

Leaders in Global Business

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Executive Summary

Leadership is a very important aspect in any corporations, a leader with an aim to influence others to follow, with leadership tools and behaviours skills to become successful to achieve the organisation's goals and objectives, therefore, global leadership can be defined as the ability to influence and motivate globally teams to achieve given aims (McNamara, 2023), in this report a number of leadership theories, and models to find global values for leadership development that future global leaders need, however, a specific leadership development programme can be utilised to counter and help guide future leaders to be successful in the global development of the organisation performance, however, other researchers believe that global development for leaders comes from a specific set of traits, own values and experiences, with some born traits, this suggests that organisations cannot groom leaders, however, other believes, a specific training program can help and guide future leaders to become globally successful to take leadership role. According to a very well known theory, 4 E' of Leadership, a leader to be successful globally should be able to environment, enable, empower, energise and execute tasks and responsibilities to have a vision and then to develop a plan, however, a new theory had been implemented in the aid of global leaders, Hofstede Cross-cultural Theory, a framework that shows the effects of a society culture on the values of its leaders, the model consists of six dimensions to understand the differences in culture across countries and to discern the ways the business is lead across different cultures. Research for leadership in Apple Organisations understand the effectiveness of improving organisation leader's performance is crucial, Apple employees follow their leaders, Tim Cook believes that leadership include culture, environment factors which benefit both employees and organisations.

Introduction

Apple Inc. is a multinational Organisation with headquarters in Cupertino, California, designs, develops and sells electronic, computer, software and online services, it has global market shares that has a liking of their products and brands, having been in the industry for a long period, the market extent of being the choice computer and electronics supplier across the world. Steve Jobs understood the critical importance of Apple's technology creation which allowed the company to venture into foreign markets such as China, their Global strategy focus on product that provide high quality mobile communication. The significant success Apple has had in the market over the years is due to globalisation, the phenomenon that create competitive edge over rivals, China manufacture more than half of Apples products, boasts low cost and labour. Contemporary global issues have a big impact on future leaders, these issues are political, economical, social, geographical, leader's approach to address these challenges are strongly influenced by their understanding of the environmental major issues, the contemporary world is an ever changing culture, leaders will need to develop and master cognitive skills by collecting and evaluating factual evidence and learning to discern what points they believe are correct, the biggest contemporary challenges are: hunger, poverty, climate change, population, heatwave, food security, these challenges that leaders will need to solve, some researchers argues that can make a difference with awareness, education, better use of environment resources however, at Apple the may global challenges they are facing is more on Innovation, creativity, workforce wellbeing and competitiveness, issues that Apple will need to address for the future of global leaders and their performance at Apple goals and objectives.

Objectives and Research Methodology

The purpose of this report is to study the global business environment for Apple a multinational organisation with the purpose for a new global leadership development programme and global value for leadership development that required for future global business leaders. With a view to conduct the research for the paper, methodology for this research is data collection from secondary sources, using various published and unpublished sources, different case studies, journals and articles on Apple multinational Corporation with the help of analysis the global business environment, PASTEL, internal and external, and different theories such as Hofstede Cross-cultural Theory.

Analysis

- A critical analysis of the global business environment and how this in turn will impact upon the characteristics, competencies and responsibilities required of future global business leaders.

Apple Global Business Environment occurred due to multiple other businesses strategies such as foreign direct investment, import, export, outsourcing, licensing, Apple narrowed in the global market to gain international success, Apple expanded their products globally because they had many dynamic competitors and decades of experience with great retail experience for various countries, therefore, Apple is continuing their ever growth in the global business environment. Factors that impact the global business:

- Politics and geopolitics
- Legal matters
- Technological
- Social
- Environment and economic factors

PESTEL analysis of Apple global business environment.

Political Analysis of Apple

China is the world's factory because of the political and economic war between China and United States the government has set high taxes on imports from China which has increased the overall cost of trade of Apple products, many Apple sales come from China and the current and political conflicts between two big countries affect negatively the corporation global performance. Economic Factors, economic crisis now marks the global economic environment due to the negative impact of the Covid-19 on the purchasing power of consumers and the economic growth of business and global economic. The company sales decline due to the mass layoff of employees and rapidly increasing unemployment due to this it increases the impact of fluctuations in the exchange rates of major currencies worldwide, the global market of new digital technology increased in competitiveness and various products face fierce competition especially from China and Korea. The socio-cultural factors are the digital tools have become a must have, the characteristics of Z Generation represent a potential growth for Apple brand, however, the young generation is very demanding, constantly looking for innovation and new products and this led to threats for the Apple sustainability and the lifestyle of the global consumer. Technological Factors the rapid evolution of technology is vital for the development of Apple brand technologies always have

a short period of time, if Apple did not upgrade their products often they will not be able to outdo their competition, technological advancement has always forced Apple to invest a lot in research and development, Apple operates in a market where innovation is widespread also a threat if the company misses a significant innovation also a huge opportunity if the company is at the origin of the cutting-edge products. Environmental factors all companies must comply with the regulations and guidelines set by Government, internal source from Apple claims that the company is constantly working to lower its carbon footprint also legal factors are important for Apple due to its presence in worldwide markets, the corporation has to consider the rules and regulations of each country on the other hand the organisation suffers negative consequences of counterfeiting the fraudulent use of the brand image to market fake goods, on the other hand factors such as: climate change, environmental reports, pollution and toxics, human rights, workers' rights, supply chain management, irresponsible marketing, all impact upon the characteristics, competencies and responsibilities required of future global leaders, and how to adapt to these changes. The exchange of across international borders is rapidly expanding as result globalisation continue to expand also challenges interacting with different cultures the global business environment factors also been impacted by globalisation, future leaders will need to embrace cultural diversity and think globally to be effective, with a global mindset to effectively lead the organisation. The global factors impact the leadership style and practices however the gap in future research to be focused on how transcultural leadership can be used as a leadership approach by future global leaders in a globalisation environment, effective global leaders need to have the desire to learn, consistently develop communication skills, adapt to ever-changing market and to motivate other to succeed, these changes have a huge impact on future leaders as they will need to have the ability to build strong partnerships across the organisation with a clear vision of the company future goals (Stanley, 2019). Moreover, in turn these environmental global factors can have an impact on the characteristics, competencies and responsibilities of future global leaders, these transformations will have implications not only for the Apple leaders but also for the type of activities that are undertaken by humans, as Apple future is seeking on Innovation, cutting-edge technologies, leaders will need to master values and responsibilities such as: creative thinking, tacit knowledge, and adaptability, this means that the future global leaders need to adapt their new skills and of their teams in order to remain competitive and to take advantage of future opportunities and marketplace. According to the IBR data, most important attribute for global leader in 2030 will be innovation and the ability to change will be essential, future leaders will need to be both more open to new ideas, aware of limitations, also at Apple many other companies are trying to copy the products, the future leaders will need to think big and be agile to break down obstacles, change directions and be authentic.

- The value of global leadership development to the success in the organisation

Global leadership values for the success of the organisation, leadership development address the skills and competencies that leaders must demonstrate, according to James C. (2023) a leading writer of global leadership there are a number of key characteristics that future global leaders must possess: deep self-awareness, sensitivity to cultural diversity, global strategy thinking, these traits are important for global leaders to master stressful circumstances (Hart, 2023). Along

Leader development and global values are critical important for multinational organisations, essential to develop clarity on what actions needed to be taken for organisations goals, it is argued that personal values have a direct influence on choices and behaviour (Grojean, 2014). Stanley (2014) stated that the power of global values guide leader's decision, actions, these values must be explored throughout the leader development process, according to Lay (2018) he argues that the power of global values is critical for the company success, environmental factors and the leader influence must provide enough depth and substance for the organisation global performance. Global leadership development is essential for the organisation culture, it create environment strengths also positive interaction between leaders and followers, however, is important for Apple to create a framework for deciding who is ready to embark upon development journey, while this an area that needs future research a clear methodology is not ready apparent (Hannah, 2023). Apple faces a different national culture in China as compared to other global markets, Hofstede's cultural dimensions Theory, the six components: Power distance, masculinity, individualism, long-term orientation, uncertainty, avoidance and indulgence (Sannion,2021), the idea of cultural distance can be applied to Apple , China is described as having high power distance, the employees in China has more power then the workers, Apple's Chief Executive Tim Cook stated that his leadership style needed adjustment and the leading in China required dictatorial practice (German,2021), the power distance means that the company exercise autocratic leadership style, China is a country that seek to retain control (Elmoez, 2022), at Apple is been argued that employees are the most important asset of the organisation encourage open communication and fair practice, on the other hand in China, they seek to maintain control over its population, in term of uncertainty it can be argued that many employees will accept poor working conditions, another component of Hofstede theory is individualism according to Sannino (2020), China is known as a collectivist society, its manifest itself in prioritising families over individualism, however, such as practice can an advantage for companies to explore people, creating poor working conditions, endure child exploitation and lack of better employment alternatives, some studies argue that Apple been involved in poor working conditions, some even added that children were found in manufacturing Apple products, however, Tim Cook in his statement in 2022, stated that the core of his company is the employees wellbeing and no child been found in any of his plants. The final part for Hofstede Model is Masculinity and femininity concept in social society, complaints had been made in Apple, Chinese market that masculinity can be regarded as the main labour market, such aspect is seen as assertiveness and is reflected by the management team and that workers should adapt without raising questions (Sannion, 2021).

- Recommendations for the content of leadership development programme

The individual leadership features, abilities and behaviour of a leader directly affect the performance of the business (Bennie, 1988), although leadership skills include elements of personality, trust, flexibility, judgment, integrity, mental stimulation is also important for future leaders, a variety of approaches can be utilised to improve these skills:

1. An organised strategy to be used to tackle issues
2. Programs of professional development
3. Training for tackling problems and making decisions

The development of leadership program it will be important to weight the benefits, cost and time throughout the evaluation process to consider the anticipated outcome in order to determine its viability, the program will equip future global leaders with knowledge on the do and don't intend to improve emotional intelligence, cooperation, and innovation also to embrace future responsibilities and challenges, acquiring strong persuasion skills the most important in leadership development as global leader:

Leadership skills to improve	People who can help	Indicators of success	Timeline	Growth Objectives	Activities
Set goals	Employees Coaches Motivational Speakers	Feedback	After each week	Leaders should set personal goals in addition to organisation goals	Develop personal skills, activities outside of the workplace
Seek feedback	Team leaders	Grow by taking criticism	Feedback after each training program	Receive feedback from mentors and coaches	Classroom Projects
Innovation and Creativity	Department Heads	Rate the number of participants	After successful completion of the development program	Conduct meetings that all employees can attend	Daily
Assess performance	HR personnel	After program completion	See if employee's understand your tasks	Employees	Weekly

Table1. Leadership Development Program

Alongside the skills that future global leaders need, the organisation should build the surrounding talent in the organisation to help them to meet the future challenges. Rix (2023) stated that customers will be more critical, in order to keep up with competition and customers' expectations, the company need to keep up with the change or marketing and recruitment new talent's, explore and encourage their ideas, and train them to work comfortable in ambiguous environment to thrive on change. The first recommendation for Apple future leaders is that it should be more responsible suppliers with Chinese market, global development is at the core of Apple performance, but the workers fair pay and work conditions should be prioritised, however, Apple implemented a programme to stop child labour and poor working conditions by employing firms such as: Foxconn for Apple production in China, therefore all issues of employee are handled by Foxcon, such an association can be detrimental for global customers to be aware over human rights and company's product, by employing these companies means that Apples employees are protected as well as the Apple brand image. The second recommendation is that Apple future global leaders should establish a framework for all suppliers and global partners. A framework designed for employee's wellbeing, fair pay, labour law that address their rights

and workers health and safety to stop any malpractices, also for management team and Apple leaders, a program of leadership development where they will learn the skills that lack, about culture and diversity in each country that they lead. Apple faced multiple management issues especially in China as it's a different culture, Hofstede's cultural Theory has been used to analyse Apple operations globally, the national culture of China is different from other markets and to highlight the problems that Apple is facing at the moment to recommend new leaders global values that will need to master in order to aligned with the global and organisation values.

Conclusion

To conclude, each company has a unique purpose, psychology and requirements from leaders, it is beneficial to understand the needs of the global businesses, the complexity and the skills gaps in leadership and global skills development of future leaders, it is worth mentioning that a developing plan is important, adjustments in job performance, attitude and personal development, any specific management plan will help leaders to grow and develop as well as contribute to the success of the company. Culture and leadership are important in the evolution of the Organisation, however, global leadership is particularly challenging for Apple corporation because differences in leadership and management practices across cultures are not always apparent as seen with Chinese culture and issuers in workplace rights, communication, motivation, and managing are more difficult due to language, geography, and cultural barriers, due to a development program that teaches future leaders to be effective globally, these circumstances can be improved, leaders can tackle significant solutions to solve problems, and prevent any law violations, and develop fundamental skills for the contemporary leadership such as: emotional intelligence, trust, and role by example, influence employees to follow.

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