



International University of Malaya-Wales

Faculty of Business

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Contemporary Challenges: Making a Difference

Level 4

Assignment 1

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Part 1: “Leading a Global Team”

Effective leadership of varied and scattered teams calls for a modern skill set in the globalised business environment of today. Beyond traditional leadership skills, integrating responsible stewardship, equality, diversity, and inclusion has become a crucial factor in leading multinational teams. The focus of this blog is on how these principles alter the nature of leadership and promote successful, peaceful, and cross-cultural teams.

In the workplace, being a responsible steward entails looking out for your team members and managing their success. According to Caldwell et al. 2008, responsible stewardship requires making moral decisions that take into account long-term effects and account for the welfare of both the organisation and its members.

Environmental ethics are frequently associated with responsible stewardship, which goes beyond conservation. For example, this notion is demonstrated by a large firm that implemented sustainable practices to lessen the effect of climate change. The organisations adhere to moral requirements while maintaining long-term sustainability by curbing carbon emissions and utilising renewable energy (Smith, 2019). In order to ensure the success of the organisation and the wellbeing of the international workforce, responsible stewardship also applies to encouraging work-life balance, and equitable resource allocation across multiple time zones.

Equality in the workplace gives a major significance for leading a global team. As an example in the social work environment, we always try to promote gender equality. Global software businesses that guarantee gender pay parity across worldwide offices serve as examples of how equality transcends geographic and cultural constraints. This commitment, regardless of location, not only upholds legal requirements but also promotes equal treatment and confidence among employees (Bellucci, n.d.). Leaders foster a sense of togetherness by ensuring that all team members have equal access to resources, opportunities for advancement, and compensation. This reinforces the idea that all team members’ efforts are valued equally.

Regulations, laws, and external pressures frequently put diversity on the agenda of organisations; this is not always the case when the leadership team has a genuine interest in fostering a more

diverse workplace or taking into account the diverse community in which they perform (Storey, 2013). While within an international team, diversity enhances problem-solving. An example is a pharmaceutical company creating medications to fight infectious diseases. Teams made up of scientists from different countries each bring their own special perspective to the table, enriching research techniques and resulting in more practical answers (Cox & Blake, 1991). Embracing diversity eliminates ethnocentric biases and empowers international teams to approach problems from several perspectives, increasing the likelihood of finding comprehensive solutions.

Regardless of where they are on the team or what their cultural background is, inclusion makes sure that everyone in the team is appreciated and heard. A concrete example are inclusive marketing initiatives. Stated by Hewlett et al., 2013, participating team members from many nations in development of strategies produces campaigns that genuinely resonate with each target market, increasing engagement. Every team member should feel valued in this setting because it promotes higher morale, better teamwork, and an atmosphere of ownership.

Global team management is transformed by these principles. Maintaining responsible stewardship requires effective communication. In order to address equity processes must be put in place to reduce discrepancies and guarantee that every team member, regardless of where they are physically located, has an equitable experience. To enable lively interchange of ideas and viewpoints that foster creativity, leaders must make sure every team member's opinion is noticed.

Recognising the value that diverse origins add requires cultural awareness in order to fully embrace diversity. By promoting varied involvement, inclusion is put into practise and results in well-rounded decisions that have global impact. Leaders may create trust, teamwork, and contributions from each team member by providing an inclusive culture.

Organisational success is fueled by the fusion of responsible stewardship, equality, diversity, and inclusion. When leaders internalise these concepts, they create a climate that is conducive to innovation, constructive dispute resolution, and successful international teams.

(650 words)

Part 2: About Artificial Intelligence(AI)

Technology advancements like augmented reality (AR) and artificial intelligence (AI) are advancing quickly, opening up new possibilities for a variety of businesses (Madhugiri, 2023). These technologies have brought up several benefits, from improving decision making to revolutionising user experiences. Global leaders must carefully assess these ethical issues before adopting these technologies because they are not without their fair share of difficulties.

AI has the ability to completely change how decisions are made in a variety of fields, including banking and healthcare. AI is known for its precision and accuracy. Organisations are able to make decisions with little room for error thanks to its analysis of enormous amounts of data to find patterns (Madhugiri, 2023). The efficacy and efficiency of many processes are considerably improved by this advantage. Increased productivity is also a result of AI's ability to automate repetitive operation. The seamless delegation of repetitive and time-consuming work to the AI system frees up human resources to concentrate on more innovative and strategic projects. For instance, chatbots that offer fast support, enhancing user happiness can improve customer service (Freshchat, n.d.).

On the other side, the incorporation of automation and AI into several fields poses ethical issues that cannot be disregarded. The potential loss of human jobs to automation is one of the biggest problems (Intellipaat, n.d.). The workforce environment may change as AI systems replace regular tasks, leaving many individuals with no jobs (Brynjolfsson & McAfee, 2014). In order to provide a seamless transition for employees, the necessitates that global executives take into account retraining and upskilling programmes. Furthermore, in a world that is becoming more interconnected, data security and privacy is crucial. Concerns about the use and protection of enormous amounts of data that AI systems gather and process are raised. To keep stakeholders' trust, transparent data handling procedure and strong cybersecurity defence are important.

Another technology with enormous potential for changing user experience is AR. By fusing digital media with the real world, AR can improve the entertainment and education sectors. According to Kipper and Rampolla (2012), schools can use AR to develop immersive learning

experiences that will help students better understand the complicated ideas. AR can give users access to original interactive material in the entertainment field, increase users' involvement and enjoyment. The potential uses of AR go beyond these industries and include industries like marketing.

But along AR's benefits, ethical issues surface that deserve the attention of world leaders. There is a risk of misinformation and manipulation when the lines between actual and virtual content are blurred. Guidelines and rules that assure the appropriate use of technology are important to address these problems. To fully utilise AR without sacrificing society ideals, its imperative to strike a balance between innovation and ethical issues.

Global leaders must negotiate a challenging landscape in light of these benefits and difficulties. A careful approach is required given the ethical implication of the rising use of the technologies. To make sure that these technologies are integrated responsibly, it is crucial to prioritise data usage transparency, make investments in staff skill development, and set legal frameworks.

In conclusion, a variety of industries have gained benefit from the introduction of technologies. These developments could improve the way decisions are made, alter how users interact with products and improve how operations are carried out. But it's important to keep in mind the moral issues raised by these new technologies. Global leaders must use new technologies responsibly because of the displacement of human jobs, data privacy issues and the possibility of false information in AR. As then leaders must take into account of the pros and cons while giving ethical issues priority.

(607 words)

Part 3 : Skills to lead a Successful global team

It is essential for someone to be able to lead an effective global team in today's interconnected environment. From a business perspective, everyone will want to operate their company across international borders if they have met the requirement. This may cause the leaders to encounter some cultural difference challenges, and in order to overcome these barriers, the leader will need to have a set of skills. In unit 1, it is stated that effective leaders do not only develop successful teams but also promote an environment that values inclusiveness, diversity, and responsible stewardship.

A leader is someone who directs and motivates a group of people towards achieving a common objective. To help their team work together, leaders give guidance, motivation etc. They establish specific goals that direct the team's efforts. Effective leadership fosters team members' abilities, guarantees effective resource allocation, and promotes open communication. As stated by Avolio et al. (2009), transformational leadership which encompasses motivating and empowering team members greatly improves team performance and happiness.

Global team leaders need to be great at communicating across cultures (Lee, 2022). For building rapport, understanding nuance, and guaranteeing message clarity, effective cross-cultural communication is essential. Understanding cultural differences in communication styles is important as demonstrated by Mendenhall and Oddou (1985) research. Leaders that are skilled at overcoming barriers of language and culture expedite interaction, reduce miscommunication, and foster an environment where the team works together more cohesively and inclusively.

For global executives, cultural intelligence (CQ) is a crucial competency. CQ equips leaders to use different perspectives for innovation and cooperation by incorporating cultural acuity, adaptation, and cross-cultural contact. According to Earley and Ang (2003), leaders who possess CQ are more suited to handle cross-cultural difficulties. This skill enables leaders to create an environment where diversity is valued, fostering improved team cohesion and well-informed decision-making.

In a global context, building genuine relationships and creating team cohesion need empathy and active listening. According to Goleman (2006), empathetic leaders who pay attention to their team members' needs can understand their individual struggles and goals. This ability fosters open communication, builds trust, and improves the team dynamic as a whole. Empathetic leaders foster a culture that values individual viewpoints and encourages motivation and contribution.

Leaders of multinational teams must be adaptable and flexible (Lee, 2022). These teams work in environments that are dynamic and characterised by shifting time zones, different cultural norms, and outside factors. It is crucial for leaders to be adaptable in the face of unforeseen developments and difficulties. The importance of adopting virtual teams is highlighted by Chudoba et al. (2005). Flexibility enables leaders to handle various situations while upholding team unity and maintaining a laser-like focus on their goals.

A crucial quality for leaders working with a global team is having a global mentality. Realising how interrelated the world is and celebrating cultural diversity are both characteristic of a global mentality. Javidan et al. (2010) pointed out that leaders that have a global mentality make choices that take wider effects into consideration. By enabling leaders to match strategies with regional and global objectives, they can promote purpose-driven leadership.

In conclusion, effective global leadership necessitates a unique skill set that goes above and beyond standard competencies. Cross-cultural communication, CQ, empathy, adaptability and global attitude stand out among the many talents that lead to success. These skills enable leaders to steer clear of cultural complexities, promote team cohesiveness, and take advantage of various team strengths. By mastering these abilities, leaders may lead multinational teams to common successes and guarantee both individual and group success.

(590 words)

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