

Global Leaders



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Global Leader

Turkish Nationality



Our Location

Australia and China
Headquarters Germany



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AGlobal Leaders

- Inspire and motivate your teams.
- Display integrity and honesty
- Communicate powerful and clear directions.
- Build teams.
- Solve problems and analyse issues.



Introduction

What We Can Do

In an era of Globalisation the process that connect different parts of the world, resulting in the expansion of international culture, economic and political activities, multicultural experience foster leadership effectiveness. Leading in a global environment requires unique skills, it is not enough to be willing to reach out to others culture, understanding that adjusting your leadership style according is key in creating effective synergies when leading global teams. The global leadership is complex, there are cultural nuances and ways of doing business in China and Australia from a Leader with Turkish nationality, and the headquarters in Germany, leaders should study the new territories that they are going to lead teams, for example in China there are more complex concepts such as "face" and "guanxi" which can override more traditional leadership such as strategic thinking and creativity, to succeed as a leaders in China you should have a "big vision, to see things before others can see them, the ability to inspire and capacity to overcome obstacles" (Chinese businessman, Bobby Weng, 2023). Weng also advice the Western leaders to get familiar with the local knowledge and appropriate leadership style, he argues that many Western leaders failed in China because they want to change the local perception about leading, Chinese people in western and north-east China predominantly come across authoritarian leadership style also in south China there is a strong paternalistic style, for new leaders coming to China it is strongly lead by example, leadership by making themselves moral models for their followers, leadership power derives from character as well as from position in the organisation hierarchy.

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Long-Short Term Orientation

Long term orientation between Australia and China is a measure of the degree the society embraces or does not embrace devotion for tradition, forward thinking values. In Australia changes can occur more rapidly as long term traditions and commitments do not become obstacles to change (Harrison,2020). In contrast China value long term respect for tradition, these types of diverse cultural views towards long term orientation will impact the way of leading. As a global leader I would recommend you to carefully select and recruit team employees as in Australia the process is to align the best fit for the organisation in terms of goals and competencies, in China employment patterns has traditionally been life employment (Lewis, 2019). It is important to remind your team about the company mission statement, the goals and that their skills are valuable for the company, the overall strategy, I would advise during a weekly conference call to review the Team performance, discuss the level of collective focus and sharpness's the team needs in order to fend off competitors.

The egalitarianism beliefs of Australians support a collaborative and participative management style, therefore, Australians are very comfortable working in teams and do not expect to be singled out for their contribution, Australian leadership style is based on:

- Relationship building
- Agility and adaptability
- Innovation and creativity
- Rewards and motivation
- Negotiation and Critical thinking

It has been argued by Business School (2023) that Australian society values respect for the freedom and dignity of the individual, religion and commitment to the rule of law. Parliamentary democracy, equality of men and women and a spirit of egalitarianism that embraces mutual respect, tolerance and fair play and compassion for those in need. The Australian multicultural values are based on respect, acceptance, inclusive and shared responsibility are vital to make Australia the best multicultural society it can be. As a Turkish leaders you must have in mind few tips about their culture, cross culture based on Hofstede Theory is a framework for cross-cultural communication, development by Geert Hofstede, it shows the effects of the society culture on the values related to behaviour, using a structure derived from factors analysis, the theory consists of six value's dimensions, which are: power distance, individualism and collectivism, uncertainty avoidance, masculinity and femininity, long-short term orientation, indulgence and restraint. As a leader in Australia, you should be aware of their values authenticity, sincerity, Australian people prefer leaders who are modest, humble, self-deprecating, with a sense of humour, they do not put attention to power positions, academic achievements they place value on relationships. Based on this theory Hofstede cultural model is important on the basis of differences in values and beliefs regarding the company goals. Hofstede framework is especially useful because it provides important information about differences between countries and how to manage them.

Cross-Culture Theory

Power Distance

There is a dramatic difference between China and Australia according to Hofstede power distance measure, with Australia less likely to expect or endorse unequal power distribution. Hofstede (1983) defines culture as "the mental programming of the mind which distinguishes the members of one human group from another, based on this it is advisable that recruitment and selection career planning development, employee's motivation and compensation need to be performed in alignment with national culture. For example, appraisals in China are less frequent as both managers and workers in China enterprises want to avoid blunt confrontations.

Masculinity and Feminine

Hofstede measures of Masculinity and uncertainty avoidance for both Australia and China similar score. Masculinity stands for a societal preference for competition, while feminism represents to care for weak and to preserve quality of life (Harrison, 2020). In Australia career planning and development is generally a clear career path, while in Chinese culture they are more comfortable with a less structured approach to career planning and development and expect their career to progress in time. Team members located in different geographic locations a brief phone call can make a difference in conveying that their contribution matters, it is important to involve the employees in company decisions, discuss ongoing projects, and acknowledge their efforts as result the team can become more cohesive.



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Individualism and collectivism

China ranked extremely low 20% in individualism (ITIM International, 2023), as a nation the society fosters strong relationships where everyone takes responsibility for fellow members with an emphasis on collectivism as a result of the Communist rule (Hofstede, 1980), on the other hand Australia individualism stand out from the crowd, this is not only related to a increase in salary, but also benefits, compensation, reward programs for individual contributions, in contrast you need to be alert that this is highly discouraged in China as they tend to focus on the goals of the collective rather than individual performance. Group approaches have been dominating influence on Chinese social and working life, I would advice you on this to Implement teamwork, group decision, group cohesiveness and consultation (Satie & Wang, 1994).





Emotional intelligence
Daniel Goleman, Emotional Intelligence Theory outlines five components of EI: self-awareness, self-regulation, motivation, empathy, and social skills, Goldman's Theory highlights the ability to manage both your own emotions and understand the emotions of people around you, is also involves your perception of others, when you understand how your team feels, this allows you to manage global teams. I will recommend and highly the importance of Emotional Intelligence, as a global leader you are responsible for teams from Australia and China, different culture and values, empathy helps reduce the distance and differences and help to interact with your team more productively in more formal context, as a global leader you need to make sure you build a sense of mutual understanding in the process of virtual meetings.

Influence

Influence

Teams quickly pick up on the leader influence. Influence is the ability to have an impact on your teams, resulting in changes in behaviour and also to inspire them to take action's and this can also help others to develop. Leaders that do this by using Leadership Influence Tactics proved to build trust amount teams and creates an open culture. I will advise you to implement the four keys of influence in order to inspire, persuade and encourage your team: organisational intelligence, team promotion, trust-building and leveraging

Indulgence and avoidance

In Chinese culture there is a more relaxed and tolerant attitude towards the unfamiliar as compared to Australia where there is less tolerance, this may impact on Human Resources such as career development (Wang, 2019).

Language and the Fluency Gap

Communication drives effective knowledge sharing, decision making, collaboration and performance result.



Flexibility and Appreciation are at the heart of managing a global team, decision about structure create opportunities for good process, which can mitigate difficulties in language and times, the use of latest technology will improve communication amount geographical team's locations.

Communicate theoretical models that will help in her global leadership role. What you need to know about leading Australian Teams: Only 3% of leaders are indicated a performance for low levels of leadership and only 2% a low level of team participation. Australian leadership is an environment in which team participation is encouraged and direction is given by strong leadership. As a Global Leaders, you are responsible of your own leadership transformation, the new role require you to work with different cultures, demanding a more inclusive leadership style and to be a good influencer, a set of competencies that as a global leader must master, global leaders according to CTI study (2021) must be able to project credibility, authority in a form familiar while prioritising Emotional Intelligence, as a Turkish representative, it has been demonstrated that 57% of countries Turkey been one of them demonstrate wins in trust and respect of teams by implementing emotional intelligence and 47% of respondents in Asia.

Feedback and Management Methods

Nayak (2020) discovered Command-Control Method as Management Method to behave inclusive, values as unleashing ideas, collaboration, problem-solving can help you to become more inclusive in your role, ask questions, provide feedback, mentaining regulate contact and share credit and rewards for teams hard work.

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Conclusion

Therefore, the framework that I explained, is in aid of the global leader role across Chinese teams and Australian teams should be used to only guide you to understand cross-culture, other factors, such as political, legal systems, religion, education, rewards, ethics must be considered to obtain a current insight into national culture. Culture is a complex concept, and it has many dimensions and layers, global, national, organisational, group and individualism culture values.

Advice



As a global leader you should respect few rules:

- Dial down dominance-slow down, use fewer idioms, slang terms, and esoteric cultural references when addressing the Chinese group, they can feel insulted.
- You should actively seek confirmation if they've understood and implement active listening and allow extra time, as they will need more time to express themselves when the Australian group.
- Monitor the team's response in meetings to ensure everyone's contribution, do not allow them to use Chinese or German language because that can upset others, encourage them to say their opinion, empower them to ask questions this will avoid marginalisation.
- Ensure inclusion.
- As a manager over Australia and China teams you must know their culture, perceptions, religion, political tie. Australia team members show confidence and honesty if you look them in their eyes and China members direct eye contact is perceived as rude and threatening, on the other hand in Germany as the headquarters is there, direct eye contact is a form of respect, and they are moved by your own influence and personnel example, how you demonstrate leading skills. This involves mutual learning and teaching.

Who we are?

Diversity and Culture

Based on the Theory The Three A's of Global Communication, as a leader you need to master to be aware of the culture, how to behave in the culture. In Chinese and Australia, based on the research of professor Hafters (2014) he argues few dimensions of these theory: power distance, cultural dimensions, short-long orientation, is important to understand the power pyramid or hierarchy which this can be seen in Chinese culture, in Australia culture they are known as been proactive in team work and collaboration, and not individualism, based on this I will recommend you will adapt and create the appropriate teams to be successful



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