

Competencies Challenges and Development of Effective Global Leadership

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Introduction:

Effective global leadership is not just about building relationships and having interactions across the globe with individuals from varied backgrounds, it involves a potential ability to guide and influence people with diverse professional backgrounds. Effective global leadership is the art of guiding and inspiring people toward a common goal while inspiring collaboration, thinking strategically, communicating a clear direction, and extending beyond traditional leadership traits. Global leadership surpasses relationships as a prospective global leader is required to operate in a complex environment that can foster collaboration and growth across the globe, spanning national and cultural boundaries and contexts. To enhance effective global leadership, areas for learning and growth can be identified, perception of oneself and others can be reflected on, behavioral patterns can be recognized, emotional intelligence can be developed, and complexities of international ecosystems can be grasped to cultivate a global mindset. Through a clear perspective and good global leadership skills, a prospective executive can make a meaningful impact in today's globalized business landscape. Self-assessment is an essential and critical aspect of effective leadership that leads to making and acknowledging self-aware leaders who contribute to happier employees and healthier organizations. This present research will explore the essential characteristics of global leaders, analyze the self-reported perceptions of global leadership effectiveness through tools such as PVQ, and evaluate the impact of global mindset and leadership strategies on individual leaders' success and growth.

Thesis Statement:

In our interconnected world, effective global leadership requires a leader to develop a global mindset with the ability to influence individuals from diverse backgrounds through identifying opportunities, understanding international business environments, skillfully managing challenges, and communicating across cultural boundaries.

Research Questions:

1. How do global leaders adapt their leadership styles and develop mindsets across different cultural boundaries and contexts?
2. How self-assessment does impact the self-awareness of a global leader to have leadership

effectiveness?

3. How can individuals and organizations foster the development of global leadership?

Significance of the Research:

The research is important in understanding the characteristics of effective global leadership which is crucial for individual leaders as well as organizations that are operating in the globalized world. The present research is significant to gain insights that can inform leadership development programs while a global leader embraces strategic foresight, empathy, and complexity of the interconnected business landscape in order to enhance organizational and individual performance.

Literature Review:

The scholarly works on global leadership including the attributes and characteristics of effective global business executives as well as the effectiveness of global leadership provide an insight into the existing literature. Investigation of the surveys and interviews from global business leaders of notable business organizations across the globe offer practical insights into the theories and strategies of effective global business leadership. "Developing Global Executives: The Lessons of International Experience" written by Marshall is a rich resource on the topic. Marshall, based on the extensive study of veteran global business leaders, emphasizes the importance of real-world observations and experiences in shaping successful executives highlighting the practical skills and competencies that contribute to success and growth in a globalized business landscape (Marshall, 2002).

The work "11 Developing Global Leadership Capabilities and Global Mindset: A Review." written by Osland et al. is an evaluation of the characteristics of global leaders as the researchers delve into leadership in an age of inclusion. Moreover, the research is not just about crossing borders to strengthen organizational leadership skills, it is about a unique blend of strategic vision and cross-cultural understanding through bridging cultures and driving positive change on a global scale in the realm of business landscape. This review identifies general issues, summarizes existing literature, and proposes a non-linear framework to understand the process of global leadership development (Osland et al., 2006).

The study "Global Leadership Effectiveness: A Multilevel Review and Exploration of the Construct Domain" written by M. Rickley and M. Stackhouse will also be used to review the existing literature on effective global leadership to provide a systematic review of global leadership effectiveness literature. The study views the competencies of global leaders as antecedents to effective global leadership as the result of global leaders' behaviors and actions in service of the influence (Rickley & Stackhouse, 2022).

In addition, the work "Critical Review of Global Leadership Literature: Toward An Integrative Global Leadership Framework." written by Park et al. offers an insight into the attributes and characteristics

of successful global business executives which are essential for thriving in today's dynamic and interconnected business environment. The study reviews 14 [global leadership competency](#) models and 11 indigenous studies on the effective behaviors of global leaders across countries. The research outlines that global leaders think beyond borders and consider geopolitical dynamics, global trends, and the long-term implications of effective leaders as they make strategic decisions. The research explores themes related to global leadership including global, interpersonal, vision, personal values and traits highlighting core behaviors, dimensions, and competencies for success as a leader in the global context (Park et al., 2018).

Research Methodology:

This section answers the aims and objectives of the research, what tools will be used, and what articles will be used to unleash effective leadership in the business landscape of the interconnected world. The qualitative research methodology will be used in this paper comprising both primary and secondary sources. The primary source will comprise self-assessment through personal value questionnaire PVQ and the secondary sources include 4 peer-reviewed research studies.

Aims and Objectives:

1. To understand crucial aspects of effective global leadership that are required to operate in an interconnected world.
2. To self-assess the effectiveness of leadership as a global leader.
3. To understand how individuals and organizations foster global leadership development.

Sources and Methods:

For the self-assessment, using a tool like a personal value questionnaire (PVQ) will be helpful in the self-assessment of GCI to recognize behavioral patterns and how I manage myself and other people around me in the professional context. The tool is selected as the primary source which will help me self-assess the concept of desirable modes of action, goals, ideals or ends that influence human behavior. It will also help me evaluate my personal leadership values by considering internal references for what is a good global leader, what are the desirable behaviors that shape decisions, actions, and priorities of a global leader, and the importance of personal values to assess leadership practice in relation to the prevailing beliefs and cultural norms. Listening actively and showing empathy to communicate with varied backgrounds will also help in understanding different perspectives and worldviews.

The study of existing literature related to the topic would also help in the exploration of the thesis as these resources will help provide valuable insights into global leadership. The selected sources provide deep insights into adaptability and cross-cultural collaboration for achieving international

success as an effective global leader. In this regard, “Developing Global Executives: The Lessons of International Experience” written by Marshall is taken as an important secondary source to delve into what a good global leader is. The book is a rich source of practical pearls of wisdom and insights from seasoned global business leaders delving into the crucial aspects of grooming prospective and successful business executives across the globe.

The “Critical Review of Global Leadership Literature: Toward an Integrative Global Leadership Framework.” written by Park et al. is selected as the secondary source to explore the intersection of global mindset and global leadership capabilities. Moreover, the research article “11 Developing Global Leadership Capabilities and Global Mindset: A Review.” written by Osland et al. offers a peer-reviewed insight into the topic and reviews the existing literature related to effective global leaders and leadership. In addition, the study conducted by M. Rickley and M. Stackhouse “Global Leadership Effectiveness: A Multilevel Review and Exploration of the Construct Domain” builds on the perception that characteristics of a global leader require a global mindset as an essential ingredient of global leadership.

The selected secondary sources serve as a guide alongside GCI self-assessment through the PVQ tool to navigate the complexities of international business as well as offer valuable takeaways for individuals and organizations who want to thrive in international contexts. The self-reported perceptions of the effectiveness of the characteristics of global leadership will be presented to support the thesis that global leadership requires an individual to develop a global mindset.

Conclusion

In sum, this research proposal builds on effective global leadership that successful global business leaders often have firsthand experience of diverse cultural contexts as they live and work in different countries and adapt business strategies as well as leadership skills accordingly. The proposal outlines several important research sources to review the existing literature and fill the gap in previous studies related to the effectiveness of global leadership to keep pace with the changing business landscape. Effective communication, collaboration, cross-cultural dynamics, and open-mindedness are the hallmarks of the successful global leadership landscape in the realm of business across the world. The proposal puts forward that a successful and effective global leader must be willing to embrace challenges in their leadership style in order to navigate valuable solutions to international environments successfully and efficiently.

Project Timeline:

The study will be conducted over a period of 2 months by the end of the semester including research design and planning, literature review, data collection, data analysis, and writing up of the final paper. Each section of the assessment report will be delivered after every 15 days for the first month and a

half and then after every week till the end of the semester. The breakdown of the deliverables and dates is as follows:

Week 1-2

- Background Information & Literature Review (*March 16 to March 31st*)
- Background information and scope of the research paper
- Comprehensive literature review on the effectiveness of global leadership

Week 3-4

- Research Design and Methods (*April 1st to April 15*)
- Robust Methodology for data collection
- Appropriate research design and methodology for data analysis
- Finalizing research methodology

Week 5-6

- Data Collection and Analysis (*April 16 to April 30*)
- Relevant datasets and sources for the evaluation of the characteristics required for global leadership
- Use of tools such as PVQ for data collection
- Analysis of the selected data

Week 7 (*May 1st to May 7*)

- Results and Discussion
- Interpretation of findings from data analysis
- Implications of the topic in the international contexts
- Result and discussion draft

Week 8 (*May 8 to May 14*)

- Conclusion & Revision
- Summary of the key findings
- Recommendations for future research
- Revision of the entire research paper for accuracy, coherence, and clarity
- Revision of the draft based on feedback

- Final revision and preparation for submission

References

Marshall, J. (2002). Developing Global Executives: The Lessons of International Experience. (Book Shelf). *Financial Executive*, 18(2), 17–18.

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