



Assignment 1: Portfolio of Leadership Dilemma

Wanyun He 1906569 | Leadership and Decision-Making in Complex Environments (BMDB7004)

July 6, 2021

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Task 1: An Interview with Professor Chen

Introduction

The leader I would like to interview in the task 1 is the associate dean of department of Economics and Management in Yangtze University. Professor Chen majors in CSR and corporate governance. We have participated in several seminars and conferences before and have kept in contact since then. More importantly, Professor Chen just got the promotion last year, the transitional role from a teacher to a leader of a department makes him the perfect person to be interviewed.

The interview was underpinned by the complexity of leadership, more specifically, the Semi-Structured interview targeted at leadership dilemma of multiculturalism, and stretched to other topics like the students' future societal competitive advantage and digital disruption for the teaching tasks during the interview. The interview included 7 questions designed already, an opening introduction and acknowledgement.

Interview Questions

1. How do you identify the organization?
2. Among the 8 metaphors proposed by Morgan, which one do you think is more representative for the universities?
3. What is your current leadership dilemma which confuse you a lot?
4. With more and more international students, how to apply Multiculturism and realize multicultural education?
5. What is the corresponding reactions in Yangtze University?
6. What's the meaning of cross-cultural programs for Chinese higher education.
7. How to cope with the complexity in the leadership position, such as the external turbulence like COVID-19?

Audio record of the interview (Google drive)

Link: <https://drive.google.com/file/d/1jJ8LohLEXNC66hknSUFxteiqWadJQJoI/view?usp=sharing>

If the link of google drive cannot work, please check this (Baidu Drive)

Link: <https://pan.baidu.com/s/13aIHGpaoxQ7y5xCSJJkp4A> (Abstract code: uP8X)

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Task 2: blog post

Color matters in Chinese Universities?



Last week, I had a conversation with Professor Chen, who is the associate dean of department of Economics and Management in Yangtze University. He shared with me about some information about the international programs in Yangtze University and also the confusions and challenges brought to leadership. That's true that when we walk around on the campus, we could visually notice that the number of international students increased a lot in recent years. With the boom of the number of international students, the change brought by multiculturalism increases the complexity. And required and expected reactions to the change also bring in great challenges to the leaders who need to keep the balance between internal stability and variety brought by the new change.

The increasing number is in accordance with the upward trend in the whole China. According to the statistics from student.com, there are 162,695 international students choosing China as the destination in 2006. Figures from MOE (Ministry of Education of the People's Republic of China) also illustrate that, in 2018, the total number of international students reached 492,185, coming from 196 countries and areas. Over the

past decade, the figure almost tripled derived from globalization, Chinese opening-up policy, offered scholarship and relevant policy support, increasing global influence and so on. The top five countries contributing to international students in China are South Korea, Japan, the United States, Vietnam and Indonesia.

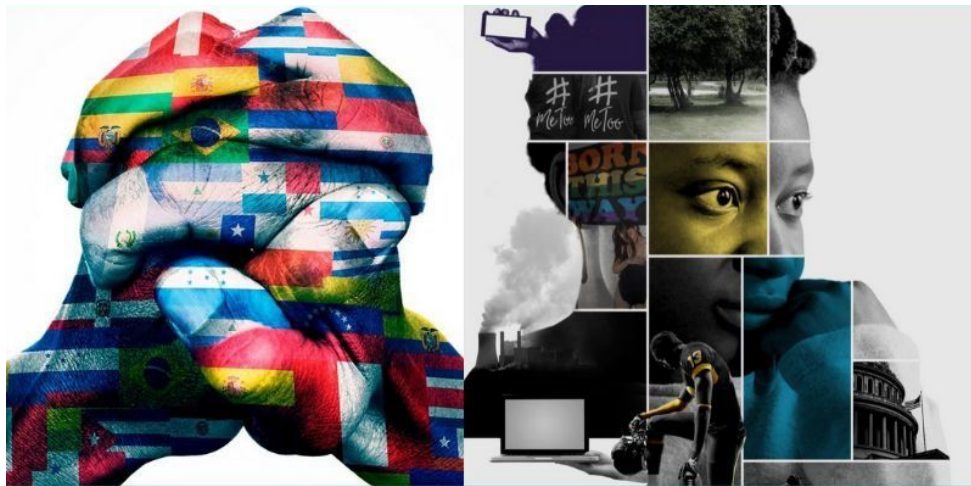
When more and more international students enrolling and studying in China, the challenges and difficulties of leadership and management also occurred accordingly. Just as Professor Chen shared in the interview, integration and identity construction of the international students, navigating the gap of the interculturality and realizing the goal of multicultural education are the critical issues in the current stage. As Li, X. (2015) refers to in her research, issues like absence of belonging, intercultural in the classroom, disconnection with the natives, widely exists among the international students in China.

The world is changing rapidly, no one could predict that the overseas student number in China would increase to such a scale in just a decade, the leaders of university institutes have to react to this change fast. This kind of uncertainty and transformation contributes to the external turbulence, accelerating the leadership complexity, inevitably causing the educational reform and innovation within Chinese universities. Just as Allen, P (2011) said, the complexity pushes organizations to take environment into consideration, contributing to organizational adaption, innovation and learning. As Backx, J. (2017) said, organizations who could adapt to the changing environment fast are able to gain the competitive advantage.

However, in face of the changing environment, if the organization just introduce new rules or process, it turns out that the external complexity would transfer into internal complexity. (Backx, J., 2017) For example, Department of Foreign Affairs is set up to facilitate the affairs involving foreign students and teachers, however, the challenges of cooperation among different departments and various levels, and the growing complexity of organizational network due to the separation cannot be ignored. As Cross, R. (2013) put in his article, although the enhancement of boundary spanning capabilities

in organizations lead to advances, but too many changes happening simultaneously will overload the people and intervene the reform.

Then, what could be done by the universities or the leaders in the universities? First of all, the attitude of embracing the diversity and applying the inclusion is of great significance. "Diversity is the mix; inclusion is making the mix work." The goal of inclusion is not about tolerance or ignorance but mutual respect. The recognition of individual differences and realization of culturally agile should be highlighted in the leadership strategy. (Kevin Cashman, 2017)



November 12, 2019 / by Amit Kumar

Just as the policy proposed in conference in 1998, "deepening reform, improving management and guaranteeing educational quality to achieve vigorous and steady development". Cross- cultural programs has the strategic significance no matter for the Chinese universities or China.

1. It could be regarded as the supplement of the sources of the students, and the increasing income from this part could invest in other places to facilitate the development of university.
2. The short cross- cultural learning program such as exchange programs or cooperation programs among different universities are able to enhance the interaction

and communication among the students who own various cultural background, increasing their competitive advantages in the future job market.

3. Highly respond to national policy, "The Belt and Road Initiative" aims to advocate Chinese traditional culture and expand the cultural influence.

4. The interaction leads to a deep understanding of each other, and it is meaningful because innovation and creation could be prompted in this process.

An organization or system could only achieve ultimate success and stability only when the uncertainty and variety could be overcome (John Naughton, 2017). The thing is not about why we should do it, it is about how can we achieve it. As Ashby put it, only variety can absorb variety.

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Task 3: 'tweet' style posts

- 'tweets' 1

[06-02 6:01 p.m.] Wanyun He (1906569)

Among the dilemmas we have discussed last week, for the leaders, it is probably impossible for them to care and notice the health and wellbeing of each staff. There are large amount of information, limited time, deficiency of thorough understanding and of course necessity of acting fast for these people being in the leader positions in an organization or a company. That's why I presume it is impractical to cover each person's health status and naturally they will have certain inclination towards the staff. #bmdbleadershipdilemmas #complexityleadership #bias

[06-18 5:09 a.m.] Hilda Ojonugwa Obaje (2009418)

I believe there is a systematic way a good leader can monitor the health and well being of all employees, no matter their population.

[Monday 11:53 p.m.] Ling Lin (2006204)

or think about the actor network theory, to identify the key nodes of the institutional network would be wisable.

- 'tweets' 2

[06-23 12:08 a.m.] Wanyun He (1906569)

in my personal view, the four debate topics construct a foundation for the future working conditions, who will take over most of the job? how to lead them? how to redistribute the benefits? For the leadership, complexity and external turbulence is always the element that need to be considered.

[Tuesday 12:03 a.m.] Ling Lin (2006204)

yes, AI would be the common clue in these four debate topics, the rapid technology innovation and change lead to the external factors causing turbulence, and this would definitely trigger leadership challenge.

- 'tweets' 3

[06-02 4:48 p.m.] Wanyun He (1906569)

The situation in an organization is always continuously changing, internally and externally, which is uncertain and complex. Thus no matter for the adaptive leadership, leader's framework of decision-making or leadership CAS, the recognition and simplification of the complex context is of great significance. #bmdbleadershipdilemmas #complexityleadership #simplify

[06-18 4:48 a.m.] Hilda Ojonugwa Obaje (2009418)

Simplification of structures, systems and processes is very useful for the survival of organisations in uncertain times.

[06-30 1:16 p.m.] Liya An (2005347)

Yes, maturing complexity by simplifying without avoiding problems is very significant in this turbulence time!

[Sunday 4:30 p.m.] Lan Zhang (2005977)

grasping the complexity by simplicity is the best way so far

[Monday 1:17 p.m.] Ling Lin (2006204)

yes, similar in our life, when you go back home, where is quite messy, do not be fed up, why not start from washing dishes, gradually, home is gonna tidy and clean again.

- 'tweets' 4

[06-14 1:01 a.m.] Wanyun He (1906569)

The case study of Netflix implies that one of the managing rules to achieve business success is to employ the best staffs, encouraging and retaining them with considerable freedom to boost their performance and contribution.

#bmdbleadershipdilemmas#Netflix#

[06-22 4:16 p.m.] Hilda Ojonugwa Obaje (2009418)

Google also employs the best staff. Employing the best staff is good, however, someone who is not best today can be trained to become best tomorrow. If I were to employ people, I will look for both the best and people who have the potentials of becoming best tomorrow.

- 'tweets' 5

[06-14 12:47 a.m.] Wanyun He (1906569)

The numbers and structures of the network may lead to different influences to our life. However, the key of the existence of network is the goodness- when the advantages could outweigh the flaws. #bmdbleadershipdilemmas# network

[06-16 4:19 a.m.] Xuya Li (1651110)

I agree with your idea. From my own perspective, most of time networks can bring more advantages for us, and we can expand these advantages by finding out more potential networks.

[06-16 5:38 a.m.] Junqian Dai (2005928)

Because of the existence of the Internet, people's personal information is no longer safe. And because of the Internet, it's much easier to find someone.

I tried to post my ideas about leadership dilemma on the channel of Teams, aiming to share my ideas with people and exchange thoughts to achieve better understanding of the topic. Choosing such kind of strategy or method to share and exchange ideas is a great experience, it is not just because of the excitement and sense of belonging when I received these likes and agreements from peers, the interaction between us also broaden my eyes and deepen my understanding.

LinkedIn or Twitter or some other social platforms which is more open and public that more weak ties are available would be more ideal in this case. On the platforms of LinkedIn or Twitter, plenty of strong and weak ties are available. How to define the strong and weak ties? Mark Granovetter refers the friends as the strong ties and acquaintances as the weak ties. Eileen Brown(2011)states that both strong and weak ties are useful in the social networking interactions which could extend the network beyond the normal reach and gain far-reaching benefits. Granovetter, M.S. (1973) also acknowledged the weak ties' function as bridges. Usually the strength of tie directly depends on the degree of overlap, but the strong ties will also lead to the isolation. Weak ties make more people

can be reached and contributes to the community integration. Some of the connections on the platform is the weak tie, however, because of the information they shared, the whole community get enriched. The relationship is tenuous, but quite significant.

The weak ties may have mutual benefits, encouraging sharing of information across different groups, bridging the gap between different clumps. There are just around 20 people included in the Teams channel, and imagine that if we could include more people engaging in the leadership dilemma topic on other platforms, how many comments or interactions can we own?

“There is no need to go searching for mysterious or global causes outside networks. if something is missing, it is because the description is not complete.”(Latour, 1990)

Actor–network theory (ANT) claims that nothing exists outside networks. All the elements and actors matters. The human alone cannot create social phenomena and situations. Human and non-human actors matters in the description of the social interaction. Human hold the opinions and have the motivation to share the thoughts. The interactions, especially for the weak ties, only can exist when the non-human actors like social platforms supply the opportunities to exchange the thoughts among individuals.

With the emergency of AI, our posts are capable of reaching the target group who share the mutual interest with us, not limited by the personal networks and geographic locations. Efficient interaction and deep communication could be achieved in this way. However, corresponding ethical issues also arouse people’s awareness. Bengtsson, S. (2018) shares his worry about the governance of social network media, individual privacy and security. Relationship between humans and machines (platforms) should be carefully considered and treated to reduce its faults.

Get your phone, contact these people who haven’t contacted for a while. Maybe there is surprise waiting for you!

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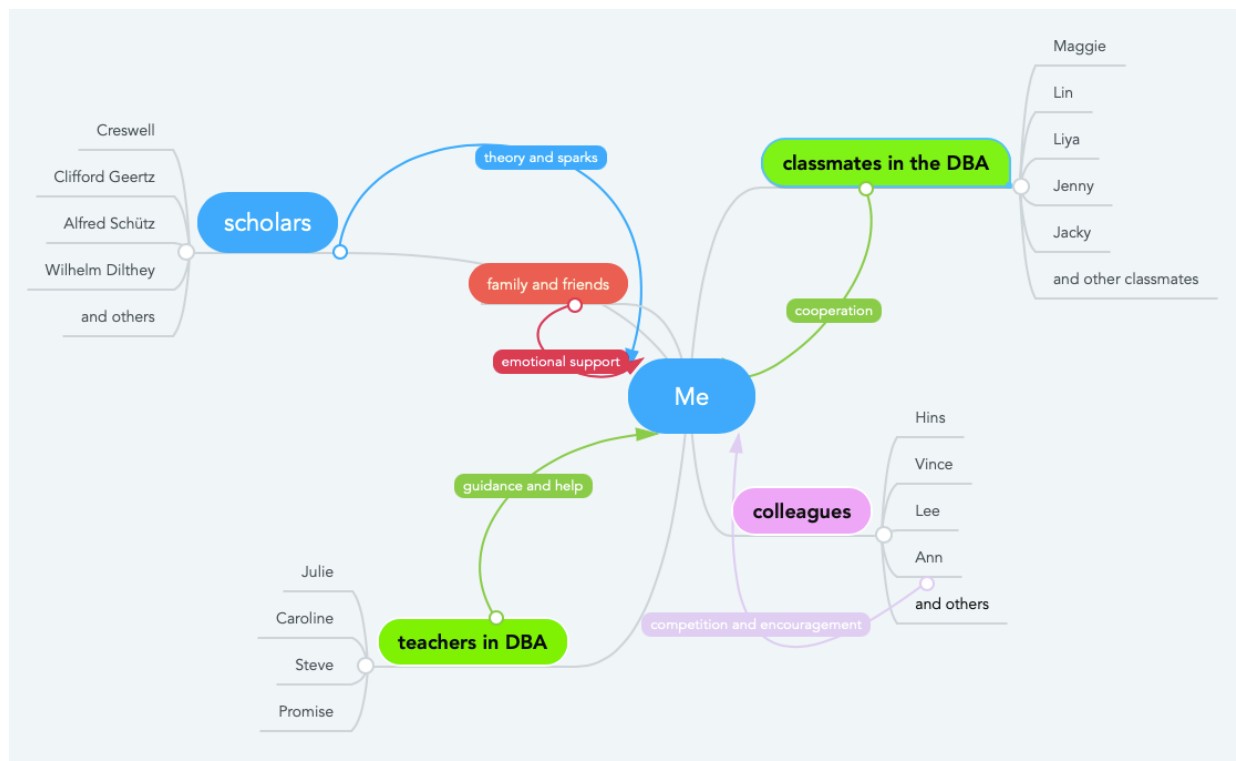
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Task 4: Network Analysis and Development Plan



What is a network? Networks consist of two elements, nodes and edges. Nodes are people, and edges represent the connection between the nodes. Barabási Albert-László (2013) 'No man is an island' , networks are everywhere. Based on network science, individual parts together with the interconnectivity defines the system as a whole. All the elements weave the network.

Nodes are colored to differentiate each other, there are mainly five hubs, and the positions and locations compared with the circle of me reflect the strength of the relationship. The red circle is for the family members and friends; the blue circle is for the scholars; the purple circle is for the colleagues in my university; and the green circles is for the people I met in the DBA program including the teachers and classmates. It is not hard to observe and get the conclusion that family and friends has the strongest ties with me; colleagues, DBA teachers and DBA students have relatively strong ties; the people met in DBA programs is not as close as colleagues because we

do not know each very well and most of us haven't seen each other due to the pandemic. The scholars has the weak tie because we just read their theories and concepts but we don't have any direct communication with them.

The mapping directly offer a microscope and whole view to observe my network, helping me figure out the strengths and weaknesses of my network and improve the effectiveness by uncovering more details and trend within the network. Taking the reference of three perspectives of CCL's qualities of a good network, my network has obvious strength and weakness.

Good networks are open, it means that the structure is diverse. In this way, new ideas and fresh information can be integrated (Burt 1992; Cross, Thomas, & Light 2008). In my network, I have colleagues from my university, at the same time, the people met in the DBA programs coming from other universities or other industries. Clearly, the people I know are not all connect to each other which grant me the opportunities to absorb in new information from various channels.

Good networks are diverse. This part is relatively weak in my network. The vertical and horizontal connections in my university are not revealed in the mapping. Most of my colleagues belong to operational networking, operational networking occurs within organization derived from short-term demands. Relationships formed with outsiders coming from demands determined at a higher level. (Barra, H. and Hunter, M., 2007) This could be supplemented by the people I met in the DBA program. The geographic boundaries of university in China and DBA programs in UK has been reflected.

Good networks are deep which offer chance to exchange information, sources and skills, and offer social support. In my network, classmates and teachers should have been the strong connection. For the DBA classmates and teachers, except for the interactions on the class, informal discussions is also a great way to obtain contiguous information and keep in contact to strengthen the connection. The strong ties of families, friends and colleagues could bring me great benefits. According to Barra, H. and Hunter, M. (2007), personal network can also be beneficial to the personal development and help to reach far-off person who has the information we need. Maybe

getting to know the friends of my families and friends is a good way to extend my network.

Also, the networks could be further strengthened through go across the five main boundaries just as Boundary Spanning Leadership suggest. (Cross, R., Ernst, C. and Pasmore, B., 2013) Boundary Spanning Leadership indicates that networks working across the vertical, horizontal, stakeholder, demographic and geographic boundaries contribute to collective action. (Yip, Ernst, & Campbell, 2009; Ernst, & Chrobot-Mason, 2010) The improvement could be adjusted as follows.

1. Vertical: largen the engagement of the leaders and heads.
2. Horizontal: taking more programs or activities.
3. Stakeholder: develop win-win strategy outside the organization and gain the common goods
4. Demographic: embrace variety towards gender, age, nationality, culture, ideology and so on.
5. Geographic: make some friends with different cultural background.

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Task 5: A Reflection on the In-class Debate

The 20-minute debate was in week 5, and the topic is allocated in advance according to the group sequence. I am a member of Group 1, so my given topic is "UBI is the only way to redistribute wealth in the future of work." Maggie and I chose to be the side of claim, thus we need to demonstrate that UBI is the only way to redistribute wealth in the future of work. When the teacher Julie announced the rules and procedures of the debate, we started to collect the information, look through reading materials and prepare for the debate.

When we see the word "only" in the topic, we feel quite vulnerable and helpless because of its absolute attribute. UBI is the universal basic income, and it is a sociopolitical concept in which all citizens of a given population regularly receive an equal financial grant paid by the government without any test, which means that the state will cover the cost of living (Katelyn Peters 2021). It is treated as the alternative to current welfare programs. It's true that the UBI has its own advantage: 1. It could reduce the government burdens and eliminate the bureaucracy because there is no string, restriction and background research. 2. The cash grants individual with more freedom that they can choose to go back to school and take further education to seek for opportunities to get a better job. 3. No more cash is printed and created, GDP grows without intervening the marketing economy or causing the unnecessary inflation (Ryan, A.B., 2013). Compared with other welfare programs, there is no strings attached with UBI, encouraging people going to work that could achieve sustainable and profound development, promoting the government efficiency, fulfilling the democratic rights. That is why people think the UBI will be the trend and alternative to the current welfare. However, UBI absolutely has the deficiency and defects in the current stage. Just as the ideas contributed by the wired.com, the worries to decrease people's incentives to work, give rationale to the entrepreneurs to pay lower salaries and excuse to the government to slash the existing welfare programs.

When we found out more deficiency and disadvantages of UBI, we found it frustrated and disappointed that our claim will definitely lose in this debate. When this kind of bias formed, we cannot help to source more information to prove the UBI's faults to assert our failure. Our inclination and prejudice waste a lot of time and also cause the divergence within the group. Until we noticed the phrase of "in the future of work", then we realized that the topic is discussed under the setting of high achievement of artificial intelligence, automation, and robotics of our jobs. We become calm down and begin to explore the topic and seek for space to discuss. For example, Just as Calum Trenaman (2021) state that the current situation is that majority people living in poverty are working, and we call it "in-work poverty", this point of view, to some extent, support the UBI.

Just as the situation described in the Cognitive Bias Codex, we are bothered by too much information and urgency to act fast. Then, noise become the signal. Our bias could also be explained by the Nudge theory, people do the behaviors fundamentally irrationally rather than logically, and decision-making is influenced by the environment. (Emily Burt, 2019) The time for preparation is relatively short, and the time emergency and high pressure makes it hard to maintain the rationale. To make matters worse, the anxiety spreads, and that makes the bias root in our group.

The debate made me realize the significance of critical thinking. Bias and individual tendency intervene the whole discussion process a lot, and created giant anxiety and stress. Talking about how to improve the critical thinking in the next time. I think reducing our bias through deliberate training and including more ideas from various channels are practical ways in our practice. Just as Gigerenzer (1996), Haselton et al. (2005) concluded that the content and direction of cognitive biases are not "arbitrary" (p. 730). Cognitive biases can be decreased by controlled training. (Baumeister & Bushman, 2010, p. 155). Morewedge and colleagues (2015) also proved the effectiveness of FAE through training interventions experiments.

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Task 6: A slideshow



Hello, everyone! Today's slideshow will illustrate the identified leadership dilemma of multiculturalism in the universities caused by the booming international programs. Complexity Adaptive Leadership is of great significance for the leader's decision-making to seek for ideal solutions.



Sensemaking + Cynefin Framework



Starbuck and Milliken (1988) treat sensemaking as a "framework for enabling comprehension and understanding". The Cynefin Framework is developed as a sensemaking framework to help people with the complexities (Kurtz & Snowden, 2003). In my point of view, the ideal tool applied here to lead the adaptive leadership is the combination of Sensemaking and Cynefin Framework.



As Heifetz, R. A., Grashow, A., & Linsky, M. noted in 2009, leadership is regarding the practice instead of inherent traits, and it is about seeking for solutions to address the issues. Getting out of the comfort zone is the inevitable process that any organizations who want to practice the adaptive leadership must experience and overcome.

1. **'Getting on the balcony'**. This means not just observing the 'game' as one of the players, but being able to see the state of play from above, surveying an array of relevant factors. These factors might include shifting technological capabilities, changing expectations of clients/citizens, demographic movements, interdependencies and so on.

2. **Identifying the adaptive challenge**. What are the big problems your organisation faces? What realities are you not facing? Would expert advice and technical adjustments within the basic routines suffice, or will people throughout the organisation have to learn new ways of doing business, develop new competencies, and begin to work collectively?

3. **Regulating distress**. While adaptive change may be stressful for the people going through it, protecting staff from it will not help - leaders need to stimulate people to adapt to changing circumstances, discouraging expectations that executives will take the problem off their shoulders. In this context, Heifetz often refers to "turning up the heat" in the organisation so that people feel the need to change.

4. **Maintaining disciplined attention**. Individuals, groups and cultures are often locked into their own patterns of seeing the world and acting within it. As a result, it can be difficult to hold attention on the new realities and the difficulties that they present; people are good at finding ways to distract from the unpleasant, which can be a problem when faced with the need for adaptive change. In this context, leadership involves maintaining a discipline around getting people to face up to adjustments they are avoiding and draw out conflicts in a productive way.

5. **Giving work back to people**. Everyone gains special information from their own vantage point, so over-reliance on hierarchy can mean decisions are not being informed by those with domain expertise. Staff at the coal face often spot changes occurring long before their superiors. Fostering a responsibility-taking mindset about the problems faced will help avoid a mode of leadership where people higher up in an organisation take responsibility away from those who are best placed to make changes. According to Heifetz:

Getting people to assume greater responsibility is not easy. Not only are many lower-level employees comfortable being told what to do, but many managers are accustomed to treating subordinates like machinery requiring control. Letting people take the initiative in defining and solving problems means that management needs to learn to support rather than control. Workers, for their part, need to take responsibility.

6. **Protecting voices of leadership from below**. The voices of people lower in the hierarchy, as well as whistleblowers, often go unheard in large organisations, despite their potential for highlighting major problems that need fixing. Be careful not to reject such input because of the timing or tone with which it is delivered - such protagonists are sometimes frustrated or nervous and so are not as polished as you might like. Keep an open mind, be aware of your biases, such as mental models and personal views - and remember that criticism of your pet project does not mean criticism of you.

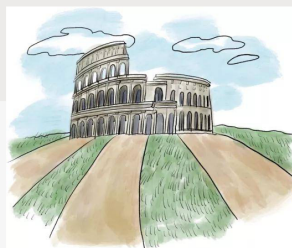
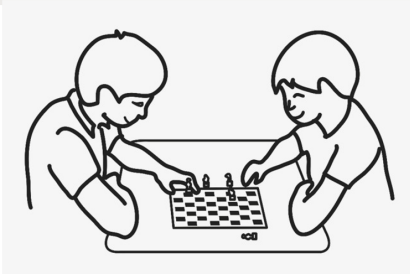
ANZSOG (2017) selected six principles proposed by Heifetz to lead the adaptive work in the practice. The six principles are getting on the balcony, identifying the adaptive challenge, regulating distress, maintaining disciplined attention, giving walk back to people, as well as protecting voices of leadership from below.

THE TURBULENCE TIME

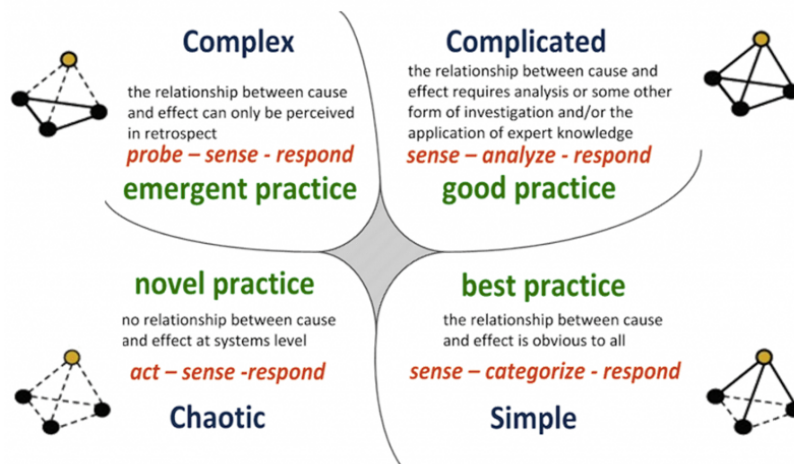
- The Socio-economic Environment
- Aging population
- The rise of populism
- Digital disruption
- Rapid Urbanisation
- Climate Change & Extinction
- Health and Wellbeing
- Multiculturalism – Diversity and Inclusion
- Internal complexity – understanding organisations as CAS

The world nowadays is quite different from previous ones. Things get more complex than before just like the bullets presented in the PowerPoint. There are external and internal turbulence such as the social economic environment, aging population, the rise of populism, Digital disruption, rapid urbanization, climate change and extinction, health and well-being, multiculturalism diversity and inclusion, and internal complexity. All of this just urge us to treat the world as a continuous and dynamic process. We need to see the world through multiple lens because things are hard to get categorized than before due to the external and internal complexity. Although it is the big data time nowadays, sometimes it is better to perceive things through narratives or the stories instead of totally depending on and judging from the data or statistics. When we stand at the overlaps among different stories, it is relatively more close to the truth.

SENSEMAKING

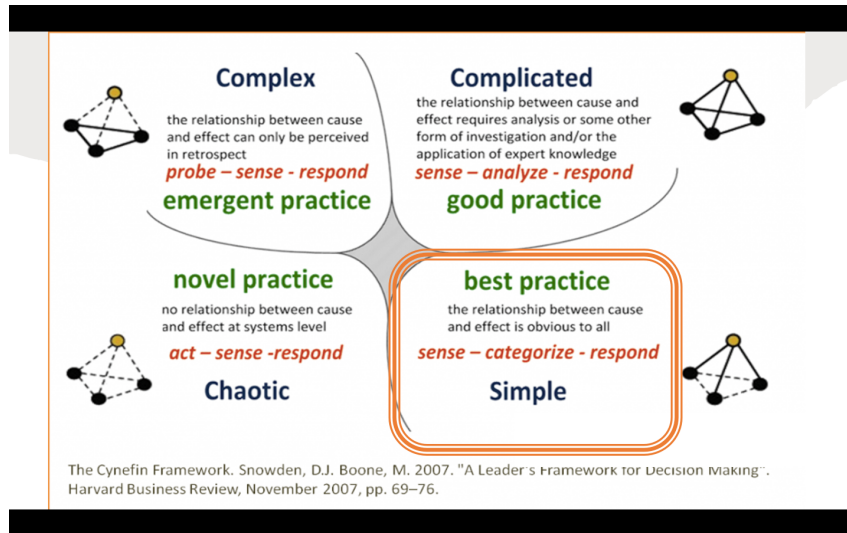


Process of sensemaking is the process of creating structure out of the unknowns. If we compare the process to playing a game, the situation is complicated and confused because we don't know the rules and we have to make the trials and errors to figure them out. The process of sensemaking is also the process of turning thoughts into action. And to be noticed that the process of sensemaking would be infinite and continuous. Previously, when we come up with a solution and fix the issue, that would be the end. This will not be suitable for sensemaking because the situation is always changing and we have to adjust and react accordingly. That is why we call for the adaptive leadership in the complexity. Considering that there are so many different elements which could influence the issue of multiculturalism such as the shifting of location, politics, culture or even the new technology, we cannot decide which factor is the most crucial one so we have to experiment and try to find out the correct answer through trial under the adaptive leadership.

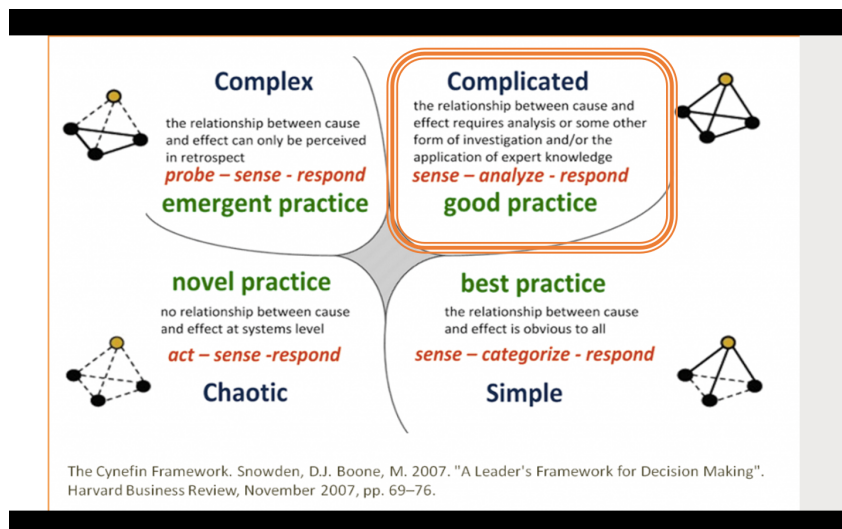


The Cynefin Framework. Snowden, D.J. Boone, M. 2007. "A Leader's Framework for Decision Making". Harvard Business Review, November 2007, pp. 69–76.

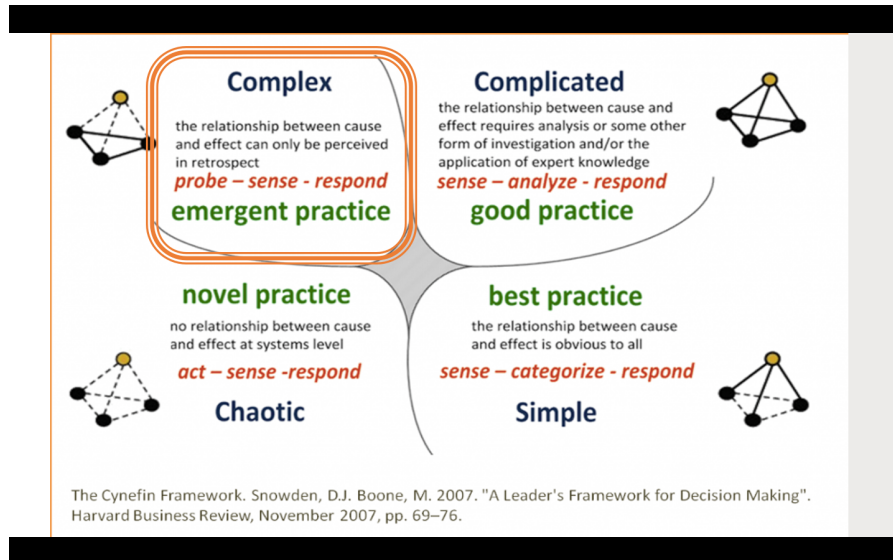
Similarly, Cynefin Framework is also known as a decent tool. Mithun. S. noted that the first step is to confirm which is your stage and you have to lie in one of the domains. David J. S. & Mary E. B. (2007) also noted that the domain will depend on the relationship between cause and effect.



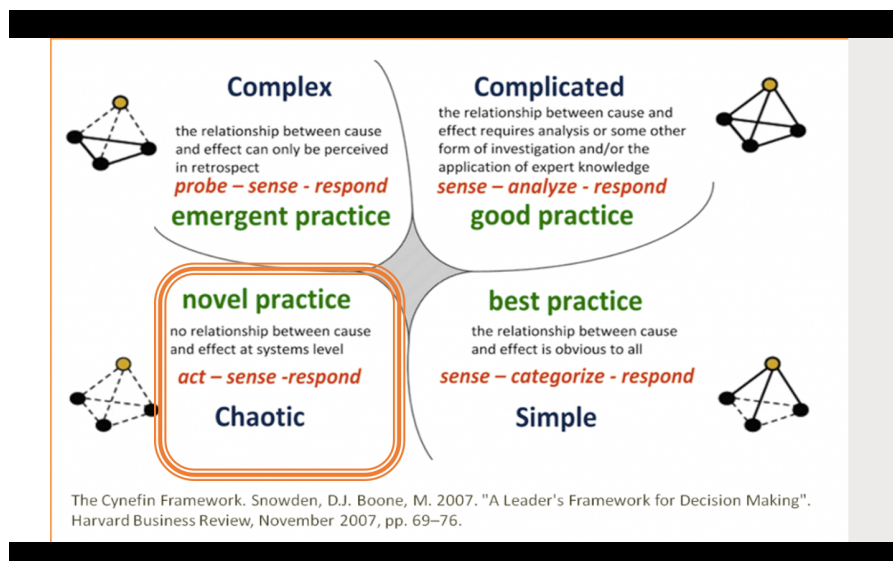
In the domain of simple, the relationship between cause and effect is obvious, and options are clear.



In the complicated domain, relationship between cause and effect requires analysis with the help of expertise knowledge. The process is to Sense – Analyze – Respond.



In the complex domain, the relationship between cause & effect can only be perceived. The approach is to *Probe – Sense – Respond*. Innovations and trials are encouraged in this domain.



In this domain, there is no relationship between cause and effect. The approach is *Act – Sense – Respond*, and direct, top-down management is adorable.

For the leadership dilemma of multiculturalism we should first identify which domain it located in, and then adopt according approach. More importantly, the belonging of domain is not inherent but a dynamic process with the change of environment.



THANKS FOR LISTENING

This is my sharing today and thanks for listening!

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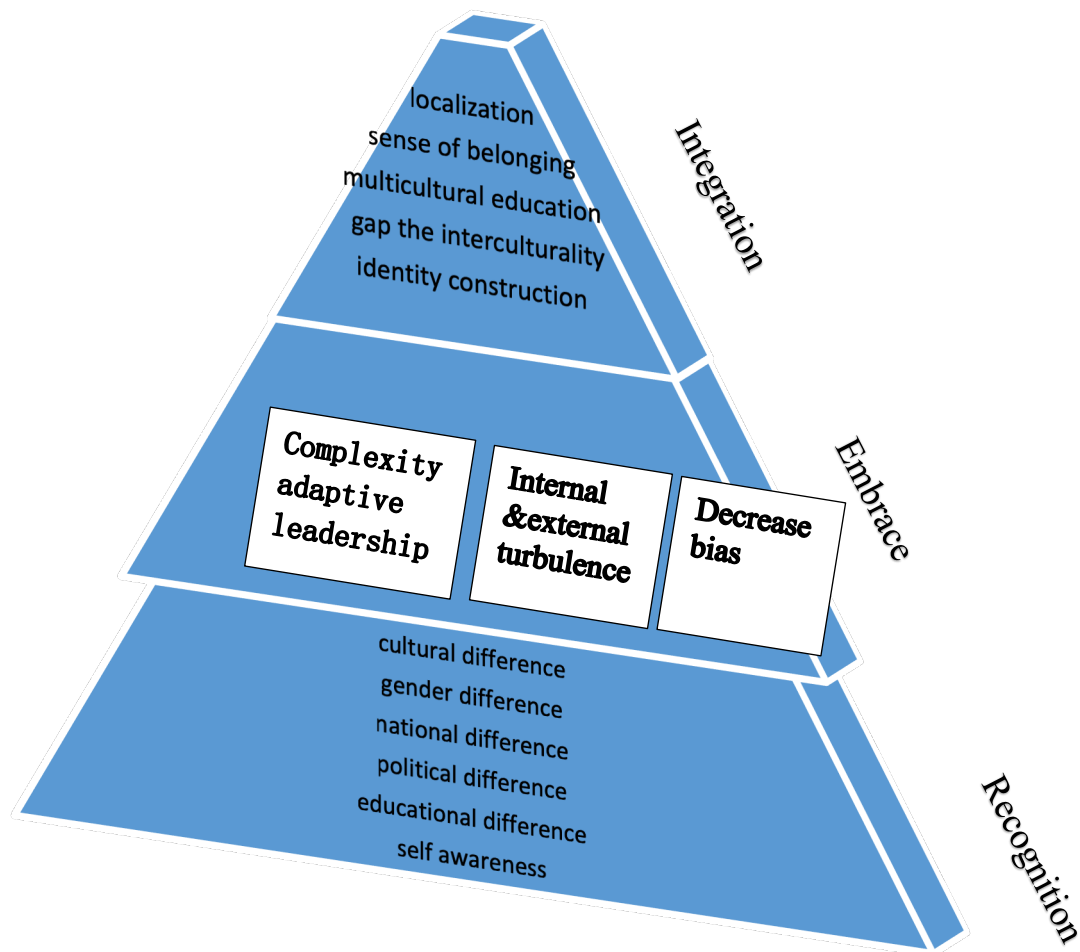
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Task 7: Multiculturalism Leadership model

The leadership dilemma identified in this portfolio is to deal with multiculturalism caused by the booming number of international students in the universities which urgently seeks for effective solutions. We have learned Bass's 4I model, Bill George's Authentic leadership, Greenleaf's servant leadership and intent-based leadership in the previous lessons which is not appropriate for this case. indeed.com also suggest that leadership models are generally used to help people get to know and understand the phenomenon, guiding the specific leadership behaviors to gain the project or team success under specific environments and situations. Thus I create the leadership model called Multiculturalism Leadership model based on the identified leadership dilemma.



There are three layers in this model. The first layer is about recognition of varieties among different people; The second layer is about embracing and sympathizing the varieties; The third layer is about the integration of differences.

The stage of recognition is the realization of the cultural varieties derived from different cultural background including language, religion, belief, political perspectives and so on. Gay, G. (2013) also noted that cultural, ethnic, and racial diversity need to be well noticed in the classroom instruction. Thus, the awareness of the differences is the first step and fundamental foundation.

The stage of embrace means the acceptance of the internal turbulence brought by the multiculturalism issues and external turbulence strengthening or deteriorating the situations, calling for the complexity adaptive leadership and sensemaking to decline the bias. As McDaniel Jr, R.R. said in 2007, CAS follows the nonlinear way and need to cooperate with the fast changing environment.

The stage of integration means finally there is overlaps between different culture, and innovation and new rules are available in this stage. The localization of international students facilitates their identity construction and sense of belonging, navigating the gap of interculturality and finally achieving the multicultural education.

Only when the differences is noticed, people get to learn to digest them, the integration and new sequence would be created. According to Morgan's metaphor, as the organizations, universities also has a role in the culture metaphor , all the members and staffs in the university should share the same belief and fight for it. In this case, I believe, for any internationalized universities, a multi-cultural world with equal and fair educational opportunities regardless of their backgrounds would be their pursue.

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