to global leadership. This has limited the effectiveness of national political leadership. Countries throughout Asia, for example face challenges to pursue desired infrastructure projects because of the collapse of their foreign currencies on foreign exchange markets. This was also happening in Zimbabwe and has been solved by introducing multi-currencies in order to reduce hyper-inflation.

V.   TRAITS FOR LEADERSHIP

There are some traits for leadership. Stoner (2008) argues that leaders as a group have been found to be brighter, more extroverted and more self –confident than non leaders. They also tend to be taller. But millions of people have these traits and most of them will never attain leadership positions. And many indisputable leaders have not had these traits for example Abraham Lincoln was moody and introverted and Napoleon was rather short. It is argued that individuals become more assertive and self-confident once they occupy a leadership position, so some of the traits identified may be the results of leadership experience rather than the causes of leadership ability. When it became evident that effective leaders did not have a particular distinguishable traits, researchers then tried to determine what effective leaders can do instead of what they are. For example President Mugabe can stand for his ground that Zimbabwe will never be a colony again and that land should be

redistributed to its original owners despise criticism from some other parties and nations. This is also evidenced from his quotes below:

- *"I wish to assure you that there can never be any return to the state of armed conflict which existed before our commitment to peace and the democratic process of election under the Lancaster House agreement". "The land is ours. It's not European and we have taken it, we have given it to the rightful people... Those of white extraction who happen to be in the country and are farming are welcome to do so, but they must do so on the basis of equality".*
- *"We are no longer going to ask for the land, but we are going to take it without negotiating". "If the choice were made, one for us to lose our sovereignty and become a member of the Commonwealth or remain with our sovereignty and lose the membership of the Commonwealth, I would say let the Commonwealth go".*
- *"So, Blair keep your England, and let me keep my Zimbabwe".*
- *"We don't mind having sanctions banning us from Europe. We are not Europeans".*

(Robert Mugabe Quotes, 2016)

Global leadership should also incorporate gender issues. Stoner (2008:474) argues that some researchers have found that although women are still less likely than men to emerge as leaders, they are just as effective when they do. He goes on to say that "even though an increasing number of people believe in equality of ability and opportunities, persistent, often unconscious, sexual stereotypes continues to hamper the recognition of women as potential leaders". Anita Roddick of the Body Shop is one of a woman who is a successful leader. Susie Tompkins of Esprit is another example who believes in corporate social responsibility, (Stoner, 2008: 474). Tompkins noted "the wave of the 90s is to do good things… the 80s were all about style and lifestyle. The 90s are about soul-searching". Tompkins asserts that "in the 80s we gave our employees French lessons… now we are giving them character building opportunities (Stoner, 2008: 474).

VI.   RADICAL FEMINISTS AND LEADERSHIP

Radical feminists blame men for the exploitation of women. Marxist and socialist feminism see capitalism rather than patriarchy as being the main source of women exploitation. To the liberal feminists nobody benefits from the existing gender inequalities, both men and women are harmed. For example a male leader might find it difficult to show his emotions simply because he is a man. In so doing he would fail to openly state out facts. Harrison (2002:35) argues "that making generalisations about women, particularly if you happen to be a man, is dangerous. As for my right to speak, l take it as true that all humans are both masculine and feminine. As l have come to explore my own famine aspects, l find that disenfranchised women is not simply a phenomena of the external world. She exists in me as well". This is also supported by Pierce and Newstron (1907: 40) who advocates that "in principle, the concepts of masculinity and feminist are not necessarily precise correlates of biological sex. Thus men or women may possess either masculine or feminist characteristics or both" hence make neither men nor women superior in leadership and management positions. For example many women went for military training and carried weapons, many fought and some commanded guerrilla units in the second Chimerenga in Zimbabwe. Mbuya neHahanda in the first Chimirenga was also seen as a great inspiration, Margaret Thatcher "the iron lady" showed great strength and firmness in leadership. Mother Teresa also shows the effective of women in global leadership showing that neither women nor men are superior to each other in leadership positions. Global leadership involves doing away with racial stereotypes. Organizations like GM, AM, International, Xerox, God fathers Pizza, IBM and Procter and Gambler have initiated programs to enhance the placement of black men and women in leadership positions. Stoner (2009:474) notes that "members of minorities are doing what they can to gain a foothold in the business world". Thus global leaders should not be racially biased.

VII.   LEADERSHIP VERSUS CORRUPTION

Leadership has been sometimes misused to pursue personal ends therefore promoting corruption. Corrupt governments neither let citizens live with respect nor die with dignity (Khera, 2010). Simba Makoni avers leaders are seen striving to ingratiate with those they lead, through the extension of unearned and undeserved favors. (Financial Gazette December 7 2006). This then leads to cohesive, autocratic, referent and exchange ways of readership which create loopholes for corruption, bribery nepotism and all the unethical behavior thereby resulting in failure. The President of Zimbabwe has also said "no" to corruption, abuse of power, self aggrandizement and other form of unethical practices"(Financial Gazette July 29-5 August 2006.). This is achievable through the use of pervasive styles and forms subservience from the led. (Simba Makoni, Financial Gazette December 7, 2006). Top Officials, Government Ministers should be exemplary for emerging leaders to imitate them through the modeling theory

VIII.   LEADERS IN COHESIVE STYLES

Leaders in cohesive styles of leadership are seen using the theory X in the leading process. The theory assumes that "people inherently dislike work and must be coerced or controlled to do work to achieve objectives and people prefer to be directed. It assumes that people are natural lazy and they have to be forced to do the work. They believe that people are still children who have to be forced to do certain things. In order to correct the ineffective leadership process prevailing in some instances, there is need to a proper selection of leadership theories that also consider followers as very important. Followers are the once who make leaders exist. If a leader does not have followers, he/she ceases to be a leader. This is supported by the Path goal theory of leadership which emphases pathways to goals and rewards. This theory shows that "leader behavior is acceptable to subordinates when it is seen as a source of satisfaction or as paving the way to future satisfaction. In this theory it is noted that leader behavior is motivational to the extent that it, reduces roadblocks that interfere with accomplishment, provides the guidance and support needed by employee and ties meaningful rewards to goal accomplishment (Nyamuda, 2002:20). This then points out that the leaders should have the ability to positively influence their followers through setting a clear pathway for them.

IX.   CONTINGENCY APPROACH TO LEADERSHIP

There is a contingency approach to leadership. This is the view that leadership techniques that best contributes to the attainment of goals might vary in different types of situations and circumstances. This then indicates that global leadership is not static but flexible depending on the situation. According to the contemporary issues in leadership, **trust** should be built inside leaders. They have to be trusted by their followers. Robbins (2005:335) advocates for five attributes that makes a leader to be trusted. This includes integrity, competence, consistency, loyalty and openness.

Figure 1: Trust Dimensions
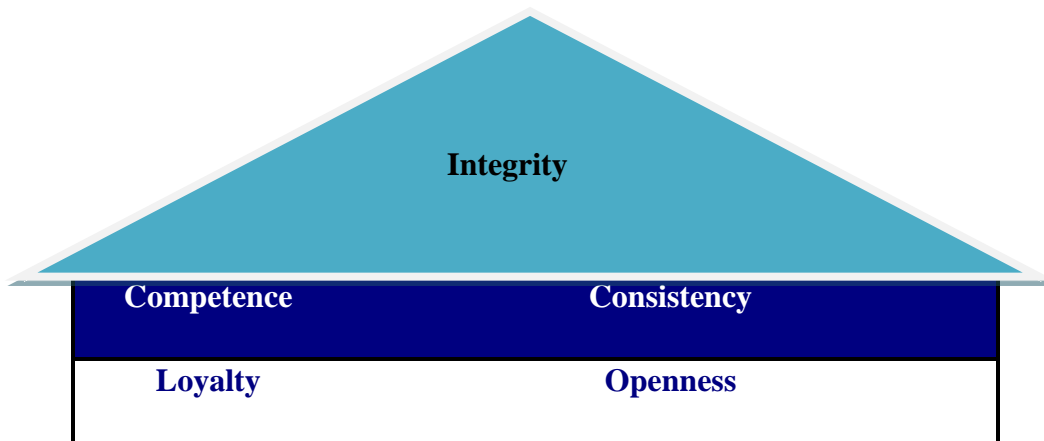
This diagram above shows trust dimensions. Integrity which refers to honesty and truthfulness is encompassing everything. Thus integrity results in competence, consistency, loyalty and openness. This then should be practiced by global leaders in order to reverse the existing situation of pervasive styles of leadership. Strive Masiiwa, the Chief Executive of Econet wireless for example is seen prospering as he has shown some positive leadership styles. He has been recently invited to join the board of the Alliance for a Green Revolution in Agriculture (Agra), a new joint initiative between the Rockefellor Foundation and the Melinda and Bill Gates Foundation. (Zimbabwe Independent January 26-Feb 1 2007). Although Masiiwa runs a telecommunication business with interests in Africa, Asia and the United Kingdom, he is very active in development issues and is also one of the most sough-after African speakers on subjects of economic development as well as poverty alleviation (Zimbabwe Independent 26/01/2007). Strive Masiiwa is also investigating opportunities to launch a mobile virtual network operator (MVNO) in South Africa (Zimbabwe Independent 26/01/2007). This follows the good outcomes of good global leadership styles. He is the brainchild of ecocash which has facilitated easy and convenient money transfers in Zimbabwe and abroad.

Fred Fiedler's contingency theory also reverses some of the cohesive forms of leadership Fielder postulates that three important situational dimensions are assumed to influence the leader's effectiveness. These are: Leader member relations: this is the degree of confidence the subordinates have in their leader. It also includes the loyalty shown by the leader and the leader's attractiveness. This shows that for global

leaders to be successful, the followers must have confidence for the leader. In so doing leaders have to show their loyalty to their subordinates and not pervasive styles of leadership for their success. Loyalty to the publics is also to be shown as leaders do not live in a vacuum. Some aspects of social responsibility should be built up by global leaders. The other situational dimension is task structure which is the degree to which the followers' jobs are routine as contrasted with no routine. The third dimension is the power inherent in the leadership position. It includes the rewards and punishments typically associated with the position, the leader's formal authority and the support that the leader receives from supervisors and the overall organisation. Thus the leader is supposed to have close supportive relations with the followers as shown in the leadership styles of Obama, the first black president of America. However Fiedler treated an individual's leadership styles as fixed. In that case there would be only two ways to effective leadership one of which the leader has to be changed for the appropriate one and the other to change the situation to match with the leader. Effective global leadership styles should be situational. Thus they are to depend on the situation at hand.

X.   SITUATIONAL LEADERSHIP THEORY
The other leadership theory to be applied in reserving the improper leadership practices being experienced in some parts of the world is Hersey and Blanchard's situational leadership theory. The theory follows that effective leader's behavior follows the ability and willingness of followers to complete a task. Thus the effective leadership depends on the level of followers' readiness. In so doing leaders have to prepare for followers' readiness. This is done through making fellows also contribute to decision making. Delegation of duties as well as providing clear instructions for the job performance results in followers' readiness.

XI.   DOUGLS MCGREGOR"S THEORY Y
Dougls McGregor"s theory Y has also great potential in reducing the dysfunctional leadership styles. It shows that employees view work as natural as play and rest. People will exercise self-direction and control towards achieving objectives. They are committed to work and people learn to accept and seek responsibility. Thus the followers are considered to be mature and responsible hence creating a good atmosphere in the globe therefore leading to world success.

XII.   PRINCIPLE CENTERED LEADERSHIP
Global leadership should incorporate principle centered leadership. Covey (1992) argues that that "correct principles are like compasses, they are always pointing the correct way. And if we know how to read them, we would not get lost, confused of fooled by conflicting values". He goes on to say "principles, unlike values, are objective and external. They operate in obedience to natural laws, regardless of conditions. Values are subjective and internal. Values are like maps. Maps are not the territories, they are only subjective attempts to describe or represent the territory". The more closely the global leaders' values are aligned with correct principles that are with realities of the world, the more accurate and useful they will be.
However there are some situations where to a certain extent some strict leadership styles have to be employed depending on the situation. In the case of some organisations especially in the civil service sector, if employees are not thoroughly monitored, they might end up misuse the resources of the organisation. In some cases leaders should not ne just simple for nothing. For example Louis Phillipe's reign in the French revolution was termed "18 years of boredom" due to his simplicity and lost many followers. In some case simplify and humbleness actually draws followers together with other influences that the leader has. Thus there is need for global leaders training on the good governance as well as ethics and integrity. Above all to correct the dysfunctional leadership styles there is need to clearly follow the rules and procedures of global governance.

XIII.   PRINCIPLES THAT CAN BE APPLIED IN A GLOBAL LEADERSHIP
There are principles that can be applied in a global leadership. Hesselbern et al (1999: 150) identifies the following principles required to be an effective leader beyond the walls. They argue that the "primary challenge in becoming such a leader is directing disparate groups toward a common good, strengthening the extended organisation by helping it establish a value system based on timeless, universal, self-evident principles, making sure that communication lines are wide open, creating synergy, foster cooperation rather than competition particularly among parties that are interdependent and focusing on what matters most.

XIV.   GLOBAL LEADERS
Global leadership as a concept includes political, economic and religious leaders. Maxwell (1999:13) posits that Princes Diana has been characterized in many ways. But one word that l have heard used to describe her is a leaders. She was actually a global leader with great influence. Mother Theresa was a global leader due to the influence and impact that she had on the world. She spread the world of love t o the world and indicted that the people suffer not due to poverty but due to lack of love. Mugabe can be regarded as a political global

leader due to his fight for the independence of Zimbabwe. He is also known for his resilience and integrity in the issues of land redistribution to its original owners. This posed discomfort in some parts of the world. President Mugabe won the Newsmaker of the year award in 1980, International Human rights award in 1981, Africa price, 1988, and the Jawarhal Nehru Award 1992 (The International Who is Who, 2001:1091).

Nelson Mandela can be regarded as a political global leader due to his fight against apartheid. He won the Jawaharal Nehru Award (India) 1979. Bruto Kreisky Price for Human Rights 1981, Freedom of City of Glasgow 1981,Simon Bolivar international price (UNESCO) 19991,Nishan-e-Pakistan 1992, Auguries Price 1992, Liberty Medal (U.S.A) 1993, Shared noble price for peace 1993, Mandela-Fulbright Price 1993. Tun ABDUL Razak Award 1994, ANNE Frank Medal 1994. He has so many publications which include No easy Walk to Freedom 1965, How Far We Slaves Have Come, South Africa and Cuba IN Today's World (with Fidel Castro) 1991, Nelson Mandela Speaks, Forgiving a non-racial democratic South Africa 1993 and Long Walk to freedom 1994 (The international Who is Who, 2001:1003). George Bush is known globally as a Politician and business executive. Julius Kambarage Nyerere (1922-1999), was the first president of Tanzania (1964-1985). Nyerere entered politics in 1954. He inspired colonised countries to obtain their independence.

Tsvagirai has also showed aspects that imparted globally. Zimbabwe Telegraph (2009, October 12) reports that "Tsvangirai is the second African and one of few political leaders over the years to receive the prestigious award. He received the award on Friday, the same day that he had been short listed for the 2009 Nobel Peace Prize. The award was later won by US President, Barack Obama". In his acceptance speech, Tsvangirai said, "Every human being desires to have dignity, security, prosperity and hope. I am receiving this award on behalf of all Zimbabweans who desire to have these ideals. This award inspires me and the rest of Zimbabweans to continue to fight for dignity. I wish to record my appreciation for this recognition" (Zimbabwe Telegraph 2009, October 12). In its award citation, the Cristobal Gabarron Foundation said Tsvangirai "symbolised hope and dignity for not only the people of Zimbabwe and Africa but for the rest of the world" and that it was necessary that history should remember him (Zimbabwe Telegraph 2009, October 12). Tsvangirai received the International Bar Association Award for upholding the rule of law and for his unrelenting fight for human rights in Zimbabwe (Zimbabwe Telegraph 2009, October 12). Tsvangirai and the MDC went into the inclusive government promoting a spirit of reconciliation and national healing.

Pastor Chris and Prophet T. B Joshua are regarded as global leaders as they have influenced the economic, social and political way of life through their Christianity teachings. People throughout the world started visiting the healing schools for Pastor Chris and Prophet T. B Joshua. The concept that the worlds has become a global village has also been facilitated by their international television channels for example Love World and Emmanuel TV of which different people throughout the world can be at the same time be viewing these channels. In Zimbabwe there are also Pastors, Prophets and Bishops who are going globally for example Prophet W. Magaya, Prophet Makandiwa and Bishop T.O Chipunza. They can physically go to different countries to preach and perform miracles and people throughout the world can watch then on television, listen to their CDs and DVDs.

Martin Luther a German Priest was the first reformer to gain a large following and to survive and his success encouraged others who also sought reforms (Molloy, 2001:363).

Martin Luther King Jr can be regarded as a global leader. King delivers his iconic speech "I Have a Dream" and urges America to "make real the promises of democracy" (Martin Luther King Jr (1963) Some of the prominat quotes of Martin Lurther Jr are as follows:

Darkness cannot drive out darkness; only light can do that. Hate cannot drive out hate; only love can do that.
- *Life's most persistent and urgent question is, 'What are you doing for others?*
- *Nothing in all the world is more dangerous than sincere ignorance and conscientious stupidity.*
- *have a dream that one day this nation will rise up and live out the true meaning of its creed: "We hold these truths to be self-evident, that all men are created equal."(Martin Lurther King,1963)*

Global leadership has also been archived through literature. William Shakespeare was an English poet, playwright, and Actor. He is widely regarded as the greatest Writer in the English language and the world's pre-eminent dramatist. He is the author of some of the following plays, As You Like it, Romeo and Juliet and Hamlet. Chinua Achebe, due to his writings that have been disseminated globally and even in different languages making him a global leader. He wrote some of the following famous books Things fall Apart (1958), Arrow of God (1964), Arrow of God (1964) was awarded the first Jork Campell/ new Statesman Award (Duerden and Pieterse, (1988:3). Ngugu wa Thiong's is also a global leader due to his writings. He published famous books which were disseminated throughout the world which include The River Between, Decolonizing the mind and A Grain of Wheat. Global leaders can also prevail in a certain subject area. For example we cannot talk of Leadership without John Maxwell. We cannot talk of management without Stoner and Robbins and Coulter. Strategic Management would not have been complete without Strickland and ne would not miss Ranganathan in the field of Librarianship. There are companies and products that can be referred to as global

leaders for example coca-cola can be found everywhere throughout the world. McDonald's can also be regarded as a global leader. Other companies like the British Airways, Komatsu and Cattapilla can be regarded as global leaders due to there effective global strategies. Toyota is also a global leader due to its brand loyalty. Andrew Grove who is the former Chief Executive officer of Intel is a global business leader. He criticised Porter's five forces as leaving out an important aspect of complimentors (Hill, 2006). Andrew Grove is the vibrant head of Intel Company whose microprocessors power 90% of the world's personal computers (Grove et al, 1998:230). He contributed in the silicon chip that had an impact on the world's industry.

XV.   CONCLUSION

Global leaders' communication skills are paramount, along with the ability to problem-solve and think beyond borders. Global leadership has to be tackled with appropriate styles, strategy and skills. This results in efficient political, economic, and social international development. The internet has also enhanced the establishment of the global leadership. Leaders throughout the world should think globally in this turbulent competitive environment.

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