

TRABAJO FINAL DE GRADO

Maestría en M2, Negociación y Marketing Intercultural

LIDERAZGO GLOBAL EFECTIVO

¿Cuáles son las habilidades esenciales para un liderazgo efectivo en equipos multiculturales?

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FINAL DISSERTATION

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EFFECTIVE GLOBAL LEADERSHIP

What are the essential skills for effective leadership in Multicultural Teams?

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¿CUÁLES SON LAS HABILIDADES ESENCIALES PARA UN LIDERAZGO EFECTIVO EN EQUIPOS MULTICULTURALES?

RESUMEN

Teorías sobre el liderazgo global, son un campo previamente y constantemente estudiado para mejorar las acciones de los líderes en equipos multiculturales. Por esta razón, esta investigación busca la verificación de las habilidades del liderazgo global efectivo en equipos multiculturales para mejorar la manera en que equipos de dos o más nacionalidades se desempeñan. Este trabajo usará el apoyo de entrevistas para identificar factores tales como el conocimiento y percepciones y será medido por medio de la metodología cuantitativa tales como encuestas para validar lo dicho en las entrevistas. La intención es la de otorgar a las nuevas generaciones de líderes, recomendaciones acerca del liderazgo global y en como ser efectivos en ambientes multiculturales.

PALABRAS CLAVES: Líder, Liderazgo y Liderazgo Efectivo, Liderazgo Global y Habilidades.

RÉSUMÉ

L'examen des théories du leadership mondial est un domaine, précédemment et encore actuellement, très étudié pour améliorer les actions des managers dans les équipes interculturelles. C'est pourquoi, cette étude vise à vérifier quelles compétences sont efficaces pour un leadership multiculturel efficace, afin d'améliorer la performance des équipes de deux nationalités différentes, ou plus. Cette recherche est basée sur des entretiens réalisés en face à face, afin d'identifier des facteurs tels que les connaissances et les perceptions, qui seront mesurés à l'aide d'une méthode quantitative. Le but est de donner des recommandations à la nouvelle génération de managers concernant le management multiculturel et comment être performant dans un environnement multiculturel.

MOTS CLÉS: Manager, Management et management efficace, Management multiculturel, Compétences

WHAT ARE THE ESSENTIAL SKILLS FOR EFFECTIVE LEADERSHIP IN MULTICULTURAL TEAMS?

ABSTRACT

Global Leadership theories is a field previously, and constantly studied to improve the actions of leaders in Multicultural Teams. Therefore, this research seeks to verify the skills of effective Global Leadership in Multicultural Teams to improve the way teams of two or several nationalities perform. This research will use the support of physical interviews to identify factors such as knowledge and perceptions that will be measured with Quantitative Methodology (surveys). The intention is to provide the new generation of leaders with recommendations concerning in Global Leadership and how to be effective in a multicultural environment.

KEY WORDS: Leader, Leadership and effective leadership, Global Leadership, Skills.

RÉSUMÉ

L'examen des théories du leadership mondial est un domaine, précédemment et encore actuellement, très étudié pour améliorer les actions des managers dans les équipes interculturelles. C'est pourquoi, cette étude vise à vérifier quelles compétences sont efficaces pour un leadership multiculturel efficace, afin d'améliorer la performance des équipes de deux nationalités différentes, ou plus. Cette recherche est basée sur des entretiens réalisés en face à face, afin d'identifier des facteurs tels que les connaissances et les perceptions, qui seront mesurés à l'aide d'une méthode quantitative. Le but est de donner des recommandations à la nouvelle génération de managers concernant le management multiculturel et comment être performant dans un environnement multiculturel.

MOTS CLÉS: Manager, Management et management efficace, Management multiculturel, Compétences

I - INTRODUCTION

The world is changing and with it all the processes in the business environment, globalization must be understood to be able to design an effective knowledgeable model of skills for effective leadership to achieve competitiveness in the global market. Sassen (2006). Last studies made by the Ph.D. Szu-Fang Chuang, shows eleven essential skills needed by global leaders to be effective while working with a multicultural team. These 11 skills are mentioned by Chuang as a start point that leaders need to update their knowledge, skills, and abilities for effective leadership performance specifically in diverse workplace development and cross-cultural management, as well for competitiveness, so it needs to be periodically examined to be able to identify the variations of leadership according to teams multiculturally composed.

It is needed to talk about Management and Distefano and Maznevski (2000) refers to it as the process that must look for the way to make multicultural teams work perfectly and in harmony to create value by developing and executing high-quality solutions, effectively. Management then becomes one of the most important parts of knowing how to manage cultural differences, perceptions, attitudes, and skills of its members. By effectively doing this they can bring value to managerial processes which can freshen up and update leadership concepts; Global leaders need to understand their own interpersonal skills to be able to manage conflicts that can happen in the workplace (Harteis, 2012). These new leaders must break barriers, change perspectives and create connections; accomplish these activities and work in a transcultural way in this kind of global environments... leaders must influence through other cultures, they need to understand the cultural view of others like foreign markets (Romero, 2015).

On the other hand, it is good to know that leadership is often mistaken with management. Someone can be a leader without being a manager and some managers cannot lead a work team, which does not make them leaders (Romero, 2015).

According to Gil et al. 2011, new models of leadership have been defined based on “ideological values and ethic, symbolic contents, inspiring and visionary messages, self-awareness like emotions and feelings”. But the closest one to this closest to this topic, transcultural leadership, hasn’t been mentioned by Dr. Chuang as a key part to identify proper skills to lead effectively multicultural teams. They mentioned this type of leadership and identified it as “the need that comes with globalization to expand the knowledge of all the cultures has increased the interest for Transcultural (cross-cultural) leadership research, and Kajatt, Nadina Valentín, et al., went deep in researching and have defined it as “the leadership that involves different cultures, ways of thinking, ideologies...looks to break cultural barriers and to put together diverse ways of thinking” (2005).

To know what are the skills for effective leadership in multicultural teams is the purpose of this research. Therefore, the intention of this research is to identify if teams composed of different cultures gives an ideal type of skills needed to lead effectively multicultural teams, and if they give better solutions to problems, considering Cross-cultural Management as the study of the behavior of people in organizations located in cultures and nations around the world that focus on describing organizational behaviors within countries, Adler, (1983, p. 226).; and to establish if the skills mentioned by Dr. Chuang to lead effectively multicultural teams need to be better organized, and updated.

With this Master’s thesis in Cross-Cultural Marketing and Negotiation, it is hoped to bring new knowledge about the skills needed to lead multicultural teams because it’s a topic that is constantly changing, and Global Leaders will need to have tools to manage them in the future. I would like to contribute to the literature and to the field for companies to achieve their goals and to understand Cross- Cultural context.

It will be needed to:

1. Go through on the Global leader, Leadership/effectiveness, Transcultural leadership, Culture, Multicultural teams, Multiculturalism, and Skills topics of the literature to understand the field and to help to identify specific leads to analyze and identify the skills.
2. Ask by unstructured interviews to people with the leadership role that had worked with teams composed of different cultures to be able to build a structure for surveys for team members that had worked in a multicultural team and environment.
3. Analyze Dr. Chuang skills.

This research will contribute with knowledge, and new techniques to continuously check and to improve the method of leadership in this kind of teams that face new challenges according to their situations in diverse company's day after day.

II - LITERATURE REVIEW

EFFECTIVE GLOBAL LEADERSHIP

What are the essential skills for effective leadership in Multicultural Teams?

1. Leaders

1.1 The leader

Maxwell (1996), identified that true leader is born but to remain, need to develop some leadership characteristics and skills. But, who is a leader? It is a question made by many authors and for this has got many definitions but all them with the same idea:

A leader is someone that “serves as boundary spanner to gather information and ensure that the team has the necessary material and personnel resources to accomplish the task at hand” (Day., Zaccaro., & Halpin, 2004, p.296).

A leader worries about for the needs of each person of the team and lets them participate in the decisions if it is needed (Perugini & Castro, 2005).

“Leader is the person that participates in the company, that can inspire people, that can do hard tasks and can try new things, is about moving forward. It’s the meaning. And all human being has the capacity of moving forward”. (Rodrigues, 2002)

The leader is the person who “serves to create aims, tweak old ones, or initiate new courses of action” (Welch, 2005, p.3)

"The leader is the person that must satisfy the need of modern organizations to adapt productively to the conditions of the environment". (Alarcon, 2014, p.6)

The leader is the one that knows how to manage his and his team emotions. Through verbal and non-verbal actions, the leader becomes the main actor of the emotional climate of the company or the team what makes that the

members come to him/her looking for empathy, understanding and emotional contact. (Garay, 2010)

All these definitions show similarities as serving, inspiring, worrying for the needs of the team, trying new things, adaptability and focusing of moving forward, and these can be related to what was said in 1996 by Stoner, Freeman, and Gilbert that a great leader is always looking for opportunities, taking risks, making everyone be involved in the processes, serve as example, awareness of the value of the person as individual and they are always with the best attitude to motivate and celebrate the achievements of the team.

1.2 Multicultural, transcultural and global approach

In time, the leader definition has extended according to the various stages that can be performed. When it comes to talking about effective leadership in multicultural teams, it takes the variation of Multicultural and Global leader. Connerley and Pedersen (2005) said that a multicultural leader is someone that needs to be sensitive to the context, to identify and absorb new signals, and to be able to recognize how to use each person as a key resource. In other words, they need to have some skills to deal with problems and opportunities, to develop multicultural awareness, and knowledge. The skills needed for these leaders lay in to understand and manage diverse and international teams, to develop intercultural talents, to adapt their leadership style; and to respect everybody leaders need cultural/intercultural intelligence, so they need first to be aware of their own cultural identity. (Livermore, Ang & Van Dyne, 2012). In 2011, Rockstuhl, Seiler, Ang, Dyne, & Annen defined cultural intelligence when leaders can get competencies that will let them have an exceptional management of cultural diverse scenarios so they can perform correctly with people from other nationalities.

Villareal & Villareal (Quoted by Valentin et al. 2005) says that a transcultural leader is someone flexible, able to adapt, is open, assertive, shows empathy, has actualized knowledge, is tolerant, and uses IT and promotes in the organizations learning

spaces with groups where it is possible to share ideas, different points of view, to learn. So, saying this then a multicultural leader is someone self-aware to understand the context to adapt the leadership style, and transcultural leader is someone open minded focused on organizing learning spaces to understand everyone ideas.

Global leader definition, on the other hand, it is related totally with Multicultural leader concept. In the next definitions found by Mendenhall (quoted in Hassanzadeh, Silong, Asmuni, and Wahat. (2015). on his table 1: definition of global leadership (see full table in annex #1) can be observed how a global leader is someone that can expand companies into an international context by having the skills to manage teams in different parts of the world, which implies Him / Her as a multicultural leader too.

Table 1 Global leader definition

Author	Definition
Adler (1997); Barlett, & Ghoshal (1989); Hamel & Prahalad (1986)	Global leaders, unlike their domestic counterparts, must be able to articulate a globally encompassing vision and to communicate that vision to people around the world in ways that inspire them to work together to achieve individual, organizational, and societal goals.
Gregersen, Morrison, & Black (1998:23)	"Leaders who can guide organizations that span diverse countries, cultures, and customers."
McCall & Hollenbeck (2002:32)	"Simply put, global executives are those who do global work. With so many kinds of global work, again depending on the mix of business and cultural crossings involved, there is clearly no one type of global executive."
Terrel & Rosenbusch (2013:41-42)	"...there is not just one type of global leader, the term "global leader" was defined as someone "who do(es) global work" (McHall & Hollenbeck, 2002, p.32), meaning his or her normal, day-to-day work responsibilities involved leading other organizational members in multiple countries, time zones, languages, national cultures or organization cultures."
Hope (2007)	Global leaders need to think beyond their own organizations and predetermined categories of culture, gender, religion, or social class and to be able to continuously transform themselves and others. Tomorrow's global leaders will encounter an environment that is constantly changing. Replete with uncertainty and ambiguity, and increasingly complex- with greater cultural diversity and technological advancement.
Ding, H. (2013)	...Global leaders who have unique skills to lead diverse employees and understand different countries, legal systems and business operation.

Adapted from Mendenhall et al. 2012 by Hassanzadeh et al. 2015, p. 17-18.

Besides this, global leaders are meant to have some characteristic that will allow them to be identified as one. These are according to Romero & Patricia (2005) sensitivity, entrepreneurship, cultural intelligence, self-awareness, self-development, self-esteem, curiosity, perspective, character, commitment, education, experience, interpersonal relations, communication, and global environment immersion (annex 1)

2. Leadership evolution, definition, transcultural type, multicultural and global approach.

2.1 Evolution

“Leadership is essential to the effectiveness of work teams and the organizations which are part” (Gil et al., 2011, p.38).

In 2005 Romero mentioned, that Leadership is also a concept that has evolved in time. The evolution of it comes with great leaders in history, ones that led wars, manage countries, that had planned historical conquests all this have developed many theories about leadership and the behavior of the leader. Estrada (quoted by Romero, 2005, p.15) talks about the greatest example of the leadership of Sun Tzu creator of The Art of War, a strategic manual to lead in military missions as the reference for leadership starting been studied as a theory along the years.

Antonakis, Cianciolo, & Sternberg (Quoted by Romero, 2005, p.16-17) mentioned that this term was no longer only a military concept but in the modern age it was possible to study its evolution taking as framework leadership schools. Also said that in the beginning of the 20th Century it is found the Leadership Traits School, with a very specific approach to the leader and looking for the personality characteristics that shows who is a leader and how is not. At the end of the 60s, the school of contingency shows up saying that what establish leadership effectiveness is the relation between the leaders and His / Her followers, the task structure and the power position. In the 80s the School of the New Leadership appears. It brought the idea

that leadership it is based on behaviors of the leader that can inspire people to follow Him/her. This was called Transformational Leadership and it looks for stimulation, contribution, confidence, innovation to reach the goals.

2.2 Definition

“Leadership develops, it does not manifest itself” (Maxwell, 1996, p. 11)

“Leadership is influence” (Maxwell, 1996, p.1).

As the term leader emerged and evolved also the leadership have done it. Leadership appeared as the way a leader needs to perform in any scenario, and some authors have defined it as the process that involves social interaction and it is determined by the culture where the behavior takes place (Chemers, 2014, p.10). it is also considered as the interaction between leaders and followers with common goals and tasks. (Valentín, Riviera-Heredia, Mbawmbaw and Nieto, 2005, p.2). And Whetten (2004) said that it is related to be dynamic, and charismatic. (p.16)

Leadership is any attempt to influence or impact people behaviors, Estrada (2015); It is essential for all team managers that oversee a specific area, more so when they need to deal with Cross-cultural teams where it is necessary to have, create and develop several skills for effective guidance. It has been confused with management term because of its similarities, and Romero (2005) proved it when she said that leadership is often confused with management, and that somebody can be leader without been a manager, actually, Estrada (2015) mentioned some changes that shows the difference by saying that management it is used for formal, institutional and institutionalized guidance, while leader and leadership are reserved for informal guidance focused on the qualities of the person beyond organizational situations.

Maxwell (1996) described 4 leadership levels that shows what a leader has and what is supposed to acknowledge. (p. 11-12). Find in table 2 the criteria for each one.

Table 2, Leadership levels

<u>LEADERSHIP LEVELS</u>			
<u>LEADING LEADER</u>	<u>THE LEADER WHO GOT FORMED</u>	<u>THE LATENT LEADER</u>	<u>THE MILITANT LEADER</u>
Is born with leadership skills	Has seen leadership shaping most of his life	Has seen leadership shaping recently	Has no connections with leaders
Has seen leadership shaping through life			
Has learned about leadership by taking some training course	Has learned about leadership by taking some training course	Is learning about leadership through training	Has not get any training or too little
Has the self-discipline to reach been a good leader	Has the self-discipline to reach been a good leader	Has the self-discipline to reach been a good leader	Wish badly to be a leader
<u>(3 of these 4 qualities are acquired)</u>	<u>(all these can be acquired)</u>	<u>(all these can be acquired)</u>	<u>(all these can be acquired)</u>

2.3 Transcultural type

During the study of leadership and its relation with multicultural teams, the type of Transcultural leadership showed up. Gil et al. (2011) defined it as the need that comes with globalization to expand the knowledge of all cultures beyond the one gained from researches made in Occidental industrialized context, and it is the reason of research of transcultural leadership. But to understand this type of leadership it is needed to know what transcultural implies. Livermore (2012) defined it as the interaction between more than two cultures while intercultural is the interaction of two cultures.

Transcultural leadership is the process of guidance of all cultural components. It involves different cultures, ways of thinking, and beliefs. It looks to go higher and to break cultural barriers and to integrate different ways of thinking. It implies from others knowledge and sensitiveness; takes from the diverse cultures their main aspects and the way it affects people and companies. (Valentin et al. 2005, p. 4)

Transcultural leadership contributes to the creation of a whole new culture based on respect and knowledge, which could allow to different countries and regions to create relations and conditions of equality. This leadership gives the possibility of including various points of view from different cultures which could give the dream of having global integration. (Valentín et al. 2005, p.10)

There are some limitations identified by Valentín et al. (2005:9) as the main ones to develop transcultural leadership as difficult to work with different people, and with different perspectives, fear of change, but mostly afraid of the unknown and losing of self-identity. There is also a risk that transcultural leadership can be considered as a trend and in consequence, its essential components won't be correctly integrated.

2.4 Multicultural and global approach

Global leadership definition, it is related to Multicultural and transcultural leadership concept according to the impact of managing diverse cultures. In the next definitions found by Mendenhall (quoted in Hassanzadeh, Silong, Asmuni, and Wahat. (2015). On his table 1: definition of global leadership (see full table in annex #2) mentioned some definitions for it related and linked to cultural context.

Table 3. Global leadership definition

Author	Definition
Maryam Hassanzadeh (2014)global leadership can be defined as a leader who operates on the global stage with the global mindset in an environment that is complex and diverse with competencies such as networking and flexibility.
Conger, J. A & O'Neil, C. (2012:53)	Basically, the term refers to an organization's leadership talent who work across geographic and cultural boundaries.
Prewitt et al. (2011:16)	...global leadership capability is behaviorally based and is a mixture of varied cultural competencies well as leadership skills. (Carey, et al.)
Youssef & Luthans (2010: 541)	Positive global leadership as "the systematic and integrated manifestation of leadership traits, processes, intentional behaviors, and performance outcomes that are elevating, exceptional and affirmatory of the strengths, capabilities and developmental potential of leaders, their followers and their organizations over time and cross culture"
Beechler & Javidan (2007: 140)	Global leadership is the process of influencing individuals, groups, and organizations (inside and outside the boundaries of the global organization) representing diverse cultural/political/institutional systems to contribute towards the achievement of global organization's goals.
Oslan & Brid (2005:123)	Global leadership is the process of influencing the thinking, attitudes, and behaviors of a global community to work together synergistically toward a common vision and common goal.

Adapted from Mendenhall et al. 2012 by Hassanzadeh et al. 2015. P.17-18

Global leadership definition according to these concepts shows it as the process to influence people that represent an evident cultural diversity/ global community. It

demands varied cultural competencies well known as skills. Global leadership then gives within a context to understand which could be the skills needed for leaders to manage a multicultural context, which is the aim of this research.

3. Multicultural context and teams

3.1 Culture

Something that can identify every human being in the world when there are somewhere else than their birth country, is culture. According to Hofstede's (1980) Culture is "The collective programming of the mind which distinguishes the members of one human group from another... the interactive aggregate of common characteristics that influence a human group's response to its environment" (p. 25). But there are many sides on its definition and this shows how complex is culture itself (Fernandez, 2014, p.7). To have another point of view of it, Taylor (quoted by Fernandez, 2015, p.7) defines culture as everything that implies knowledge, beliefs, art, ethic, rights, customs, and other habits and abilities of any man. Culture is the bridge to study the laws of thought and man action. So, it can be said that culture is the main point to start understanding differences when it comes to manage people and multicultural teams and to know how to manage the fact that it can affect the way a team is composed, how they communicate and behave (Ochieng, 2013). Another assumption but not far from the other is that culture is built for a mix of beliefs, attitudes, values, and shared livings by a group of people who share a history and a social structure. (Molero, 2002).

3.2 Cultural identity (C.I)

It is known that there are several study cases of how leadership must be taken into consideration when it comes to talking about multicultural teams, international environment, behaviors and cultural diversity as it is seen in Multicultural, transcultural and global Leader/leadership. Luring, (2009) explains that Cultural

diversity is generally related to the variance of national affiliation. However, differences in nationality as such do not create differences between individuals, it is the variety of identifications, behavioral patterns related to the culture, linguistic skills and knowledge linked to growing up in different places that provide the potential for human diversity, in this, meaning that each person can provide strong information that can be transformed into great methods to accomplish the aims of the companies.

3.3 Culture and Leadership

In 2002 in the study of Molero about culture and leadership, it is mentioned that the relation between these two can be seen in 2 perspectives, and at the same time

been able to talk about transnational cultures. It involves people from different countries, national cultures, sub-national cultures, organizational cultures, and sub-organizational cultures. All this can be taken as that culture can establish which type of leadership and its characteristics to be effective in a specific context. Saying this, culture can influence directly on leadership style and the opposite. To check the first one, culture over leadership it starts through Leadership Prototypes. These are composed of a specific number of characteristics that people and leader in-self think a leader must have. So, an important way to make the relation between culture and leadership is by establishing the main leadership prototypes within a specific culture.

A study called GLOBE applied on 15.000 directors from 60 countries, in 1999 by Den Hartog & Cols (quoted by Molero, 2002, p.10) wanted to establish which are the characteristics that can define leader effectiveness. It showed 6 factors that defined leader behaviors in all countries:

1. Charismatic leadership, that is based on values

2. Team oriented leadership, with behaviors such as collaboration, integration, and politeness.
3. Overprotector leadership shows a leader focused on his person and aware of the status.
4. Participative leadership defines the leader with delegating tendency.
5. Human leadership defines a modest and others oriented leader.
6. Autonomous leadership defines the leader as someone independent and individualistic.

And a list of leadership attributes considered positives and negatives according to the different cultures as: Leadership attributes mentioned on table 4.

Table 4 Leadership attributes

LEADERSHIP ATTRIBUTES

Positives	Positives and Negatives	
Fairness	Independence	Logical
Intelligence	Risk taker	Intuitive
Diplomacy	Honesty	Indirect
Management skills	Avoid conflict	Ambitious
Great motivator and communicator	Enthusiastic	
Negotiation effectiveness	Cautious	

According to Molero (2002) leadership prototypes studies is a step forward over showing the existence of transcultural differences. From this, it is possible to study how culture influence leadership, and is because all the social stimulation that people get from a specific culture gives a headline about behaviors and features of the leader, known as Leadership prototypes.

3.4 Multiculturalism

It has been said it is old as humanity. Along the years, many cultures have been crashing, living, remaining and respecting each other in the same territory. (Kymlicka, 2012). It is considered there is a multiculturalism when cultural diversity is implied (Marga, 2008), and considered by Kymlicka (2012) where it is possible to enjoy ethnic diversity which makes people acknowledge, and face all the customs variety, the music, traditions, gastronomy that has a multi ethnic society. All can be included in diversity term used by Marga (2008) that "refers to life styles, value representation, behaviors and institutions, explanations, understandings, value qualification, and traditions" (P. 114).

To understand multiculturalism, and its relation with multicultural teams, and leadership, first it is necessary to make a relation of its forms. In 2008 in Marga's study identified 3 forms for it: 1) Historical Multiculturalism, that talks about the way to live in harmony with different ethnics and religions in a specific place. 2) Migration Multiculturalism, which refers when different cultures from diverse places meet in the same territory. And 3) Restructuring Multiculturalism objects, that different cultures are related to different professions, ages, genders, and so on, come together in a company area. This last one is the most accurate to fit with multicultural teams and leader's evaluation.

3.5 Multicultural teams

“Multicultural groups, if managed correctly, should be more resourceful compared to more homogeneous groups” (Distefano & Maznevski, 2000). It has been seen that teams that are composed of different cultures are more open to find solutions and create best relations. The different cultural perspectives of people are believed to foster innovation through constructive conflicts, differences of perspectives, and knowledge. There are also barriers in multicultural teams that show desperately that these groups need to be analyzed to accomplish a good profile in management.

“Multicultural teams often generate frustrating management dilemmas. Cultural differences can create substantial obstacles to effective teamwork—but these may be subtle and difficult to recognize until significant damage has already been done Brett et al. (2009).

Management it is known “As the process that must search the way to make Multicultural teams work perfectly to create value by developing , and executing high-quality solutions, effectively” Distefano and Maznevski (2000).

Management then, becomes part of the leadership role, one of the most important parts of knowing how to handle cultural differences, perceptions, attitudes, and skills of its members. By effectively doing this they can also bring value to managerial processes which can freshen up and update leadership concepts.

Multicultural teams face challenges in their working environment. According to Shuffler (quoted by Ochieng et al. 2013, p.309), Some of these are trying to make everyone to understand the goal and work together for it, to commit to the project or the task, and to treat everyone the same no matter where they come from. Global leaders need to understand their own interpersonal skills to be able to manage conflicts that can happen in the workplace (Harteis, 2012). Cross-cultural managers and leaders must look at the constant change of the world as a challenge and an opportunity for organizational growth and individual development.

Multicultural teams, when led correctly, can prove to be amazingly efficient and successful showing a wide range of creativities and knowledge. These factors can positively impact companies and help create good relationships and bridges between co-workers that can bring more value to organizations but also that might nurture their ideas and own expectations of multi-cultural leadership. Therefore, it is important that leaders identify personalities by their managerial/leadership skills, using their individual abilities to create good or perfect team work ambiances that can thrive beyond cultural barriers. To create such teams of work, leaders should first understand the concept of "Cross-culture" as an environment where people of two or more nationalities interact in the same work-place taking into consideration their different beliefs, cultural behavior, values and points of view.

Managing this topic is a great area of research. Even if the methodology of how to work with these teams has already been stipulated, everyone's mind is a unique world that must be understood and managed. The challenges faced by organizations in today's world require an exhaustive review of the strategic role of leadership and its skills for effectiveness in multicultural teams and environment.

4. Skills for effective leadership in multicultural team

4.1 Effective leadership

Companies need the proper leadership style to work efficiently. Even though it might be if not all companies need transcultural leadership but this will be every time more an indispensable requirement. Nowadays, leadership should stimulate healthy and inclusive organizations where diversity can play an important role in it. (Alarcon, 2014).

If companies do not apply transcultural leadership will be lost, due leadership is a requirement in these historical times if taking in consideration Information

Technology (IT), un-geographical borders, and the increasing global communities.

XXI companies must adjust to global cultures to fulfill the demands of a highly competitive environment, and for this, it requires flexibility, adaptability and diversity inclusion. (Valentín et al. 2005, P 68)

Along the literature it is seen that for effectiveness, leaders need to have some characteristics, to create, and to develop several skills, and competencies to deal with Multicultural teams, which implies global conception.

For leadership effectiveness, in the pilot study made with experienced project managers in the UK where the purpose was to obtain important data about attitudes and opinions of people involved with multicultural construction project; made by Ochieng, Price, Ruan, Egbu & Moore (2013) shows that effective leaders must have high multicultural and interpersonal skills when managing multicultural projects; That those effective leaders must understand the leadership style preferred by the team to be respected the leader figure, and for this, the leader must build a supportive and positive culture, and to respect and understand personal problems of any member of the team. So according to these authors, leadership in a multicultural environment is a 2 ways style (Team < - > leader < - > team) regulated by their way of thinking a leader should be, so it is not anymore just about leadership as something that comes within history as mentioned before, but as a thing that evolves and it's shaped. For the participants in Ochieng et al (2013, p. 316) the leadership role it is developed by a leader that is fair and consistent when dealing with team members and does not show any preference, that can hear the worries and complaints of His/her team, that has "I Can Do" appeal, meaning positive attitude, and that can take and give the necessary disciplinary measures if any team member fails.

4.2 skills, competencies, and characteristics definition

- 4.2.1 Skills are such activities as writing, using a knife or driving seem very easy but they really involve very complex function, as becomes apparent in teaching a beginner, examining a patient with apraxia, or trying to program a computer for such a simple task as piling blocks. Ernst (quoted by Crossman, 1964, p. 32). It means it works to manage teams because of the capacity to manage specific functions.
- 4.2.2 “Competency is a skill that an individual has, which equips them to perform a specific task. Just as a mechanic requires a precise set of skills to mend cars, leaders require a certain array of competencies to enact effective leadership” (Cragg & Spurgeon, 2007, p. 33). It works for effectiveness.
- 4.2.3 Characteristic is a “distinguishing feature or attribute of an item, person, phenomenon, etc., usually divided into three categories: (1) physical, (2) functional, and (3) operational. Taken from (definition and meaning. Business dictionary). It can determine correctly the leader lead the team.

4.3 Skills classification

According to the literature (specified by authors below), there are 3 skills to manage specific tasks that involve ideas (Cognitive skills), things (technical skills), and/or people (interpersonal skills). Also, Katz (1995) talks about 3 types of effective leadership who mentions to the interpersonal/ human skill and speaks about conceptual and technic skills.

In 2013, Ganga & Navarrete quoted Yulk & Van Fleet (1992) to mention that these authors pointed out a fourth skill named "Management skills", which refers to the leader ability to accomplish main direction tasks as planning, delegate and supervise. But literature gave us other skills as Whetten (2004) mentioned that there is a leadership popular model called "Values system in competition" which is a system to organize management and leadership skills, and for leadership comes:

Can skills, and Adhocracy skills. In another approach, Hassanzadeh et al. (2015) identified the technology skills meaning technological awareness.

Technology

skills

Hassanzadeh et al. (2015) gave the headline that this does not mean leaders must be experts programmers or in information technology, but they need to notice the changes in time on technology and be able to identify how this can affect the business and the people.

Cognitive

skill

Reed (quoted by Ramos, Herrera & Ramírez, 2010 p. 202) defined it as processes that mind needs to develop a task; are responsible for getting and recover knowledge to use it anytime. There are 2 types of cognitive skills: 1.) "Basic: focus, getting and recovering information, organization, analysis, evaluation, and transformation; 2.) superiors: problem-solving, decision making, creative and critical thinking". (Ramos et al. 2010, p. 202).

Are also identified by Gatti (2005) as capacities that make people be competent and let them interact with their environment; also as Ramos et al (2010) speaks about it helps to identify objects, acts, concepts, problem-solving, and making rules, so it can be said, its related to basic and superior classification.

Technical

skill

These imply the capacity and proficiency to manage any activity that implies ways of getting it done. It is needed to have the knowledge, and analysis when using the tools of a discipline (Kartz,1995).

Interpersonal/

human

skill

Human skill focuses when it comes to working with people. This skill shows up when the person gets the perception of his boss and co-workers, and the way he behaves according to the situations. The person that can develop this skill, knows how to

behave his attitudes, ways of thinking about almost anything but mostly about other people and groups. This last one show awareness.

Is about others beliefs and ways of thinking, and about how to communicate according to other contexts. (Quartz,1955)

For the effective workplace, leadership is interpersonal skills that help to create better relations with the team and peers. (Riggio, Riggio, Salina & Cole, 2003)

Conceptual skill

Is the way the person sees the company; can identify clearly that company's functions are related and need the other to work, and how changes can affect any part of it. This skill is the main one for success in any decision that people takes and those that work on it. (Kartz,1995).

Clan skills

“These skills are needed to build effective interpersonal relations and for others; are included communicate with support, Team working and formation, and Empowerment” (Whetten, 2004, p. 15).

Adhocracy skills

“This skill is required to manage future, innovate, and for change generation; involves directly analytical and critical problem solving, goes toward the positive path, and promotion of innovation” (Whetten, 2004, p. 15)

4.4 Characteristics and skills needed for effective leadership in multicultural teams

This topic takes into consideration that there are skills needed for leaders to guide, and manage multicultural teams, and to be effective while doing it. The literature about this theme mentions the following skills that are needed for it:

Communication

- Garay (2010) said that communication process starts with the leader, it is supposed that the leader must be balanced with his/her emotions, and with coworkers, so the message can be effective.
- Riggio, et al. (2003) affirms that the quantity and quality of communication are the main points of leader emergence.

Intercultural communication

Asunción-Lande (1986) says that this skill can be applied in almost any profession that involves interacting with people from diverse places and cultures. It can help to create a good environment that helps to understand different cultures, to be sensitive to diverse cultural backgrounds, to be tolerant, to expect the unexpected, and to flexible to changes and adaptation.

Adaptability

- it is mentioned by Zenger & Folkman (2012) success depends on adaptability; sometimes leaders are successful in one company but they fail if go to another one, so in general they need to adapt.
- in Livermore (2012) says that It helps to control or eliminate stress for being working in a multicultural environment.

Self-awareness

- Day et al. (2004) explain that it refers when people are aware of some aspects of their identity, and how their insights are related and taking in consideration in the way other perceive them.
- Connerley & Pedersen (2005) talk about multicultural awareness. It is a skill needed by leaders who want to understand the meanings, resemblance, and contrast of the cultures. It gives a safe and correct approach to manage the differences across teams.

Self -confidence

- By it, Lupano & Castro (2005) says it gives the possibility to the leader to accomplish more efficiently hard goals and to be successful influencing his/her followers (team members).

Integrity and emotional maturity

- In Lupano & Castro (2005) it is also mentioned that this skill helps leaders to maintain the help from His/her team members, peers, and superiors. By saying this, this skill helps to have good work relations.

Experience

- This can be developed according to Hassanzadeh et al. (2015) with life and work experiences, by studying overseas, assisting to international conferences, celebrations and moving to another country.

Networking

- Hassanzadeh et al. (2015) mentioned that this skill is important because leaders must interact with people and make them know Him/Her. Networking helps to analyze everyone strategies and setups.

Global mind set

- Romero (2015) mentioned that to be effective leaders need to understand others cultural focus to be able to break barriers, to change ways of seen things, and to networking. It allows influencing in other cultures without having a specific nationality.

Knowledge

- A vast knowledge is a must according to Romero (2015). Leaders need knowledge in general about business, its areas, and functions. They need to have strong skills to adapt, learn, and to manage interpersonal relations.

Sensibility

- To be effective, Romero (2015) says that leaders must be interested fully in other's cultures. They need to understand social responsibility.

Cultural intelligence and competence

- Livermore (quoted by Romero, 2015, p. 4) defined it as "The capacity to work effectively in any national, ethnic, and organizational culture", it leads to understanding people and their culture.

4.5 Chuang's Skills model for effective leadership

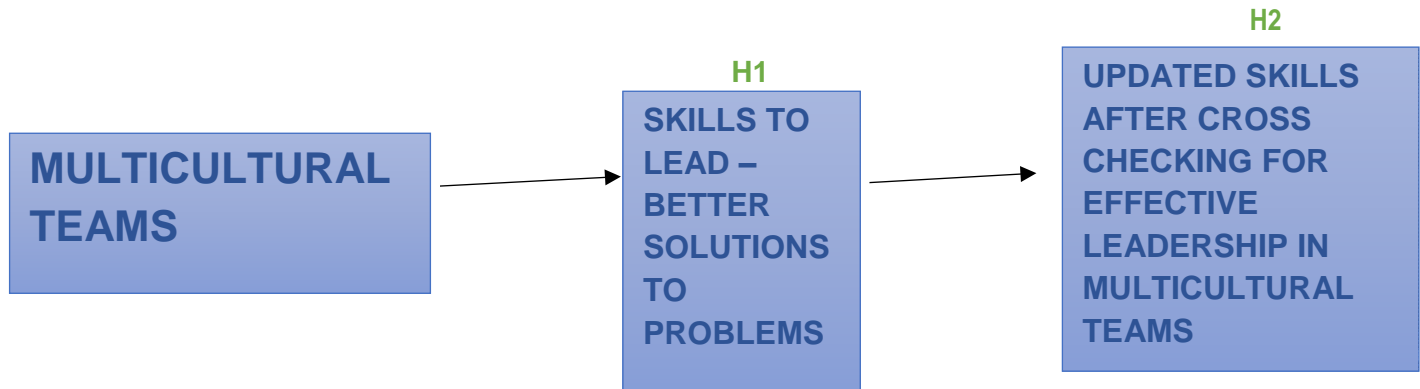
Eleven skills have been established in this model, and when mastered, and used correctly they allow leaders to think strategically, and to navigate the unknown effectively. The purpose of this study sought to: identify essential leadership skills for success as a global leader in this rapidly changing world" (Chuang, 2013, p. 2). Nguyen & Umemoto (quoted by Chuang, 2013, p. 2) set out their idea and said that it's been already emphasized in the literature the importance of effective leadership in cross cultural management. Therefore, Chuang (2013) speaks about the importance of it, and how leaders need more interpersonal skills to be aware of the present and future challenges that come with the fast-changing environment. (p.8)

The following are the essential leadership skills a global leader must have to be effective in a multicultural team and environment: (see appendix 1, board of must and needs).

- 1) Develop self-awareness: identify self-strengths and weakness, appreciate individual differences, and close the cultural gaps by looking at similarities.
- 2) Understand cultural stereotypes: avoid stereotyping and personal biases, and lead people with respect.
- 3) Increase self-assurance: understand competitors, and stay one step ahead of the game and be enthusiastic to challenges.
- 4) Look at a bigger picture: the global leader should not overlook the global market and satisfy what had already been done.
- 5) Create a vision and be able to sell it: to create a vision.
- 6) Develop a global mindset.: global leaders tend to have mental models that offer valid ways of viewing and handling the complex issues in leadership practice.
- 7) Gain and offer support: gain ongoing support from all levels of the organization, and provide support to people and organization.
- 8) Build effective communication skills: develop verbal communication skills, develop non-verbal communication skills, and view each communication as an opportunity to sell a vision and develop a relationship.
- 9) Search for and utilize available resources
- 10) Create appropriate motivational techniques: global leaders, labor motivation.
- 11) Take social responsibility seriously: global leaders have their social Responsibilities.

III – METHODOLOGY

1) Research model



Hypotheses:

- H1) Teams composed of different cultures gives an ideal type of skills needed to lead them effectively, and better solutions to problems.
- H2) The model of skills needed to lead effectively Multicultural teams will have to be organized and updated.

2) Methodology

To be able to test the hypothesis, the investigation it is based on a mixed methodology to be able to get important information from participants to be able to cross check it. So, it was based like this:

2.1 Qualitative method of data collection from a sample of 2 people, expert on managing multicultural teams for more than 10 years to know the perception from their experience about leadership, leaders, multicultural teams, and which are the skills a leader should have to manage this kind of teams. Also, to give a headline to build a survey to analyze other leaders and team members perception.

2.2 Quantitative method from a sample of 15 team members, and 5 leaders of multicultural teams.

By the nature of the research, it was necessary to choose people that have been

directly involved with the last 2 profiles mentioned, that could easily tell and answer the questions with relevant information.

Data collection was made using:

- Unstructured interviews, and structured surveys. These were recorded and transcribed to avoid missing information. (Appendices 2 & 3) developed in 2016.
- The surveys guide (appendices 4, 5 and 6) were developed between 2016 & 2017.

The starting point was done by analyzing the 11 skills proposed by Dr. Chuang to build a model to analyze the content in the interviews of the leaders to be able to understand each one, and after to be able to cross check with the research.

Firstly, the interviews were open questions where I expected to get supplies to build the surveys, and to an analysis to cross check their information with the skills Dr. Chuang proposed.

Secondly, for multicultural team's survey, had a set of 6 questions talking first about personal topics, after, in their appreciation how a leader should be, the best way to manage problem solving, identification of Dr. Chuang skills without telling them what each of them is about, to finally end with a question of if they think there's other/s skill/s needed for effective leadership.

Thirdly, for leaders of multicultural team's survey, had a set of 10 questions talking first about personal and related topics, after, asking about how to manage problem solving, and if multicultural teams give better solutions; they should mention the skills on their own perception a leader should have, identification of Dr. Chuang skills without telling them what each is about, other skills according to their own perception, and their own definition of leadership.

3) Summary tables of sample composition

Table 5 - Recorded interviews

NAMES	MOST RECENT POSITION	LOCATION
CHRISTOPHE MUYLLAERT	COACH AND FOUNDER OF MIDDLE 2 TOP	PERU-FRANCE
ARMELLE STOLZ	PROFESSIONAL CERTIFICATED COACH	FRANCE

Table 6 - Multicultural teams survey

NAME	WORK AREA	NATIONALITIES
1. ANA PERNETT	ENGINEERING	COLOMBIA / 8
2. CEYHUN YILDIZ	BUSINESS ADMINISTRATION	TURKEY / 1
3. UNA	HITECH	TAIWAN / 1
4. ROMANIC	MARKETING	FRANCE / 2
5. JEAN- BAPTISTE LE COADOU	STUDENT	HOLAND / 1
6. SOEDES BALADIEN	SOFTWARE RESELLER	
7. TATIANA NÁJERA	TRADE	
8. PABLO PINZON	COMMUNICATIONS	
9. DIANA FERNANDEZ	DIGITAL DESIGN	
10. CARMEN	RISK	
11. GUILLERMO URIBE	CHEF	
12. CLAUDINE	ENGINEERING	
13. CESAR RIVAS	IT	

Table 7- Extra questions for multicultural team members survey

NATIONALITY	QUANTITY	TOTAL
COLOMBIAN	8	
FRENCH	3	
ALBANIAN	1	
SPANISH	2	
TAIWANESE	3	
MEXICAN	1	
ARGENTINIAN	1	
PERUVIAN	1	20

Table 8 - Leaders survey

NAME	WORK AREA	NATIONALITIES	CURRENTLY WORKING IN
1. DELPHINE MINCHELLA	HIGHER EDUCATION	FRENCH	FRANCE
2. OLIVER ALCOUFFE	MARKETING	FRENCH	FRANCE
3. JEAN- PHILIPPE TISON	LOGISTICS	FRENCH	FRANCE
4. MITHUN MRIDHA	CONSULTING IN PROJECT AND PORTFOLIO MANAGEMENT	INDIAN	THAILAND
5. ANDRAS BIRO-NAGY	POLITICAL SCIENCE	HUNGARIAN	HUNGARY

The content analysis of the interviews and the surveys will cover all of them and will be structured to be able to analyze, identify, add or eliminate information from what Dr. Chuang proposes as the essential skills for success as a global leader, which is related to the performance of multicultural teams.

To understand the research procedure, it will be mentioned the step by step

- 1. Analysis of Chuang skills, and format creation.**
- 2. Analysis of leaders interview to bring meaningful information to the format-**
 - 2.1 Identify main information**
 - 2.2 Cross-check the skills found in it**
 - 2.3 Analysis, and calculation of how many times Chuang skills are mentioned in them to give an approach to final cross-check table.**
- 3. Analysis of 6 of the 9 open questions made to the leaders to identify skills, and definitions (Appendix 5). This because the first 3 ones were related to participant identification.**
 - 3.1 Analysis, and calculation of how many times Chuang skills are mentioned in them to give an approach to final cross-check table.**
- 4. Analysis of 4 of the 5 open questions made to Multicultural team members to identify skills, characteristics, and definitions (Appendix 4). This because de first one was related to participants identification.**
 - 4.1 Analysis, and calculation of how many times Chuang skills are mentioned in them to give an approach to final cross-check table.**
- 5. Analysis of the 2 extra open questions made to Multicultural team members to identify if teams composed of different cultures give better solutions to problems in**

a company (appendix 6). This because de first one was related to participants identification.

6. Analysis of Chuang's skills from skills classification, and it's characteristics criteria, to add value to the research. It was found in the literature review and cross checked to Chuang's skills.

6.1 cross-check analysis of Chuang's skills and criteria against the number of each skill classification characteristic.

6.2 Analysis of how many times each characteristic was found in the cross-check analysis, and grade them. This, to see which ones are more active in the skills already identified by Dr. Chuang, and to give another criterion when talking about Leadership skills in multicultural teams.

6.3 Analysis of the score of each skill classification to build the final cross-checked table that can show 1) active Chuang's skills, 2) active skill classifications, 3) active skill classification characteristics.

6.4 Final cross checked table of the research

IV- RESULTS & DISCUSSION

1. Analysis of Chuang skills, and format creation.

To be able to recognize, fully understand the topic, and the results it was needed to analyze each skill identified in Dr. Chuang model of “Essential skills for leadership effectiveness in diverse workplace development”. To each one was given the number they have in the model to use it as measuring criterion, so it goes from 1 to 11 documented as 1) develop self-awareness, 2) Understand cultural stereotypes, 3) Increase self-assurance, 4) Look at a bigger picture, 5) Create a vision and be able to sell it, 6) Develop a global mindset, 7) Gain and offer support, 8) Build effective communication skills, 9) Search for and utilize available resources, 10) Create appropriate motivational techniques, and 11) Take social responsibility seriously (see annex 5)

Creating a format (appendix 1, the board of must and needs) was needed to easily give a headline to gain, analyze, and structuralize the information.

Figure 1. Chuang’s, and leader’s analysis format

ESSENTIAL LEADERSHIP SKILLS FOR SUCCESS AS A GLOBAL LEADER							
THEORY FOR GLOBAL LEADERS							
		SUB CONCEPT	MUST	TO/FOR	NEED	TO	KEY
No.	SKILL						

This format was applied to analyze 2 open interviews (Appendices 7 & 8), made to leaders (will be called Main leaders) to identify relevant information about the topic, and their perception of which skills are needed to lead effectively a multicultural team and to cross-check them with Chuang’s skills.

2. Analysis of main leaders interview to bring meaningful information to the format

It was analyzed all the information recorded of the 2 main leaders and carefully situated in the format. By doing it, 7 more criteria appeared: Characteristics, because (referred to For) leader is, function, leadership (only in Christopher's board), skills, and Chuang skill number (#). This last one was thought to make the cross-check immediately to easily identify the relation with Chuang's skills (concepts and sub concepts in appendix 9) as it can be seen below.

See next page Figure 2. Faced skills results (format) next page

Figure 2. Faced skills results (format)

SKILLS		Chuang skill #	SKILLS		Chuang skill #
Involve	The People needs to be involve in many things at the same time	5 - 7 (DEVELOP A SUPPORT SYSTEM) 9(The fast grow and technology development helps the leaders to improve the efficiency of the team work and the activites	Listen	Step back and listen others ideas, and understand that you are working in a International Environment so you will have to Listen more.	1 & 7 (BEEN ACCESIBLE TO THE EMPLOYEES)
			Inspire	Be someone that deservers to be follow because is a good example for their employees	2 (RESPECT)
Analyze	Be able to analyze everything from situations to people	1 - 3 & 5	Involve	As a Leader you have to delegate to have everyone involve	5 - 7 (DEVELOP A SUPPORT SYSTEM) 9(The fast grow and technology development helps the leaders to improve the efficiency of the team work
Influence	Be able to influence over His/Her team	3 (key) - 5(must)	Trust/ Motivation	Works differently in Cultures	3 - 10 - 7(PROVIDE SUPPORT TO PEOPLE AND ORGANIZATION)
Communicate	Most of the leaders does not know how to communicate with their teams and this is one of the main mistakes.	8 & 5 (must)	Open Minded	There is always something good to take from each others cultures	6 & 4
			Communicate	reformulation	8
Delegate	is a transfer of trust. Everything can be transferred BUT the RESPONSABILITY	5	Delegate	When you come from another culture as a leader, sometimes is very difficult to delegate because first they have to trust	5
Understand	The main skills of a Leader	1 & 2(Need)			
Trust	To develop credibility in the team	3 & 10			
Adaptability	Be able to adapt to others cultures and environments.	1- 2 & 9(key)			
Open Minded	Openess to other cultures to adapt the way of Leadership	6 & 4			

2.3 Analysis, and calculation of how many times Chuang skills are mentioned in them (main leader's analysis) to give an approach to final cross-check skills table.

This showed how many times each Chuang's skills were mentioned. It gave a score to them to be able to identify which are the stronger ones nowadays. Below it is shown their skills and the score.

Table 9. Main leader's skills analysis score

Arnelle skills	Chuang skill number	Chuang - times	Christopher Skills	Chuang skill number	Chuang – times
Listen	1-7	1- 1	Analyze	1-3-5	1- 3
Inspire	2	2- 1	Influence	3-5	2 – 2
Involve	5-7-9	3- 1	Involve	5-7	3 – 3
Trust – motivation	3-10-7	4- 1	Trust	3-10	4 – 1
Open mind	6-4	5- 2	Open mind	6-4	5 – 5
Communicate	8	6- 1	Communicate	8-5	6 – 1
delegate	5	7- 3	Delegate	5	7 – 1
		8- 1	understanding	1-2	8 – 1
		9- 1	adaptability	1-2	10 - 1

Results: Christopher cross-check shows the reflection in Chuang's skills number 1,2,3,4,5,6,7,8,10. Arnell's shows number 1,2,3,4,5,6,7,8,9,10. These are introduced in the final cross-check table for final analysis.

3. Analysis of 6 of 9 open questions made to the Multicultural Teams Leaders to identify skills, and definitions (Appendix 5). This because the first 3 ones were related to participant identification.

3.1 Analysis, and calculation of how many times Chuang skills are mentioned in them to give an approach to final cross-check table.

The times mentioned were calculated making the plus of the results of questions 6,7 and 8 from the survey analysis (Appendix 5)

Table 10. Multicultural leaders skills score

Skills mentioned by Multicultural leaders	Chuang skill number	Chuang – times
Global mind set	6	1-4
Empathy	1-10	2-6
Culture openness	2-7	6-4
education	9	7-4
Patient	10	8-6
Communication	8	9-1
Speak foreign languages	8	10-2

Results: Leaders cross check shows the reflection in Chuang’s skills number 1,2,6,7,8,9, and 10.

4. Analysis of 4 of 5 open questions made to Multicultural team members to identify skills, characteristics, and definitions (Appendix 4). This because the first one was related to participants identification.

4.1 Results of question 4, correspond to skills mentioned by Multicultural team members. These are used to identify Chuang skills number to see how many times are implied. This score is added to the score of the skills measured in question number 5.

Table 11. Multicultural teams skills analysis score

Question 4			Question 5		Total times per Chuang skill number Q5
Skills mentioned by team members	Chuang skill number	Chuang – times	Chuang skill number	Chuang – times	
Open minded	4	1-1	1	3	4
Problem - solving	7	2-3	2	10	13
empathy	1-10	4-1	3	3	3
tolerance	2	5-2	4	9	10
understanding	2	6-1	5	10	12
communication	5-8	7-2	6	11	12
respect	2	8-2	7	12	14
language	8	10-1	8	14	16
Good manager	5-6-7		9	6	6
			10	11	12
			11	4	4

Results: team members cross-check shows the reflection in Chuang's skills number 1,2,4,5,6,7,8 and 10.

Chuang skills identification showed in question number 5 scores above 6, according to the analysis results, skills number 2, 4, 5, 6, 7, 8, 9, and 10.

5. Analysis of the 2 extra open questions made to Multicultural team members to identify if teams composed of different cultures give better solutions to problems in a company (appendix 6). This because de first one was related to participants identification.

Table 12. Extra questions for multicultural team members survey

Participant	1. Explique su respuesta / explain your answer	
1	A team composed by can have communication issues but when they work together they can get inspired by others, give their ideas and perspectives (according to their personal experience/ background)	Yes
2	People from different cultures in a team can bring different ideas and behaviors, generating bigger solutions "bowl". Different cultures give a bigger picture to understand situations, "look at the big picture", different points of view.	Yes
3	Keeping in mind different perspectives can give 360 visions to a situation or a problem.	Maybe
4	Depends on the field, subjects and cultures involved. It can last longer because of too many differences or it can be an asset and be shorter	Maybe
5	Multicultural teams give bigger development possibilities and access to new knowledge lines.	Yes
6	Culture increment = increases knowledge	Yes
7	It can be better because of different points of view but can decision making can be slower than homogeneous groups	Maybe
8	I think is better to have a multi-disciplinary team with cultural similarities would be the most efficient option.	No

9	I think multicultural teams are open to change and can adapt easily to modern world and companies. Everyone brings something new to the team. If everyone is aware of cultural differences, problems can be easily solved.	Yes
10	A multicultural team brings diverse proposals for solutions. All cultures have different solution mechanisms depending on the problem. In multicultural environments can generate more conflicts or solutions. A multicultural environment uses to be positive, even though, depends on the context.	Yes
11	-----	yes
12	Different cultures bring to the table different perceptions. These can be turned as brain storming to give different possibilities to handle a situation, negative or positive.	Yes
13	...because each one has a different conception depending on their context, they can propose solutions to conflicts based on personal facts	Maybe
14	I think that diverse ideas and opinions could enrich the final knowledge, and could increase the objectives consecution	Yes
15	Yes, because a multicultural team you can find different opinions according to each country, this could be an advantage, having a bigger picture about the specific problem	Yes
16	Multicultural teams can give better solutions because the different points of view that come within each cultural context. They know different markets of the product or service so, they can give more ideas that can be common in their culture but can turn innovative in the new market. Different cultures can generate a more sensitive team.	Yes
17	Open mind	yes
18	Different culture cannot share the same value	no
19	Having different points of view can be always more positive	maybe
20	People within a team have different cultural background and mindset so there are more possibilities to resolve issues. A multicultural environment needs to be open minded and quick to respond quickly to problems might occurring within the company. However, it may need more time due to the misunderstanding within the group of workers.	yes

Results: This analysis was made under 20 perceptions, 13 people said Multicultural teams can give better solutions, 5 said maybe, and 2 said no. This sample was taken from people from Cross-cultural marketing and negotiation program, Facebook friends, LinkedIn contacts, and people from my company. All of them have worked in multicultural teams. So, H1) Teams composed of different cultures give better solutions to problems, can be mentioned as validated according to this sample.

6. Analysis of Chuang’s skills from skills classification, and it’s characteristics criteria, to add value to the research. It was found in the literature review and cross checked to Chuang’s skills.

To understand this point it was necessary to analyze each classification. It was identified that these have characteristics that could possibly be cross checked with Chuang’s skills and it’s To/For criteria.

Figure 3. skills classification – characteristics identification

Adhocracy skills	Characteristics identification	Characteristic	Conceptual skills	Characteristics identification	Characteristic
	1	to manage future		1	ability to understand the company functions are related
	2	to innovate			2
	3	change generation			
	4	analytical and critical problem solving			
	5	goes toward the positive path			
6	promotion for innovation				
Clan skills	Characteristics identification	Characteristic	Interpersonal skills	Characteristics identification	Characteristic
	1	to build effective interpersonal relations		1	work with people
	2	communication with support		2	behavior according to situations
	3	team working and formation		3	believes and ways of thinking about other people and groups
4	empowerment	4		communicate properly to other contexts	
Cognitive skills	Characteristics identification	Characteristic	Technology	Characteristics identification	Characteristic
	1	stay focus		1	IT awareness
	2	get information			
	3	organization			
	4	analysis			
	5	evaluation			
	6	transformation			
	7	problem solving			
	8	decision making			
9	creative and critical thinking				

6.1 Cross checked analysis of Chuang's skills, and its criteria against the number of each skill classification characteristic.

Continuing point 6, a table with Chuang 11 skills, and its criteria (appendix 13) was made. It contains each skill defined by Dr. Chuang and the criteria To/For identified in appendix 1. (Board of musts and needs). It was added each skill classification name facing each Chuang's skills and self-criteria.

The cross check was made by identifying which characteristic of the skill classification names fixed better the criteria created for each of Chuang's skills, to be able to analyze which skill classification names could be considered when talking about effective leadership in the diverse work place (Appendix 13). see 6.2.

6.2 Analysis of how many times each characteristic was found in the cross check (appendix 13), and grade them. This, to see which ones are more active in the skills already identified by Dr. Chuang, and to give another criterion when talking about Leadership skills in multicultural teams.

The characteristics were found when defining each classification. Characteristic identification is the number given to be faced with To/For of Chuang's skills. The score is the total of the times that the characteristics of each skill classification are defined in Dr. Chuang skills criteria. For this was given a number and called characteristics identification, which is placed in appendix 13, Board of Chuang skills and skills classification cross checked analysis.

Table 13. Skills classification characteristics and scores

Adhocracy skills	Characteristics identification	Characteristic	Score
	1	to manage future	2
	2	to innovate	1
	3	change generation	1
	4	analytical and critical problem solving	0
	5	goes toward the positive path	0
	6	promotion of innovation	0

Total = 4

Clan skills	Characteristics identification	Characteristic	Score
	1	to build effective interpersonal relations	8
	2	communication with support	3
	3	team working and formation	1
	4	empowerment	0

Total = 12

Conceptual skills	Characteristics identification	Characteristic	Score
	1	ability to understand the company functions are related	1
	2	to see and understand synergy of the areas to be successful	1

Total = 2

Technology	Characteristics identification	Characteristic	Score
	1	IT awareness	0

Total = 0

Interpersonal skills	Characteristics identification	Characteristic	Score
	1	work with people	1
	2	behavior according to situations	0
	3	believes and ways of thinking about other people and groups	2
	4	communicate properly to other contexts	2
	5	to create better relations with teams and peers	5

Total = 10

Cognitive skills	Characteristics identification	Characteristic	Score
	1	stay focus	1
	2	get information	0
	3	organization	1
	4	analysis	3
	5	evaluation	0
	6	transformation	0
	7	problem solving	0
	8	decision making	1
9	creative and critical thinking	5	

Total = 6

Results: The score of each characteristic is taken from appendix 13, the times each skills classification characteristic is in Chuang skills. Applying rank technique, scores from the highest to the lowest for each skills classification name was 2-4-6-10-12.

Rank: 12-2 = 10 (5)

Establishing criteria, it was considered to divide the result into 2 and take that final number (5) as the lowest permitted score to consider as valid the skill classification name. So, saying this the classification skill names valid to classify Chuang skills are the Cognitive skills with 6 points, Interpersonal skills with 10 points, and Clan skills with 12 points.

6.3 Final cross-checked skill classification table. It shows 1) active Chuang's skills, 2) active skill classifications, 3) active skill classification characteristics.

This table shows which skill classification name and characteristics of it are valid according to the previous analysis. It also shows, which Chuang skills are identified in them.

Table 14. Final cross-check of Chuang's skills with skills classification criteria

CHUANG SKILLS	COGNITIVE SKILLS	INTERPERSONAL SKILLS	CLAN SKILLS
1. Develop self-awareness	9- creative and critical thinking 8- decision making 4- analysis	5- to create better relations with teams and peers. 1 - Work with people	1 - To build effective interpersonal relations
4. Look at the bigger picture	4- analysis 9- creative and critical thinking 1 – stay focus		
10. Create appropriate motivational techniques		5- to create better relations with teams and peers.	1 - To build effective interpersonal relations
6. Develop a global mind set	9- creative and critical thinking		
2. Understand cultural stereotypes			1 - To build effective interpersonal relations
7. Gain and offer support	9- creative and critical thinking	5- to create better relations with teams and peers.	1 - To build effective interpersonal relations 2 – communication with support
8. Build effective communication skills		5- to create better relations with teams and peers. 4 – communicate properly to other contexts	1 - To build effective interpersonal relations 2 – communication with support

6.4 Final cross checked table of the research

All the steps above were the supplies to be able to analyze if Dr. Chuang skills, proposed in the model “Essential skills for leadership effectiveness in the diverse workplace development”. Multicultural team members and leaders interview and surveys helped to identify which are the valid skills nowadays. By valid means, the stronger ones identified by those who are constantly dealing with cultures and multicultural environments. Saying this the final board shows the score found on Christopher, Arnelle, team members, and leaders analysis, for each Chuang’s skill, as you can see below. **Table 15. Final cross-check skills table**

CHUANG’S SKILLS MENTIONED RATE TO CROSS CHECK WITH RESEARCH (CHRISTOPHER, ARNELLE, LEADERS AND MULTICULTURAL TEAMS SURVEYS)						
Chuang’s skill number rate	Skill	Christopher	Arnelle	Multicultural leaders survey plus of 6th,8th and 7th question	Multicultural teams survey, plus of 4th and 5th question	Total
1	Develop self-awareness	3	1	4	4	12
2	Understand cultural stereotypes	2	1	6	13	22
3	Increase self-assurance	3	1	0	3	7
4	Look at the big picture	4	1	0	10	15
5	Create a vision and be able to sell it	5	2	0	12	19
6	Develop a global mind set	1	1	4	12	18
7	Gain and offer supports	1	3	4	14	22
8	Build effective communication skills	1	1	6	16	24
9	Search for an utilize available resources	0	1	1	6	8
10	Create appropriated motivational techniques	1	1	2	12	16
11	Take social responsibility seriously	0	0	0	4	4

Applying rank technique, scores from the highest to the lowest for each skill was 4-7-8-12-15-16-18-19-22-22-24.

Rank: $24 - 4 = 20$ (10)

Establishing criteria, it was considered to divide the result into 2 and take that final number (10) as the lowest permitted score to consider as valid the skill name. So, saying 7 skills are considered as easy to be identified when Multicultural/Global Leadership topic appears. The valid skills are:

Score, Chuang skill number, and name

- 12 – 1 Develop self-awareness
- 15 - 4 Look at the picture
- 16 – 10 Create appropriate motivational techniques
- 18 – 6 Develop a global mind set
- 22 – 2 Understand cultural stereotypes
- 22 – 7 Gain and offer support
- 24 – 8 Build effective communication skills

This shows that hypothesis 2, mentioned as the main one to be tested, was validated according to the results. Therefore, can be said that after 3 years of the model It could be updated by testing people that have experience by working in multicultural environments. People that shows the importance of not only the skills but characteristics needed to fit and to adapt to cultural diversity.

V -LIMITS, RECOMMENDATION & CONCLUSIONS

It is necessary to mention the limitations of this research. The use of a significant sample of leaders and team members with multicultural profile could be considered as a limit, even though that the study scenario has a multicultural environment not everyone was open to participate in the sample. However, having a small but meaningful group was enough to have final criteria to measure the hypotheses of the research. Another limitation was that literature has not specific skill models for effective leadership so, analyzing information can be extensive. Mixed research methodologies it is not recommended. Using quantitative research to measure, and cross check information it is more than enough to prove what is meant to be researched because essential skills for leadership effectiveness are already identified so can be easily marked and tested on surveys.

It is always good to follow scientific investigations to continuing studying research areas that can update knowledge and practices. By analyzing Dr. Chuang essential skills for leadership effectiveness, we can see perfectly what was mentioned before, because leadership in a multicultural context and conditions needs to know what it is required to perform efficiently. For example, it need to be understood under a theory umbrella as transcultural leadership, which it is not mentioned by Dr. Chuang, that is related to cross cultural context due is the one that involves the management of different cultures and all it implies. Leaders who want effectiveness in their leadership role in a multicultural environment, need to learn to develop skills for it, and it happens when they are aware of their characteristics, attributes, and competencies. This was a visible gap in Chuang's investigation because these were not considered while building the model so, from now on can be a meaningful guide when building skills model for leadership effectiveness in multicultural teams.

Leaders also need to be aware of what the team is manifesting they expect from Him/her, and their success is about adaptation and openness.

Future research should attempt to measure by variables of what could go wrong while performing in a multicultural environment, leadership skills because all scenarios are never the same. They can start with their own skills, and adapt them and evolve them with what this multicultural environment is offering at sight.

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VII – ANNEXES

1. Global leader, and Global leadership definition

Table 1: Definition of Global Leadership

Author	Definition
Maryam Hassanzadeh (2014)global leadership can be defined as a leader who operates on a global stage with the global mindset in an environment that is complex and diverse with competencies such as networking and flexibility.
Freshwater (2014) Global leaders recognize the aspirational, innovative and creative perspectives that have both driven the agenda to date, these being the legacy issues, and the drive towards transforming and building on those successes to date. And, importantly are able to hold them in creative tension.
Ding, H.(2013) Global leaders who have unique skills to lead diverse employees and understand different countries' legal systems and business operation.
Conger, J. A & O'Neill, C. (2012: 53)	Basically, the term refers to an organization's leadership talent who work across geographic and cultural boundaries.
Prewitt et al. (2011:16)	...global leadership capability is behaviorally based and is a mixture of varied cultural competencies as well as leadership skills. (Carey, et al.)
Youssef & Luthans (2010: 541)	Positive global leadership as " the systematic and integrated manifestation of leadership traits, processes, intentional behaviors, and performance outcomes that are elevating, exceptional and affirmatory of the strengths, capabilities and developmental potential of leaders, their followers and their organizations over time and cross culture."
Cohen (2010: 3)	A leader who will not only have to be generally effective in traditional skills expected but also with additional knowledge, skills and above all mindset to navigate through the complexities brought on by moving beyond traditional border.
Caligiuri & Tarique (2009: 336)	Global Leader [are] high level professional such as executives, vice presidents, directors, and managers who are in jobs with some global leadership activities such as global integration responsibilities. Global leaders play an important role in developing and sustaining a competitive advantage.
Mendenhall, Osland, Brid, Oddou & Maznevski, (2008: 17)	Global Leaders are individuals who effect significant positive change in organizations by building communities through the development of trust and the arrangement of organizational structures and process in context involving multiple cross-boundary stakeholders, multiple sources of external cross-boundary authority, and multiple cultures under conditions of temporal, geographical and cultural complexity.
Osland (2008: 34)	Anyone who leads global change efforts in public, private, or non-profit sectors is a global leader.
Beechler & Javidan (2007: 140)	Global leadership is the process of influencing individuals, groups, and organizations (inside and outside the boundaries of the global organization) representing diverse cultural/political/institutional systems to contribute towards the achievement of global organization's goals.
Hope (2007)	Tomorrow's global leaders will encounter an environment that is constantly changing. Replete with uncertainty and ambiguity, and increasingly complex – with greater cultural diversity and technological advancement.
Hope (2007)	Global leaders need to think beyond their own organizations and predetermined categories of culture, gender, religion, or social class and be able to continuously transform themselves and others.
Javidan (2006)	Global leader be able to quickly change his/her ways from one situation or country to another.

1. Global leader, and Global leadership definition

Caligiuri (2006: 219)	Global leaders, defined as executives who are in jobs with some international scope, must effectively manage through the complex, changing, and often ambiguous global environment.
Caligiuri (2006:219)	Global leaders expand business into foreign markets, conceive strategies on a global basis, manage and motivate geographically dispersed and diverse teams and the like (Bartlett & Ghoshal, 1992; McCall, Lombardo, & Morrison, 1998).
Oslan & Brid (2005: 123)	Global leadership is the process of influencing the thinking, attitudes, and behaviors of a global community to work together synergistically toward a common vision and common goal.
Harris, Moran, & Moran (2004: 25)	Global leader are capable of operating effectively in global environment while being respectful of cultural diversity.
Terrell & Rosenbusch (2013:41-42)there is not just one type of global leader, the term "global leader" was defined as someone "who do[es] global work"(McCall & Hollenbeck, 2002, p. 32), meaning his or her normal, day-to-day work responsibilities involved leading other organizational members in multiple countries, time zones, languages, national cultures or organization cultures.
Suutari (2002:229)	Global leaders are managers with global integration responsibilities in global organizations.
McCall & Hollenbeck (2002:32)	Simply put, global executives are those who do global work. With so many kinds of global work, again depending on the mix of business and cultural crossings involved, there is clearly no one type of global executive. Executives, as well as positions, are more or less global depending upon the roles they pay, their responsibilities, what they must get done, and the extent to which they cross borders.
Petrick, Scherer, Brodzinski, Quinn & Ainina (1999: 58)	Global strategic leadership [...] consists of the individual and collective competence in style and substance to envision, formulate, and implement strategies that enhance global reputation and produce competitive advantage.
Gregersen, Morrison, & Black (1998: 23)	Leaders who can guide organizations that span diverse countries, cultures, and customers.
Adler (1997); Bartlett, & Ghoshal (1989); Hamel & Prahalad (1986)	Global leaders, unlike their domestic counterparts, must be able to articulate a globally encompassing vision and to communicate that vision to people around the world in ways that inspire them to work together to achieve individual, organizational, and societal goals.
Spreitzer, McCall, & Mahoney (1997: 7)	An executive who is in a job with some international scope, whether in an expatriate assignment or in a job dealing with international issues more generally.
Brake (1997: 38)	Global leaders- at whatever level or location- will 1) embrace the challenges of global competition, 2) generate personal and organizational energies to confront those challenges, and 3) transform the organizational energy into world-class performance.

Adapted from Mendenhall et al. 2012

2. Leadership levels

EL LÍDER DIRIGENTE:

- Nace con cualidades de liderazgo.
- Ha visto modelarse el liderazgo a través de toda la vida.
- Ha aprendido más sobre liderazgo por medio de una capacitación.
- Tiene autodisciplina para llegar a ser un gran líder.

Nota: Tres de estas cuatro cualidades se adquieren.

EL LÍDER QUE SE HA FORMADO:

- Ha visto modelarse el liderazgo la mayor parte de su vida.
- Ha aprendido sobre liderazgo por medio de capacitación.
- Tiene autodisciplina para llegar a ser un gran líder.

Nota: Las tres cualidades se adquieren.

EL LÍDER LATENTE:

- Ha visto modelarse el liderazgo recientemente.
- Está aprendiendo a ser líder por medio de capacitación.
- Tiene autodisciplina para llegar a ser un buen líder.

Nota: Las tres cualidades se adquieren.

EL LÍDER LIMITADO:

- Tiene pocos nexos o ninguno con líderes.
- No ha recibido capacitación o ésta ha sido escasa.
- Tiene deseos de llegar a ser líder.

Nota: Las tres cualidades pueden adquirirse.

3. Essential skills for leadership effectiveness in diverse work place



Figure 1. Essential skills for leadership effectiveness in the diverse workplace development

VIII- APPENDICES

1. Format – Board of musts and needs

ESSENTIAL LEADERSHIP SKILLS FOR SUCCESS AS A GLOBAL LEADER							
THEORY FOR GLOBAL LEADERS							
		SUB CONCEPT	MUST	TO/FOR	NEED	TO	KEY
No.	SKILL						

2. Interview 1 Christopher

YO: CUÉNTEME DESDE SU EXPERIENCIA CUALES SON LAS HABILIDADES QUE UN LÍDER DEBE TENER PARA MANEJAR EQUIPOS MULTICULTURALES.

C: LA CONSULTORÍA QUE TENGO TIENE 2 ASUNTOS, DESARROLLO DEL LIDERAZGO Y ALINEAMIENTO CULTURAL.

Hablar específicamente sobre las habilidades y el conocimiento que un líder debe tener para saber gerenciar a un equipo que sea multicultural, ya que depende las culturas y las nacionales de los equipos, el concepto de liderazgo y su concepto varían, y leyendo me di cuenta que es como general pero no se enfocan en los tipos de equipos multiculturales que existen, entonces dependiendo de su experiencia los pueda yo identificar o si son habilidades que son adquiridas o que se desarrollan, o se aprenden por los equipos.

Entre lo que está escrito, lo que se aplica es totalmente distinto, Como soy Francés pero radico en Perú El aspecto del liderazgo es realmente distinto en cada país, es mejor enfocarlo en como conectar mejor el talento a los resultados. con mi experiencia de 13 años en consultoría, he intentado construir un modelo para simplificar la vida de los líderes para conectar mejor o fácilmente el talento humano a los resultados, al final son 2 asuntos, el uso del capital humano o más un camino para alinear un acercamiento entre la organización es su estrategia y esto es un tema de liderazgo, y también en como alinear los equipos a la cultura , que uno es el combustible del negocio y el otro el motor.

La cultura se transmite desde arriba de la organización, esto es un tema de liderazgo Lo importante de todo, cuando hablamos de liderazgo estamos hablando más que todo de competencias blandas, para entender el capital humano, tenemos que ver el factor humano o el colaborador en la empresa, de dos lados. 1. como profesional porque, un profesional en la empresa necesita de estar conectado con el negocio, de ser empoderado como profesional, de ser desafiado como talento. Esto es una parte pero no la única, porque si se quiere sacarle el jugo al colaborador se tiene que considerar este profesional como miembro de la organización, uno es más el factor inspiracional y el otro motivacional y cuando se habla de la persona como miembro de la organización, estamos más enfocados en otros temas que es como entrar al equipo, como capacitar a la persona y como conocerla, así es mucho más fácil de plasmar la política o de alinear su negocio a su gente.

Hay una confusión porque es difícil al final, cuando se analiza la organización, una política de RH, es ver como se conecta esto a su negocio, yo he visto con mi experiencia, es de pensar en dos dimensiones así para conectar mejor a la gente a los resultados, que al final es **EL PAPEL DEL LIDERAZGO.**

He descubierto que finalmente hay dos objetivos principales para las empresas, 1. La empresa busca más rentabilidad y eficiencia, efectividad al desempeño es un camino o 2. Buscar compromiso, motivación e iniciativa. Estos caminos son totalmente diferentes de lograr pero son complementarios para alcanzar los objetivos.

Si se busca rentabilidad, es un tema de liderazgo

Si se busca compromiso o motivación en mi gente, es más un tema cultural.

Pero ambos al final son liderazgo.

El factor humano tiene que ser involucrado en muchas cosas al mismo tiempo, conectar resultados, empoderar como líder, desafiar como talento, conocer su potencial, capacitarlo, y más importante involucrar al equipo a la cultura de la organización. **Como se hace esto?** Buscar una manera de efectiva de conectar mejor el talento al resultado, pero al final todo empieza por los valores, porque en varias empresas no está bien conectada la gente al negocio porque la traducción de misión y la visión no está bien hecha. Como alineas tu equipo si la visión no está bien traducida, ni los objetivos que son los que dicen que tipo de competencia necesitas.

Se debe analizar la misión y la visión para definir los objetivos y analizar si están alineados con estas y que estrategia después para alcanzar los números, esto es un camino para modelar las competencias del líder, su rol.

El otro camino es el cultural, como traducir los valores para tener una cultura, se hace una traducción que permita al final el modelamiento conductual, hago una diferencia cuando se trata más competencial cuando se trata de liderazgo o, más de conducta cuando se trata de cultura, para no mezclar todo, ya que se habla de competencias blandas, que pueden ser ubicadas en cualquiera de las dos, esto no es común en las organización. A veces las empresas tratan de traducir sus objetivos en competencias raramente hacen el mismo camino para decir que tipo de cultura necesitan, entonces qué tipo de conducta dentro de la organización para los equipos.

YO: ESTO LE IBA A PREGUNTAR, ENTONCES EN EL MODELAMIENTO COMPETENCIAL UD. LO ENFOCA MÁS HACIA LA PARTE DEL LÍDER Y EL CONDUCTUAL PARA EL EQUIPO.?

RESPUESTA: si recuerdas la alineación que mencionaba antes, busca resultados (papel del líder) y busca compromiso (parte del equipo) por eso que necesita saber cómo se comporta el líder y cómo se comporta este mismo líder adentro de la organización.

El modelo de evaluación y desempeño de Charles B. el ex CEO de General Electric, para él el mundo es simple, él pone los valores de un lado y el resultado del otro, es sentido común y tiene toda la razón.

La persona que no tiene resultados no tiene los valores, chao.

Una persona que tiene resultado pero no tiene valores, que se hace? es de corto plazo

La persona que tiene resultado y valor, es el máximo perfecto.

Que se hace con la persona que NO tiene los resultados pero que tiene los valores alineados con la empresa, ? yo pienso que es mejor quedarse con esta categoría de personas, porque es súper corto plazo, una persona puede tener resultados un año pero sino comparte los valores de la empresa entonces se considera de corto plazo entonces Charles dice, es simple:

-Sino tiene los dos chao.

- Si tiene resultado pero no tiene los valores, también chao.

Por eso yo llego al tema cultural a través de los valores porque al final más importante es que una persona tenga su sistema de valor alineado al modelo de la empresa, por eso concluyo que el tema de la cultura es LA PRIORIDAD DEL LIDER.

YO: EN QUE EL LIDER TIENE QUE ESTAR ENFOCADO PARA PODERSELO TRANSMITIR AL EQUIPO Y QUE ELLOS PUEDAN LOGRAR LO QUE SE LES PIDE.

RESPUESTA: exacto, porque al final, es ver cuál es más importante para un líder de alcanzar, yo pienso que una de las primeras es la de construir la Cultura. (Esto lo he construido yo desde mi experiencia como consultor).

Esto define qué tipo de competencias blandas necesita el líder o conducta/competencia debe tener el equipo.

YO: DESDE EL MODELO QUE SE ENFOCA EN EL LIDERAZGO, LA PARTE DEL EQUIPO, ESTÁ BIEN ENFOCADA LA PARTE DE a Y DE b, PERO ENTONCES VIENE LA PARTE EN QUE b PUEDA FUNCIONAR BIEN DESDE COMO LAS ORDENES DE MANDO O COMO EL LIDER SE, PARA QUE ELLOS PUEDAN DESARROLLAR LA ESTRATEGIA, PUEDAN, OSEA QUE NECESITA EL

EQUIPO DESDE EL LIDER EN ESE TRAYECTO COMO DONDE EL LIDERAZGO, SER MOTIVADOS, NO SER MOTIVADOS, O SI ES MÁS DEL LIDER HACIA EL EQUIPO O SI EL EQUIPO TAMBIEN PUEDE DARLE LUCES AL LIDER PARA DARSE CUENTA COMO ELLOS DEBEN FUNCIONAR?

- Vamos a hacerlo desde la misión del liderazgo, cual es el papel del líder, tengo algo que puede servir, toca saber qué tipo de liderazgo necesita la organización y que tipo de comportamiento se requiere.

IMPORTANTE....

Liderazgo corporativo (ejemplos en diapositivas frases de famosos) al final es todo un tema de alineamiento.

Que es una empresa es una parte visible pero es como un iceberg, lo que se ve de una empresa es el producto y la imagen, pero todo lo que hace esto, la columna vertebral no se ve (ver diapositiva de iceberg) los activos son importantes. es un poco así que se debe pensar en el liderazgo desde mi punto de vista, porque un líder, lo que le miras a un líder es lo que es visible, pero esto es la consecuencia d en muchas cosas, pero si tú quieres cambiar el comportamiento de un líder, para entender muchas cosas antes.

La parte visible de un líder es su comportamiento y su conducta, es lo que se puede observar pero es la consecuencia de muchas cosas, toda la parte que no es visible condiciona el comportamiento. lo que está atrás es la educación, la experiencia, actitudes y esto lo tenemos muchos, como tocar música, hablar idiomas, ser deportivos, bueno... motivaciones, esto tiene impacto en su comportamiento como líder, pero lo más importante son los rasgos de personalidad, cada quien tiene el suyo, son diferentes y esto nunca va a cambiar, pero lo que va a cambiar es cómo vas a utilizar tu personalidad, motivaciones, actitudes, experiencia y educaciones, EN situación que se convierte en comportamiento.... entonces si se quiere cambiar el comportamiento del líder se debe entender toda su parte no visible.

El liderazgo es un comportamiento/conducta.

Me gusta la siguiente definición de liderazgo empresarial, es un proceso para dirigir de un lado y de otro lado de influir sobre sus miembros.

Dirigir es tomar decisiones

Influir es hacer el cómo el equipo seguirá el camino hacia los resultados.

Para entender el liderazgo yo propongo esta definición, que el liderazgo es una función en una conducta.

En la teoría se dice que LIDERAR ES INFLUIR.

Dirigir no es nada!

Cuáles son las funciones del líder?,

Qué? La primera fundamental es la de lograr los resultados.

Alcanzar la estrategia a través de los objetivos , se construye una cultura.

Después viene el cómo, si toca hacer una función del líder es la de definir e implementar planes de acción para alcanzar las metas y fortalecer la cultura para orientar los esfuerzos y conectar los equipos al resultados. y una tercera categoría importante.

DESPUES SE HABLA DE ADAPTARSE AL CAMBIO.

No pienso que el líder tiene que saber todo, lamentablemente piensan así, el rol del líder no es de saber sino de entender. no tiene que saber todo pero debe entender casi todo.

si hablamos de las **4 grandes misiones principales**, tiene un papel de elaboración, de la estrategia y objetivos, un papel más de traducir objetivo en plan de acción, un papel de

comunicación, interna y externa, y el liderazgo de día a día,. elaboración - implementación
- comunicación - día a día.

Un error de los líderes en las 4 etapas es el de la comunicación, no saben comunicarse con sus equipos.

Ejemplo de un vendedor, si se habla del liderazgo que debe tener este tipo de persona, es un liderazgo de sí mismo, no es tan simple. Promover el mejor vendedor como jefe de ventas no es lo mejor. son liderazgos diferentes.

Si soy vendedor solo, yo tengo mi forma de liderazgo auto personal

Si soy líder de equipo de ventas mi liderazgo es motivacional enfocado a resultados manejando e identificando el equipo de trabajo.

Entremos más en la conducta del líder, el comportamiento, porque al final el liderazgo es comportamiento, como tiene que comportarse.

La conducta del líder varía según el público, a veces es más directivo con los más jóvenes, después con los más experimentados se tratará de persuadir. esto es para plantear que el liderazgo es situacional.

Me gusta llamarle la atención a los líderes que la teoría situacional es importante porque es saber comportarse en situación.

Ahora hablemos más de la teoría de los comportamientos., podemos hablar de dos formas, 1. liderazgo histórico, del ejército, 2. liderazgo empresarial.

(ver PowerPoint taller ejecutivo LIDERAZGO)

Napoleón era líder porque SABIA la estrategia.

El líder empresarial debe ser SERVICIAL, intenta motivar e inspirar a la gente, incentivar y reconocer. este, ve a su colaborador como un jugador del equipo, un actor en vez de espectador.

El liderazgo Empresarial es la evolución positiva del Liderazgo Histórico. adaptable a la necesidad corporativa.

Cuál es el mejor perfil de liderazgo? es el complemento de ambos y depende del momento.

Yo: se puede decir que el comportamiento y las habilidades del líder varia entonces de la duración de un proyecto?

RT: claro, todo depende del momento, si un proyecto dura poco, el líder no busca motivación sino influencia, persuasión. por esto no hay mejor modelo que el otro.

Liderazgo es actuar con la inteligencia situacional, pero la teoría dice que es la inteligencia emocional, para nada...! tiene que ver con inteligencia situacional, tiene que ser racional, el equipo es emocional pero el líder racional.

Liderazgo = inteligencia situacional = comportamiento en situación.

HABILIDADES/ SKILLS:

Todos nacemos con aptitudes al liderazgo, pero no todos tenemos las mismas.

Educación-las motivaciones-la personalidad-aptitudes-experiencia (pilares del liderazgo)

Solo el 5% nacen con todas las aptitudes para ser líder, o sea nacen líderes.

Tú construyes el liderazgo acorde a la organización y las habilidades dependen de los objetivos y los resultados deseados.

delegar es una transferencia de confianza.

Se puede delegar todo, excepto la responsabilidad, esta se queda con el líder.

Las etapas de la delegación, la principal es identificar las competencias de la persona.

- 1- Identificar la competencia
(El quien)
- 2- Definir la autoridad (los límites)
- 3- Exponer el propósito
(el que y él porque)
- 4- Analizar las alternativas
(el cómo)
- 5- Definir la duración (y las etapas)
(el cuándo)
- 6- Reformular y concretar
(El acuerdo)
- 7- Respetar el «contrato de confianza »
- 8- Validar el resultado (y los aprendizajes)
(El control)
- 9- Dar feedback

Una empresa es un círculo social, son personas a la final. Una comunidad

Las motivaciones cambian con los años, no es lo mismo que me motiva a los 15 que a los 30.

El líder a veces necesita más tiempo para construir confianza con el equipo y minutos para romperla.

Entre más trabajos el talento más obtienes resultados.

PARA RESUMIR

más cultura + compromiso

más liderazgo + resultados

ambos + desempeño

YO: LA HABILIDAD PRINCIPAL DE UN LIDER ES LA DE entender.

R: Entender y adecuar a la situación su manera de buscar el compromiso y alcanzar el resultado, todo depende de su postura como líder y la capacidad de involucrar al equipo para buscar compromiso. Si entiendes y te importa la cultura de la empresa, es más fácil transmitirla desde el liderazgo al equipo de trabajo.

El liderazgo es una función, es una persona, y todo depende de las situaciones, na da más!

Cuando hago la evaluación de un líder, me gusta hacerla de esta forma: tiene 3 pilares

- credibilidad
- legitibilidad (busca la objetividad)
- la confianza

(es mi teoría personal.)

Un líder para que sea respetado debe tener credibilidad, esto es su saber hacer.
(experiencia)

Su objetividad es lo más importante, está ligado al comportamiento (cultura, ambiente) acá adecua su comportamiento a la situación.

Las competencias blandas son subjetivas.

En el modelo de LEWIS, estil cultural de los países según 3 dimensiones: (ver Diapositiva)

Linear active los que planifican

Multi activos, un poco américa latina

Los reactivos, la cultura más oriental.

La idea es como tengo que comportarme afuera cómo manejar la cultura del otro.

YO: O SEA SI EL LIDER MANEJA UN EQUIPO MULTICULTURAL, EL ES EL QUE DEBE ADAPTARSE AL EQUIPO O ES UN COMPLEMENTO?

R: los dos al final son legítimos, como líder te vas a adaptar al grupo, esto es como si eres un francés que va a trabajar con un grupo de brasileros, es el Francés quien debe adaptarse.

Pero si el mismo Francés va a un equipo a Brasil que tiene un equipo compuesto por un peruano, ruso, colombiana, es en este momento cuando se debe construir la cultura del grupo, o sea tomar algo de cada uno y forjar una cultura grupal que se adapte a cada uno, esto genera más confianza y se está más abierto al otro sin prejuicios y más armonía.

Las habilidades de un líder son moldeables a las culturas con las que se trabaje.

Un líder que maneja un grupo de extranjeros debe estar abierto a sus culturas para adaptar el liderazgo.

Liderar en América latina es especial, porque si no tienes la confianza de tu equipo, no alcanzas nada.

Un líder debe actuar como un amigo más.

3. Interview 2 Armelle

IM FOCUS ON THE SKILLS OF A LEADER MUST HAVE WHEN IS DEALING WITH CROSS CULTURAL TEAMS, OR EVEN IF THE LEADER IS FOREIGN AND THE TEAM IS LOCAL.

THE SKILLS ARE IMPROVE, NATURAL OR LEARNED

R: first we need to understand what cross cultural means, because it can mean diversity because of gender, of generation, nationalities, and religions.

I used to work in Malesia, there are 3 types of ethnics, malesians (maley) Muslim, local people and Indians (Hindus) and Chinese, they live together and its amazing. plus the expats. so the teams I have seen working together, are Malesians with Thai, Vietnamese, Indonesian, Australian, English, and French people. because was a French company not all worked ok together, some of them were trying to impose themselves, the leaders, in an academic way, very bossy. In Asia the hierarchy is very vertical the leader is a boss that makes you obey and do your work.

SO LEADERSHIP IS MARK BY THE CULTURE? LATIN AMERICA, ASIA, EUROPEANS ETC, THE HAVE THEIR OWN WAY AND PERCEPTION OF HOW A LEADER NEEDS TO BE.

Leaders are weird, because the have to use different competences, they have to learn the LISTENING skills, inspiring, involving, trusting others and making others trust them, is in both ways, they need to learn to DELEGATE, and when they come to another culture sometimes is very difficult to delegate because they have to trust and the trust is not the same if you are from Asia than if you are form France, is not the same thing.

How people from Asia and Europe manage the trust? Differences?

from Europe you have your diploma, and the people trust you because you have your diploma, in Asia people they don't trust first, they want to see you first acting and then after they give you the trust, so there can be misunderstandings from the start, because you feel people will doubt what you say and they will fool you very easy but actually in deepness they won't tell because they are from Asia, so in Asia they will never say, they always have smiley faces, they always smile, you don't say because you don't want to seem like you don't have respect to the boss so u don't tell, but at the same time u wait and wait and they don't give you the trust. so here can be a misunderstanding a big one. what's challenging in Asia, more in Malesia is that people don't dare to participate or to say something, they don't even dare to say I don't know, so if the leader delegate something about computers, the team member won't say no, I can't or don't know how to do it, they can't say to the boss

they don't know, it would be too feel shame. In Malesia, they don't have seasons so they are not aware of the time, they are relaxed all the time, so you as a leader need to set time and manage

time for the projects. if they are late for a delivery, they will find a way to finish it and then start working together to accomplish the result, is a community mind, they like to work in teams. French people are more individual, tell them what to do and they will do it.

In Asia they like micromanagement, they are used to it, the new generation is different, it is the millennium, the boss will tell you what to do, how and for when it needs to be done, and he will monitoring what you do, you have a specific task, but is very challenging to take one management to a higher level for more macro management, u have to look the strategy of your department, so you have to delegate to have everyone involve.

what I have observe is that a lot of managers, Asian/Malesians when they are to a higher level they want you to resign, they work very stress on their shoulder, they couldn't stand this positions, because their mind is too different micro vs macro management, the management of the time, been involve of relation, which is very important, and the French people who work in this company where more result oriented.

The manager needs to be aware of those differences so he can understand and address how to deal with this, and how to accomplish the results.

The leader can have their perception of leadership but still needs to adapt it to the local or over the cultures, in intercultural there's always something good to be taken from the culture/cultures its working with (OPEN MIND)

A good manager is the one that will take the good part to achieve the goals of the project and will have to let go a part of his own perception, so it can be created a team culture.

The leader needs to be open, to understand, because if you try to impose your culture in a multicultural team, then you are denying the other culture.

HOW EASE IT IS FOR ASIAN LEADER TO ADAPT TO THER CULTURES? is easier than working with Asian because they are really curious, like what they like, what's important, they really try to understand the other culture to be respectful.

I have seen French people working with Milesians people and they don't want to be open, the want to impose, they are very bossy.

HOW IS LEADERSHIP MANAGED IN LONG OR SHORT TERM?

If it is short term, then the leader won't have time or take time to do something, only if he is used to work with complex team.

In general he will need lot of time to understand people.

For long term, he has to refresh, because the project can turn very stressful, very hard or difficult, so you have to motivate the team. Create habits of work together.

Local leader with local team, can be as hard as those that manage multicultural teams, because each individual has their own way of working.

A good leader is the one that know what to do depending of the situations,

A person can become or shape in self to a leader, having self-confidence, self-esteem, they can be, and this characteristic can make a person acquire the leadership spirit. Just if they want, because not everyone wants to be a leader.

One of the main point to be a leader, humility and courage(to address problems, to take decisions) and discipline.

HOW CAN A LEADER MANAGE CONFLICTS BETWEEN CULTURES INSIDE A TEAM?

the differences shouldn't be a challenge, should be something that enrich because when you have diversity or put diversity in a team you can work so much, if it is done correctly.

Been a leader means not having the solutions, means finding the solution, and having a multicultural team helps so much in it, because they have different perspectives and point of view to find a solution. The leader just have to step back and listen the others ideas. (humility) be open to everything.

You need to work the talk as well, if you say u have to be on time, then u have to be on time, you need to be the image you want to collect from your team.

When you work in an international environment don't expect to perform as in your home country environment, the work will be different in the sense that you will have to ask to yourself if you see something it is because of your culture of his or her culture or is it general misunderstanding, you have to keep always in mind that you are working in a multicultural

environment so you will have to listen more, more careful of the communication, and you will have to permanently use the reformulation.

When as a leader you ask for something to be done, you as a leader need to ask for the reformulation to be sure the task has been understood, because anyone can understand in their way and when the result comes is not the expected.

4. Multicultural teams survey analysis

In this sample, 14 people with different nationalities gave me their opinion according to the survey.

1st Question / Name, work area and nationality. 13 answers.

The respondents are people who claim that they have worked in Multicultural environments and that they gave honest and open opinions about the topic.

NAME	WORK AREA	NATIONALITIES
14. ANA PERNETT	ENGINEERING	COLOMBIA / 8
15. CEYHUN YILDIZ	BUSINESS ADMINISTRATION	TURKEY / 1
16. UNA	HITECH	TAIWAN / 1
17. ROMANIC	MARKETING	FRANCE / 2
18. JEAN- BAPTISTE LE COADOU	STUDENT	HOLAND / 1
19. SOEDESH BALADIEN	SOFTWARE RESELLER	
20. TATIANA NÁJERA	TRADE	
21. PABLO PINZON	COMMUNICATIONS	
22. DIANA FERNANDEZ	DIGITAL DESIGN	
23. CARMEN	RISK	
24. GUILLERMO URIBE	CHEFF	
25. CLAUDINE	ENGINEERING	
26. CESAR RIVAS	IT	

2nd Question / How a leader should be, in your appreciation? 14 answers

I found 14 important appreciations from the answers of the respondents. I turned them into specific skill names to be able to measure them later in the cross check I attempt to do.

I also found sub concepts in them, as I did with the analysis of the Chuang's Model in Appendix 9.

Here are the skills and all the times they were mentioned by the respondent.

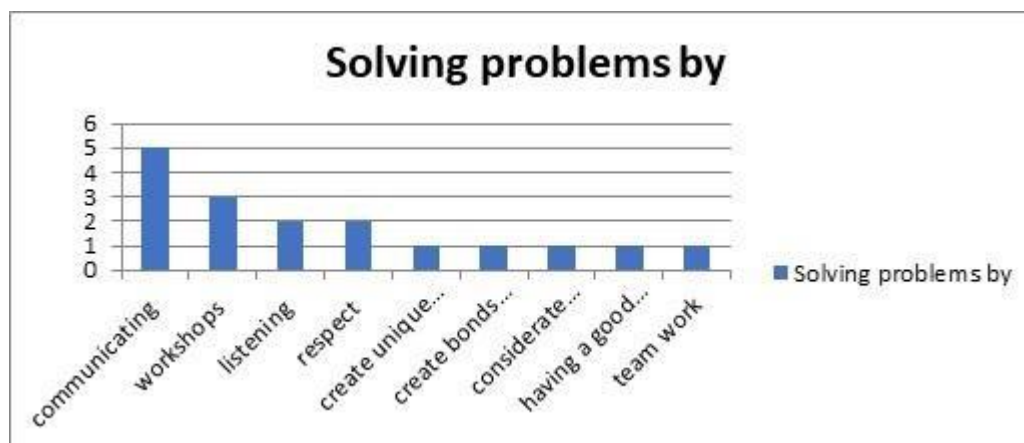
FIRST GRADE	SECOND GRADE	THIRD GRADE
This one shows the skills that got 4 or more points	This one shows the skills that got 2 points	This one shows the skills that got just 1 point
Result oriented / 4. Taking into account that here it's also considered 1 point for -the leader should have a CLEAR STRATEGY-	Good listener / 2	Friendly / 1
Good communicator with 4 divided in: One for avoid short notice, One for giving clear strategy, One for explanations, and One for delegate	Inspiring / 2	Reliable / 1
Honest / 4	Respectful / 2	Passionate / 1
Motivator / 4	Closeness / 2. Taking into account that it's also considered 1 point for – the leader should share knowledge	Responsible / 1
	Accessible / 2	Role model / 1
		Confident / 1
		Fair / 1

According to their answers, a leader should have the following top skills:

1. A great motivator
2. Result oriented. Have clear strategies
3. Good at communicating to avoid short notices. To give a clear strategy. To give good explanations and to delegate correctly.
4. Honesty

3rd question. What is the best way to solve problems within a Multicultural team? 14 answers.

What I did here was to identify how many times the respondents mentioned their own particular views on the best way to solve problems.



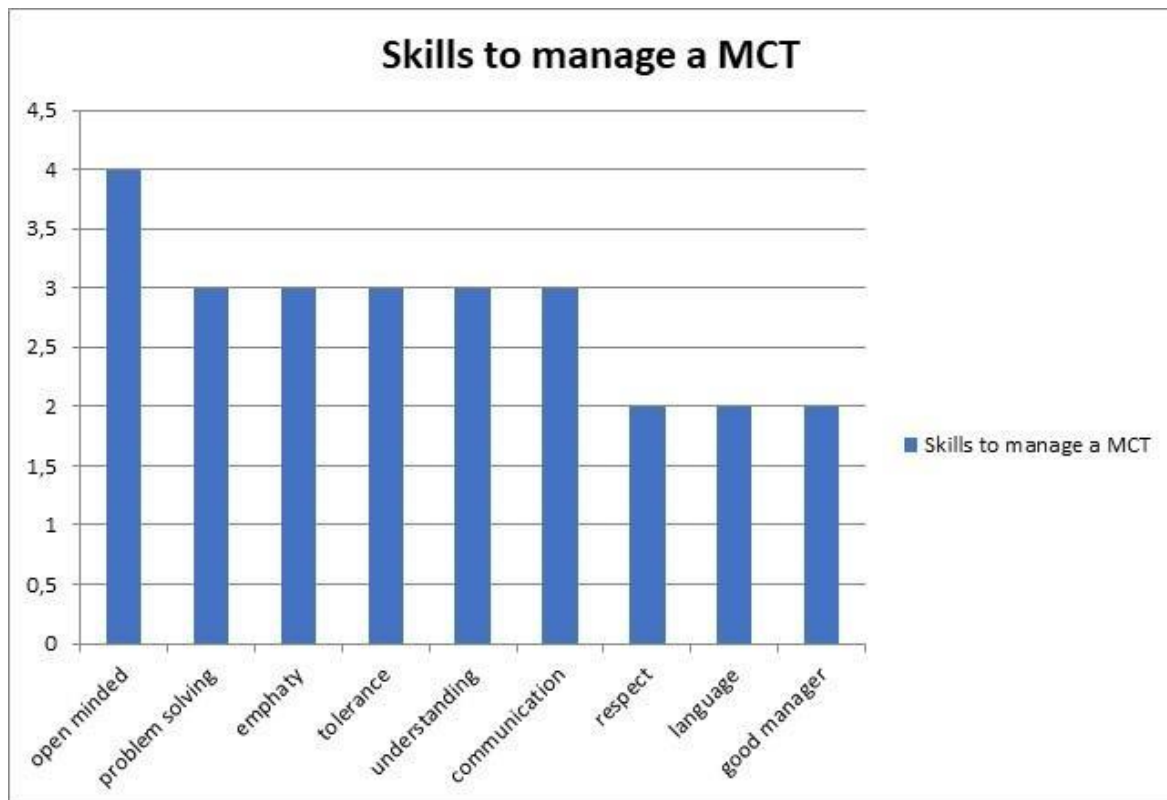
According to the answers the top ways to solve problems within Multicultural teams are:

1. Communication.
2. Doing Workshops to refresh and check that there are no misunderstandings.
3. Listen to people to be able to identify cultures and to know how to approach them.
4. Respect.

4th question. What are the skills a Leader must have to manage a Multicultural team? 14 answers

In this question, each respondent gave specific names for the skills they believed a leader should have to manage a multi-cultural team but it was an open question so I needed to analyze the answers and give a specific name to the skills.

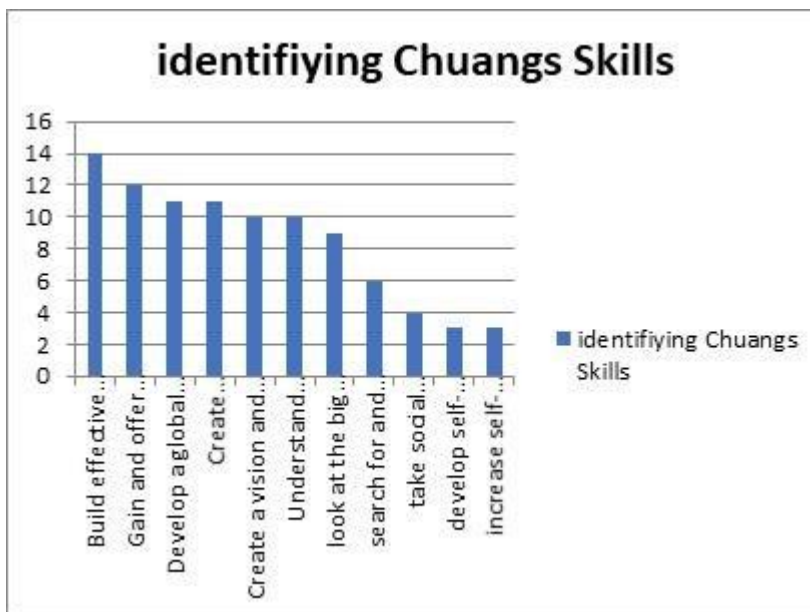
In this frame, I will only show those that I could identify with more than 2 mentions so it can be taken as the top ones to be cross checked with Chuang's model.



Note: Here are the skills that were mentioned only once by the respondents, Delegation, objectivity, expertise in the field he/she is working in and a great motivator.

5th question. Please mark as many skills that you can identify as valid that leaders must have in order to achieve better performance with Multicultural teams. 14 answers

Here I wanted to check which of the skills of Chuang's model is easy to identify and are still valid today according to people's singular perceptions. They could mark as many as they wanted to, so points rate them.



According to my findings, my conclusion is that the skills that are rated above 9 points are still valid. They are the following,

- **Build effective communication skills** – 14 points
- **Gain and offer support** – 12 points
- **Develop a global mind set** – 11 points
- **Create appropriate motivational techniques** – 11 points
- **Create a vision and be able to sell it** – 10 points
- **Understand cultural stereotypes** – 10 points
- **Look at the big picture** – 9 points

5. Leaders of multicultural team survey analysis

In this sample 5 people with different nationalities gave me their opinión according to the survey.

1st, 2nd and 3rd Question / Name, work area, nationality, and the country they are currently working. With 5 answers

These are people who claim they had worked in a Multicultural environment as leaders and gave honest and open opinions about the topic.

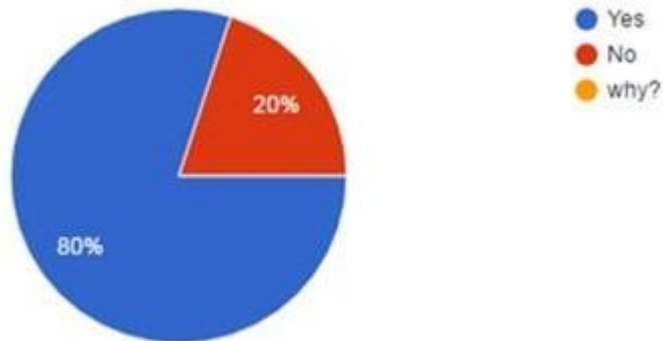
NAME	WORK AREA	NATIONALITIES	CURRENTLY WORKING IN
DELPHINE MINCHELLA	HIGHER EDUCATION	FRENCH	FRANCE
OLIVER ALCOUFFE	MARKETING	FRENCH	FRANCE
JEAN-PHILIPPE TISON	LOGISTICS	FRENCH	FRANCE
MITHUN MRIDHA	CONSULTING IN PROJECT AND PORTFOLIO MANAGEMENT	INDIAN	THAILAND
ANDRAS BIRO-NAGY	POLITICAL SCIENCE	HUNGARIAN	HUNGARY

4th Question / How can you as a Leader manage conflicts between cultures inside a team? (5 answers)



Here shows how communication, understanding the other person, and conflict escalation avoided come together when is time to manage conflicts between cultures inside a multicultural team. The mentioned ones were found in long answers and analyzed to be counted and rated.

5th Question / Do you think that multicultural teams bring better solutions than a heterogeneous group?



This represents 4 yes for the 80%, and 1 no for the 20%. There was no answer for why not.

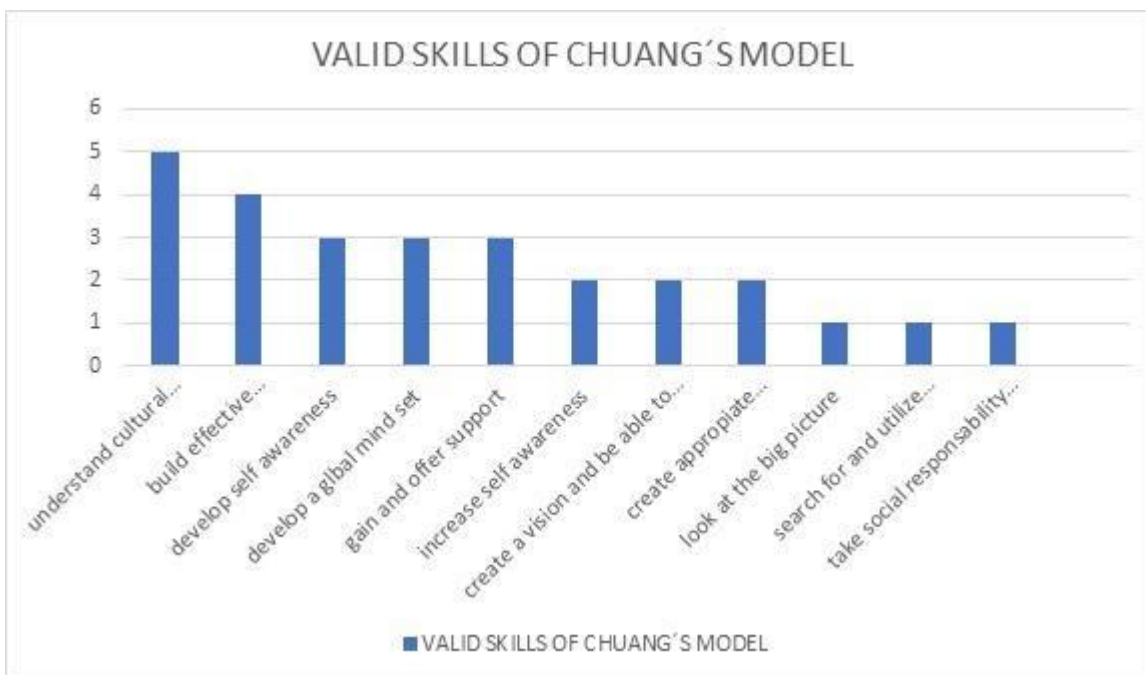
6th Question / Mention as many Skills that a Leader should have that you think are important to manage a Multicultural team (5 answers)



From a rate of 5 answers, it is considered that those above 1 point are the main ones to be considered as most important. The following ones were found in long answers and analyzed to be counted and rated.

1. **Global mind set** – 2 points
2. **Empathy** – 2 points
3. **Culture openness** – 2 points
4. **Education** – 1 point
5. **Patient** – 1 point
6. **Communication** – 1 point
7. **Speaking foreign languages** – 1 point

7th Question / please mark as many skills you can identify as valid for leaders to have a better performance with multicultural teams. (5 answers)



According to this and considering that were 5 people answering it is consider that are still valid those above 3 points.

Those are:

1. **Understand cultural stereotypes** – 5 points
2. **Build effective communication skills** – 4 points
3. **Develop self-awareness** – 3 points
4. **Develop a global mind set** – 3 points
5. **Gain and offer support** – 3 points

8th Question / Do you know or have another Leadership skills. Please introduce below Yes or No in your answer. (4 answers)

1. Kindness
2. Non-judgmental attitude, readiness to change, and facilitation skills
3. Yes (but did not mention which one)
4. No

Note: The second ones, according to the literature can be considered as attributes or characteristics of a leader instead of as Skills.

9th Question / Tell you own definition for leadership. (4 answers)

1. Ability to have followers who clearly understand the path you´ve chosen
2. Someone you can rely on if you need help on your current missions
3. Driving the team
4. Leadership is all about leading yourself and others around you to achieve the objectives of the organization.

6. Extra 2 Question for multicultural team members survey analysis

¿Considera que un equipo compuesto por varias culturas (MULTICULTURAL) Brinda mejores soluciones a retos, problemas dentro de una organización que un equipo compuesto por UNA SOLA CULTURA? / Do you think MULTICULTURAL TEAMS can give better solutions to problems or challenges inside a company THAN TEAMS COMPOSED BY A SINGLE CULTURE?

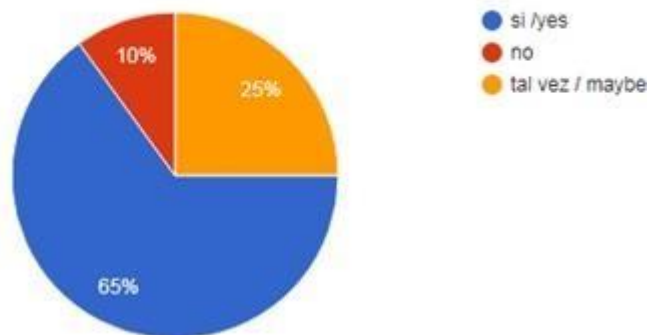
This question had 20 answers

13 for yes

2 for no

5 for maybe

20 respuestas



Number 2 Explain your answer

Participant	1. Explique su respuesta / explain your answer	
1	A team composed by can have communication issues but when they work together they can get inspired by others, give their ideas and perspectives (according to their personal experience/ background)	Yes
2	People from different cultures in a team can bring different ideas and behaviors, generating bigger solutions "bowl". Different cultures give a bigger picture to understand situations, "look at the big picture", different points of view.	Yes
3	Keeping in mind different perspectives can give 360 visions to a situation or a problem.	Maybe
4	Depends on the field, subjects and cultures involved. It can last longer because of too many differences or it can be an asset and be shorter	Maybe
5	Multicultural teams give bigger development possibilities and access to new knowledge lines.	Yes
6	Culture increment = increases knowledge	Yes
7	It can be better because of different points of view, but can decision making can be slower than homogeneous groups	Maybe
8	I think is better to have a multi-disciplinary team with cultural similarities would be the most efficient option.	No
9	I think multicultural teams are open to change, and can adapt easily to modern world and companies. Everyone brings something new to the team. If everyone is aware of cultural differences, problems can be easily solved.	Yes
10	A multicultural team brings diverse proposals for solutions. All cultures have different solution mechanisms depending on the problem. In multicultural environments can generate more conflicts or solutions. A multicultural environment uses to be positive, even thought, depends on the context.	Yes
11	-----	yes
12	Different cultures bring to the table different perceptions. These can be turned as brain storming to give different possibilities to handle a situation, negative or positive.	Yes
13	...because each one has a different conception depending on their context, they can propose solutions to conflicts based on personal facts	Maybe
14	I think that diverse ideas and opinions could enrich the final knowledge, and could increase the objectives consecution	Yes
15	Yes, because a multicultural team you can find different opinions according to each country, this could be an advantage, having a bigger picture about the specific problem	Yes
16	Multicultural teams can give better solutions because the different points of view that comes within each culture context. They know different markets of the product or service so, they can give more ideas that can be common in their culture but can turn innovative in the new market. Different cultures can generate a more sensitive team.	Yes
17	Open mind	yes
18	Different culture cannot share the same value	no
19	Having different points of view can be always more positive	maybe
20	People within a team have different cultural background and mindset so there are more possibilities to resolve issues. A multicultural environment needs to be open minded and quick to respond quickly to problems might occurring within the company. However, it may need more time due to misunderstanding within the group of workers.	yes

7. Board of must and need of Arnelle

ARNELLE - LEADER INTERVIEW ANALYSIS								
MUST / CHARACTERISTICS	TO	NEED	BECAUSE	LEADER IS	FUNCTION	SKILLS		Chuang skill #
Use different competences		Set time and manage time for projects	Is the best way to accomplish the results	The one that will take the good part to achieve the goals of the project	Delegate	Listen	Step back and listen others ideas, and understand that you are working in a International Environment so you will have to Listen more.	1 & 7 (BEEN ACCESSIBLE TO THE EMPLOYEES)
Be able to let go a part of His/Her own perception	Create a Team Culture	To adapt to the local or over the cultures	There is always something good to take from each others cultures	The one that knows what to do depending the situations		Inspire	Be someone that deserves to be follow because is a good example for their employees	2 (RESPECT)
Create habits to work together within the Team		To be open, to understand	If you try to impose your own Culture then you are denying the other/s Culture/s	The one that does not have the solutions, means finding the solution		Involve	As a Leader you have to delegate to have everyone involve	5 - 7 (DEVELOP A SUPPORT SYSTEM) 9(The fast grow and technology development helps the leaders to improve the efficiency of the team work
Have Self-confidence and Self-esteem	Develop Leadership spirit	To be an example of good behavior and image	Is the best way for their employees to follow a good example from the top	Someone that when it comes to work in a International environment, does not expect to perform as in their Home Country		Trust/ Motivation	Works differently in Cultures	3 - 10 - 7(PROVIDE SUPPORT TO PEOPLE AND ORGANIZATION)
Have Humility	Address problems	To use permanently the Reformulation - You need to be sure that the task has been understood	Anyone can understand in their own way and when the result comes is not the expected one			Open Minded	There is always something good to take from each others cultures	6 & 4
Have Courage	Take Decisions					Communicate	reformulation	8
						Delegate	When you come from another culture as a leader, sometimes is very difficult to delegate because first they have to trust	5

8. Board of must and needs of Christopher

CHRISTOPHER - LEADER INTERVIEW ANALYSIS									
MUST /CHARACTERISTICS	TO	NEED	BECAUSE	LEADER IS	FUNCTION	LEADERSHIP IS	SKILLS		Chuang skill #
Be focus in how to connect better the Talent to the Results	Acomplish the results	To Align the Team to the Culture of the company	Is the engine of the company	The one that Conects results, empowering as a leader, challenging as talent, know Their potential (The employees), trains its team, and involves the Team with the Company Culture.	To conect people to Results	Different in each country	Involve	The People needs to be involve in many things at the same time	5 - 7 (DEVELOP A SUPPORT SYSTEM) 9(The fast grow and technology development helps the leaders to improve the efficiency of the team work and the activites
		Analyze the Mision and Vision to define the objetives and see if the are aligned with these and what strategy can be use to reach the numbers	This is the way to shape the competeces of the Leader, his Role	Is Someone that needs to be seen as an Iceber, Outside shows: Behavior and Conduct - Inside (hidden from poeple sight): Education, Experience, Motivations and Attitudes	From his part, looks for results and from the people looks Commitment	Transmit culture from above the Organization	Analyze	Be able to analyze everything from situations to people	1 - 3 & 5
		To be sure that His/Her Employees have their value system aligned with the company model			The topic of Culture is the main priority of a Leader	About Soft-Skills: Motivation, Values, Emotions, Culture and Behavior	Influence	Be able to influence over His/Her team	3 (key) - 5(must)
		UNDERSTAND	Does not ned to KNOW everything BUT to UNDERSTAND everything		Define and implement action plans to achieve goals and strengthen the culture to guide efforts and connect the team to the results	Look for profitability	Communicate	Most of the leaders does not know how to communicate with their teams and this is one of the main mistakes.	8 & 5 (must)
					Works under 4 missions: Elaboration, Implementation, Communication and Lead Operations	A Behavior	Delegate	is a transfer of trust. Everything can be transferred BUT the RESPONSABILITY	5
Be Serviceable	Create closeness among the employees				Varies depending of what yoy want to accomplish	To motivate, inspire, encourage and recognize the people	Understand	The main skills of a Leader	1 & 2(Need)
						Global Leadership is to understand others cultures to know how to behave in the other Culture.	Trust	To develop credibility in the team	3 & 10
							Adaptability	Be able to adapt to others cultures and environments.	1 - 2 & 9(key)
							Open Minded	Openess to other cultures to adapt the way of Leadership	6 & 4

9. Chuang's 11 Skills model of concepts and sub-concepts (format)

ESSENTIAL LEADERSHIP SKILLS FOR SUCCESS AS A GLOBAL LEADER, Chuang, S., (2013)							
THEORY FOR GLOBAL LEADERS							
No.	SKILL	SUB CONCEPT	MUST	TO/FOR	NEED	TO	KEY
1	DEVELOP SELF-AWARENESS	IDENTIFY SELF-STRENGTHS AND WEAKNESS	Known their strengths and weaknesses	to perform more effectively in Cross cultural settings	identification of self- limitations	structure a unique and personalized leadership style	Being able to overcome stereotypes and capitalize on one's advantages are keys to global leadership practice.
			Understand their reactions upon situations and approaches	for decision making			
		APPRECIATE INDIVIDUAL DIFERENCES	Appreciate unique differences	to face a complex and multicultural world by the Global leaders			
			Understand each person has unique behaviors as cultural past, experiences and values	to be create a good work environment			
> Learn each demography of their employees	to understand better Cross-cultural issues						
> Appreciate what each one can offer to the work place							
		CLOSE THE CULTURAL GAPS BY LOOKING AT SIMILARITIES			look similarities over differences	helps to communicate and lead more effectively to build relationships and close the cultural gap inside a group	

ESSENTIAL LEADERSHIP SKILLS FOR SUCCESS AS A GLOBAL LEADER, Chuang, S., (2013)

THEORY FOR GLOBAL LEADERS							
No.	SKILL	SUB CONCEPT	MUST	TO/FOR	NEED	TO	KEY
2	UNDERSTAND CULTURAL STEREOTYPES	AVOID STEREOTYPING AND PERSONAL BIASES	be objective in leadership practice without making assumptions		understand local culture - be in their shoes - open mind to differences	helps to understand the local culture and get over personal judgement	
			be good example of ethical behavior	to show respect		to value others in a diverse work place	
		LEAD PEOPLE WITH RESPECT					for the employees, be able to show all their potential is by treat them with RESPECT
							RESPECT is a leadership principle
							By respecting individual character Global Leaders can avoid cultural stereotypes and unleash the full potential of workers in a diverse workplace

ESSENTIAL LEADERSHIP SKILLS FOR SUCCESS AS A GLOBAL LEADER, Chuang, S., (2013)

THEORY FOR GLOBAL LEADERS							
No.	SKILL	SUB CONCEPT	MUST	TO/FOR	NEED	TO	KEY
3	INCREASE SELF-ASSURANCE	UNDERSTAND COMPETITORS	grow self-assurance and capacity	build and increase the motivation and trust in employees		to increase the self-confidence, leaders must start by understanding the competitors. The study of 1. competitors culture, 2. business strategy, 3. organization performance, > can 1. increase organizational outcomes, 2. improve the competitiveness of the leaders in the Global Market	
		STAY ONE STEP AHEAD OF THE GAME AND BE ENTHUSIASTIC TO CHALLENGES	be results-oriented, achievement driven and forward thinking			Global Leadership is about of initiative, trustworthiness, integrity, and enthusiasm of performance	
			be able to identify opportunities				
			be able to turn challenges in opportunities				

ESSENTIAL LEADERSHIP SKILLS FOR SUCCESS AS A GLOBAL LEADER, Chuang, S., (2013)

THEORY FOR GLOBAL LEADERS							
No.	SKILL	SUB CONCEPT	MUST	TO/FOR	NEED	TO	KEY
4	LOOK AT A BIGGER PICTURE	GLOBAL LEADER SHOULD NOT OVER LOOK THE GLOBAL MARKET AND SATISFY WHAT HAD ALREADY BEEN DONE	step back and look at a bigger picture	to look beyond the current situation and think outside the box	to look beyond the situation		an outstanding Cross-cultural leader thinks Globally and leads locally
				to evaluate and predict future challenge	to think outside the box	overcome the traditional way of thinking by staying alert to opportunities	
			look at the challenges as a lifelong endeavor and an opportunity	for organizational and individual growth			

ESSENTIAL LEADERSHIP SKILLS FOR SUCCESS AS A GLOBAL LEADER, Chuang, S., (2013)

THEORY FOR GLOBAL LEADERS							
No.	SKILL	SUB CONCEPT	MUST	TO/FOR	NEED	TO	KEY
5	CREATE VISION AND BE ABLE TO SELL IT	TO CREATE A VISION GLOBAL LEADERS	be able to create a vision for how to effect positive changes that fit with organizational goals and global trends		abilities to recognize and connect global trends with organizational development plans	create a vision	
			be able to sell their vision to employees by effectively communicating with employees, getting employees' buy-in, and influencing employees to work toward the vision				

ESSENTIAL LEADERSHIP SKILLS FOR SUCCESS AS A GLOBAL LEADER, Chuang, S., (2013)

THEORY FOR GLOBAL LEADERS							
No.	SKILL	SUB CONCEPT	MUST	TO/FOR	NEED	TO	KEY
6	DEVELOP A GLOBAL MIND SET	EFFECTIVE GLOBAL LEADERS TEND TO HAVE MENTAL MODELS THAT OFFER VALID WAYS OF VIEWING AND HANDLING THE COMPLEX ISSUES IN LEADERSHIP PRACTICE		to be open-minded, think globally and act swiftly		maintain their competitiveness in multicultural organizations and global markets	A global mindset is one special trait of international leadership which is associated with: trust, manager-employee relationship and organizational commitment.

ESSENTIAL LEADERSHIP SKILLS FOR SUCCESS AS A GLOBAL LEADER, Chuang, S., (2013)

THEORY FOR GLOBAL LEADERS							
No.	SKILL	SUB CONCEPT	MUST	TO/FOR	NEED	TO	KEY
7	GAIN AND OFFER SUPPORTS	GAIN ONGOING SUPPORT FROM ALL LEVELS OF THE ORGANIZATION	develop a support system				offer their support to employees especially during the period of organizational
			be visible and accessible to employees	to improve the manager-employee relationship, create a positive organizational climate, and increase overall productivity			
		PROVIDE SUPPORT TO PEOPLE AND ORGANIZATION	offer their support to employees especially during the period of organizational change				Collaboration and exchange of information and creative ideas are encouraged to promote an innovative, open and supportive working environment that is necessary for leadership effectiveness

ESSENTIAL LEADERSHIP SKILLS FOR SUCCESS AS A GLOBAL LEADER, Chuang, S., (2013)

THEORY FOR GLOBAL LEADERS		SUB CONCEPT	MUST	TO/FOR	NEED	TO	KEY
8	BUILD EFFECTIVE COMMUNICATION SKILLS	DEVELOP VERBAL COMMUNICATION SKILLS			Cross cultural negotiation skills to maintain international competitiveness		Words and tone must be used carefully in order to deliver the message accurately while maintaining a good relationship
					be able to ask and exchange messages effectively because diverse personalities and characteristics can easily cause misunderstanding and misinterpretations		global leaders are recommended to receive training in interpersonal relationship and group communication competence.
		DEVELOP NON-VERBAL COMMUNICATION SKILLS	be cognizant of their nonverbal language, acceptable behavior, as well as restrict behaviors in different cultures		to fully understand what these nonverbal behaviors are and the messages they represent		"Actions speak louder than words"
		VIEW EACH COMMUNICATION AS AN OPPORTUNITY TO SELL A VISION AND DEVELOP A RELATIONSHIP	every communication opportunity should be treated as an opportunity	to sell the leader's vision and to enhance relationship with employees			

ESSENTIAL LEADERSHIP SKILLS FOR SUCCESS AS A GLOBAL LEADER, Chuang, S., (2013)

THEORY FOR GLOBAL LEADERS		SUB CONCEPT	MUST	TO/FOR	NEED	TO	KEY
No.	SKILL						
9	SEARCH FOR AND UTILIZE AVAILABLE RESOURCES		use carefully the existing models and theory of leadership	to be successful			what is applicable and successful in one country not necessarily is successful in other country
							Successful Global leadership knows and studies the employees, organizations and global trends
							the fast grow and technology development helps the leaders to improve the efficiency of the team work and the activities

ESSENTIAL LEADERSHIP SKILLS FOR SUCCESS AS A GLOBAL LEADER, Chuang, S., (2013)							
THEORY FOR GLOBAL LEADERS							
		SUB CONCEPT	MUST	TO/FOR	NEED	TO	KEY
No.	SKILL						
10	CREATE APPROPRIATE MOTIVATIONAL TECHNIQUES	GLOBAL LEADERS	establish trust motivate the team (reward and recognition) create appropriate motivation techniques empathize and give appreciation				LABOR MOTIVATION

ESSENTIAL LEADERSHIP SKILLS FOR SUCCESS AS A GLOBAL LEADER, Chuang, S., (2013)

THEORY FOR GLOBAL LEADERS							
		SUB CONCEPT	MUST	TO/FOR	NEED	TO	KEY
No.	SKILL						
11	TAKE SOCIAL RESPONSIBILITY SERIOUSLY	GLOBAL LEADERS HAS THEIR SOCIAL RESPONSABILITIES	create a pleasant workplace	keep employees motivated	helping others to preserve the environment	to fulfill their social responsibilities	"C.S.R IS NOT AN SLOGAN" It has to be put into actions
					being involved in political welfare		
					engaging in philanthropy		

10. Multicultural teams survey model and real answers

Hello I am María Urbina, from Colombia and I'm student of the Ecole de Management de Normandie, Caen - France, in Cross Cultural Marketing and Negotiation.

The aim of this survey is to help the development of my Master's Research, in which I hope to count with your appreciations. This Research will work on findings to update and measure Leadership concept and skills to manage Multicultural Teams (Teams of multiple nationalities working in a particular area).

So I invite you to participate and help in this research.

Feel free leaving personal appreciations of this topic to mcun0117@gmail.com and resend to other people that has a TEAM MEMBER ROLE in Multicultural Teams.

THANK YOU SO MUCH FOR YOUR SUPPORT.

Have a nice day!

1. Your name, work area and nationality

1. Ana Pernet, engineering and construction, Colombian
2. Ceyhun Yıldız, Business Administration, Turkey
3. Una, hitech, Taiwan
4. Romaric, Marketing, French
5. Jean-Baptiste le Coadou, student, French.
6. Soedesh Baladien, software reseller, Dutch
7. Tatiana, Governor's office advisor in business & trade issues
8. Pablo Pinzón, Comunicador Social en Superintendencia Nacional de Salud, Colombian
9. diana fernandez, desing, colombian
10. Carmen, risk, Colombian
11. Guillermo Uribe, chef, colombian
12. Claudine, ingeniería, Colombia
13. Cesar Rivas, IT, Colombia.

2. How a Leader should be, in your own appreciation?

1. Someone who will listen carefully to the needs and focus all the team efforts to reach a specific goal
2. Inspiring
3. as a standard of the team, avoid short notice, everyone has equal right (showing respect to every team member)
4. Close to his team, friendly, accessible, giving clear strategy, goals and explanations
5. A good leader has to know how to enforce, delegate reward and how to create a good atmosphere to work in. In addition, he has to be passionate and to know how to transmit it.
6. Accessible, listening, motivating, honest, responsible
7. Needs to be a model, someone you can relay on.
8. confident
9. Honest and clear
10. FAIR and honest
11. Someone who makes sure to improve the motivation on his people as well as their resources
12. Someone who makes sure that everybody in his group works efficiently and in harmony.
13. Carismático, respetuoso, que tenga la capacidad de motivar personal y guiarlos hacia un objetivo común
14. Share knowledge and take everyone to reach goals.

3. Which is the best way to solve problems within a Multicultural team?

1. communication
2. Listen to what the differences are and learn how to deal with different cultures and how to approach to each of the team members
3. Listen to what the differences are and learn how to deal with different cultures and how to approach to each of the team members
4. Create a unique and encompassing company culture
5. communication (better face to face), try to understand different cultures, try to go out with colleagues after work (build up relationship)
6. The most important is to take into consideration the cross-cultural gaps in your management style.
7. Gather together in a meeting and do the mediator, clarify the situation and standardize the communication. The goal is to find if there is a misunderstanding because of the different language or culture for example.
8. communication and respect
9. direct communication
10. having a good leader.
11. Expose all ideas and come to a conclusion as a team

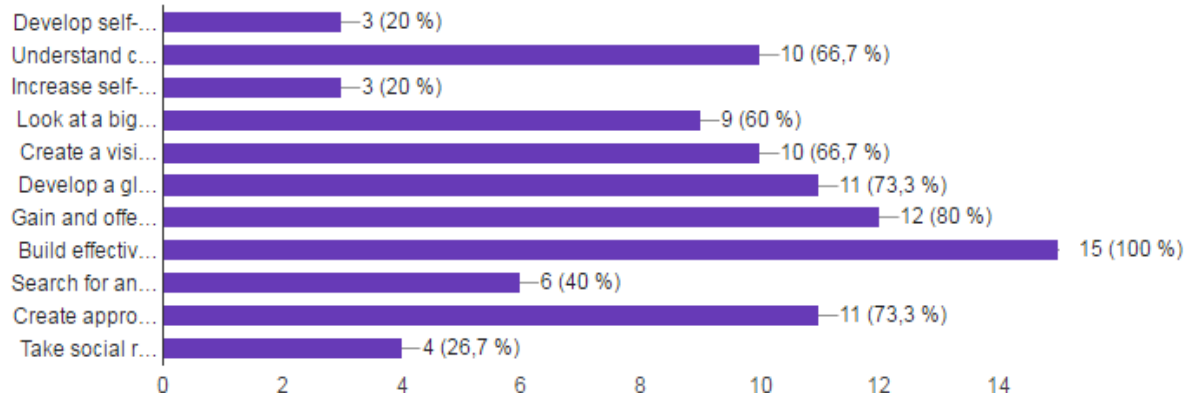
12. Having a defined chain of command, rights and duties, there has to be also a series of procedures to every problem facing the team.
13. Trabajo en equipo, respetando las diferencias
14. First learn about everyone culture at least the basis. Understand when we are crossing lines we shouldn't and sit together and start dialog.

4. Which are the skills a Leader must have to manage a Multicultural team?

1. Hability to handle complicated situations under pressure. Know how to delegate tasks to each of the team members depending on their skills
2. Adaptability, Empathy, Objectivity, Grit
3. language (different english accent)
4. Tolerance, understanding, adaptability
5. He has to be an expert in the field he works, a good manager, listerner, empathic and organized
6. Open minded, inform about diverse culture, help to integrate the foreigner (inform about the customs of the host country)
7. openness, communication
8. respect and openness of feedback
9. communication and strategies
10. understanding every member of the team.
11. Understand and be sensitive to cultural changes
12. A leader in charge of a multicultural team, has to have an open mind and tolerance to understand the difficulties that come with multicultural people working for him.
13. Manejo de idiomas, conocimiento de diferentes culturas, respeto hacia las diferencias, capacidad para motivar y resolver problemas
14. Everyone needs to know what their functions are within the organization, besides the culture part. The leader needs to share their goals and invite everyone to follow, if there is an issue it needs to be solved as a team. Team play.

5. Please Mark as many Skills you can identify as valids for Leaders to have a better performance with Multicultural teams?

(15 respuestas)



11. Leaders of multicultural team's survey model and real answers

SKILLS FOR EFFECTIVE LEADERSHIP Survey

Hello I am María Urbina, from Colombia and I'm student of the Ecole de Management de Normandie, Caen - France, in Cross Cultural Marketing and Negotiation.

The aim of this survey is to help the development of my Master's Research, in which i hope to count with your appreciations. This Research will work on findings to update and measure Leadership concept and skills to manage Multicultural Teams (Teams of multiple nationalities working in a particular area).

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Feel free leaving personal appreciations of this topic to mcun0117@gmail.com and resend to other people that has a Leader rol with Multicultural Teams.

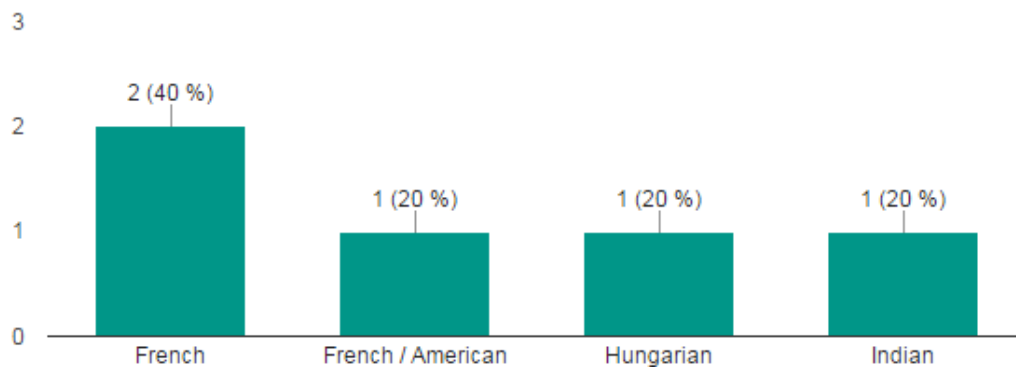
THANK YOU SO MUCH FOR YOUR SUPPORT.

Have a nice day!

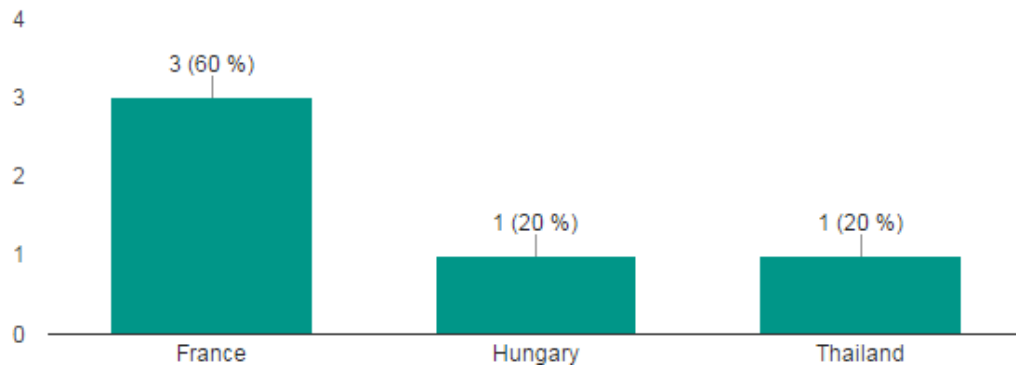
1. Your name and work area

1. Delphine minchella, Higher Education
2. Olivier alcouffe, marketing
3. Jean-Philippe Tison. Logistics
4. Mithun Mridha, Consulting in Project and Portfolio Management
5. Andras Biro-Nagy, political science

2. Which is your Nationality (5 respuestas)



3. In which country are you currently working? (5 respuestas)

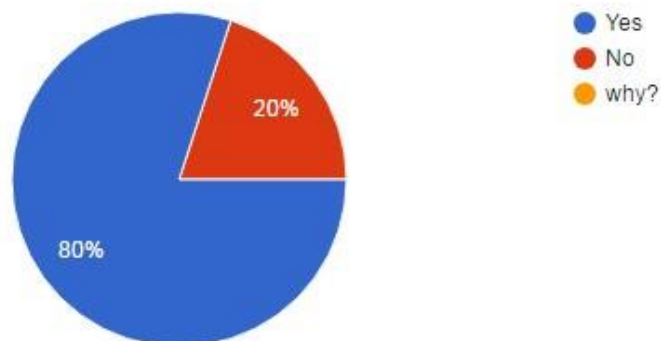


4. How can you as a Leader manage conflicts between cultures inside a team?

1. yes, within my lecturers' teams as well as with my students
2. understanding your team mates needs and expectations in terms of what they need to accomplish their task. Manage conflict with discussion.
3. understanding them
4. By managing communication enough and frequently at all times, avoiding conflict escalation by finding agreement at early stages of conflict.
5. There are no cultural conflicts in my research team

5. Do you think that Multicultural teams brings better solutions than a Heterogeneous group (group of the same nationality)?

(5 respuestas)

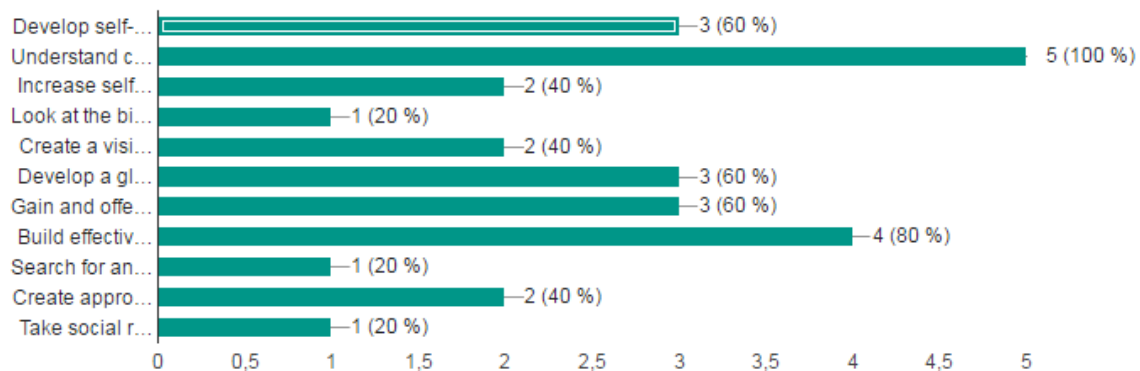


6. Mention as many Skills that a Leader should have that you think are really important to manage a Multicultural team

1. openness of mind and seriousness, for people need to clearly understand your actions and decisions
2. empathy, curious, comprehensive, caring
3. leadership, culture, education, patience
4. Non-judgmental attitude, excellent communication skills, readiness to change
5. empathy, cultural openness, global mindset, speaking foreign languages

7. Please Mark as many Skills you can identify as valids for Leaders to have a better performance with Multicultural teams?

(5 respuestas)



8. Do you know or have another Leadership skills. Please introduce below Yes or No in your answer.

1. kindness
2. yes
3. Non-judgmental attitude, Readiness to Change, Facilitation Skills
4. No

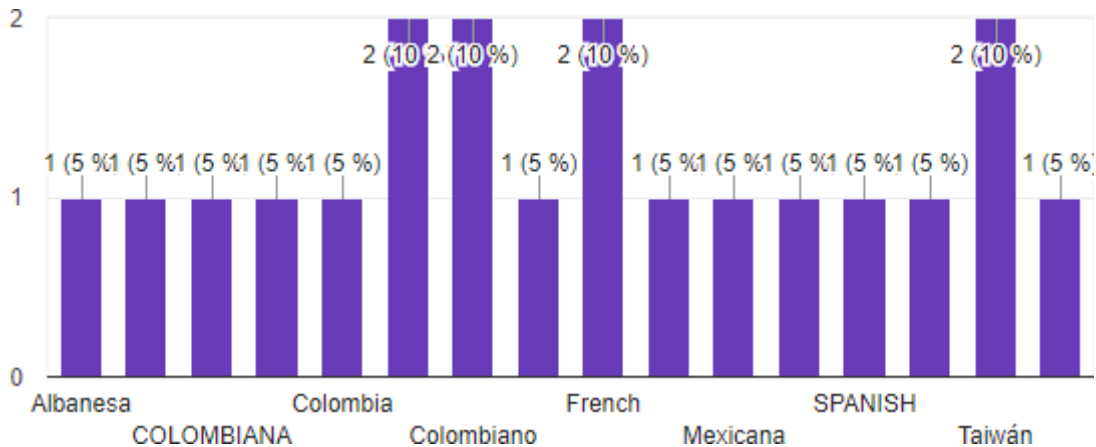
9. Tell your own definition for Leadership.

1. ability to have followers who clearly understand the path you've chosen
2. Someone you can rely on if you need help on your current missions.
3. driving the team
4. Leadership is all about leading yourself and others around you to achieve the objectives of the organization.

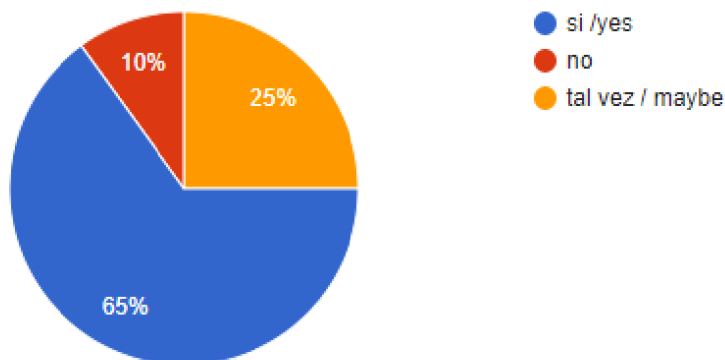
12. 2 questions for multicultural team members survey model and real answers

Percepción sobre equipos compuestos por una o varias culturas

Por favor, indique su nacionalidad / please mention your nationality



1. Considera que un equipo compuesto por varias culturas (MULTICULTURAL) brinda mejores soluciones a retos, problemas dentro de una organización que un equipo compuesto por UNA SOLA CULTURA? / Do you think MULTICULTURAL TEAMS can give better solutions to problems or challenges inside a company THAN TEAMS COMPOSED BY A SINGLE CULTURE? 20 respuestas



2. explique su respuesta / explain your answer²⁰ respuestas

Según mi experiencia, un equipo compuesto por personas multiculturales tiene problema en comunicación (puede ser la lengua, la forma del pensamiento o de hacer trabajo), pero cuando trabajan así, se inspiran y cada uno puede ofrecer su idea de distintas perspectivas (según su experiencia personal, la historia del país etc.) (2)

Individuos de diferentes culturas en un equipo pueden aportar ideas y comportamientos totalmente distintos ante diferentes situaciones, generando un "bowl" más grande de soluciones con posibles aciertos. Diferentes culturas proporcionan una imagen más amplia al entendimiento de las situaciones, "look at the big picture"; diferentes puntos de vista. Sin embargo, esta gran diversidad cultural podría llegar a afectar la ejecución de la solución; para lo que algunos puede ser la mejor forma de ejecución, para otros tal vez no, a pesar de que ambos concuerden en obtener el objetivo deseado. Las mismas características que aportan en generar mejores soluciones, podrían afectar las ejecuciones de esta.

Creo que tener en cuenta diferentes perspectivas puede arrojar soluciones 360 grados a un problema o situación.

I think it depends on the field, subjects and cultures involved. It can last longer because of too many differences or it can be an asset and be shorter

LA DIFERENCIA LOGRA IGUALDADES, EN LO MÁS HÍBRIDO QUE SEA UN ECOSISTEMA CULTURAL; MAYOR POSIBILIDADES DE DESARROLLO Y ACCESO A NUEVAS LÍNEAS DE CONOCIMIENTO; PERO ES IMPORTANTE TENER EN CUENTA QUE EL RESPETO DEBE PREDOMINAR BAJO CUALQUIER ESTÁNDAR PARA PODER VIVIR EN LO MULTICULTURAL
Aumento de cultura = aumento de conocimientos

Porque las personas son afectadas por su cultura en el momento de tomar una decisión, y al haber diferentes culturas pueden haber muchos más puntos de vista y más posibles soluciones a determinado tema, pero bien podría ser un poco más lenta la toma de decisiones que con un equipo de una sola cultura.

People within a team have different cultural background and mindset so there are more possibilities to resolve issues. A multicultural environment needs to be open minded and quick to respond quickly to problems might occurring within the company. However it may need more time due to misunderstanding within the group of workers.

No me parece una opción óptima o eficiente conformar estos grupos multiculturales para la solución de retos y problemas ya que la conformación del mismo, el ajuste y la sintonía de los integrantes conformaría en sí mismo un problema adicional a la organización.

Cada cultura según su complejidad, posee diferentes formas o maneras de hacer las cosas y pensar, lo que a la postre representaría para la organización una variable o problema más a tener en cuenta, esta situación que generaría desgaste, pérdida de tiempo e iría en contra de su naturaleza. Por todo lo anterior considero que un grupo multidisciplinario con similitudes culturales sería la opción más eficaz.

Pienso que los equipos multiculturales están más abiertos al cambio y se adaptan más fácilmente al mundo moderno de las empresas. Todo el mundo trae algo más en el equipo. Si todos están conscientes de las diferencias culturales, los problemas se resuelven con mayor facilidad.

Un equipo multicultural aporta propuestas de solución diversas y distintas que pueden ser positivas o negativas. Todas las culturas tienen mecanismos de solución distintos y dependiendo del tipo de problema planteado, la variedad de respuestas posibles puede ser positiva o no. En ambientes

multiculturales la respuesta a un problema en un contexto distinto puede generar o más conflictos o soluciones. Pero en un ambiente multicultural suele ser positivo, aunque depende del contexto el que esa solución sea mejor o peor. No obstante, tener diversos puntos de vista siempre suele ser más positivo y más diverso a la hora de plantear soluciones y respuestas.

La cultura es la que define nuestras regiones, somos de dónde venimos, ahora, si queremos estructurar nuestra sociedad en una, los organismos, entidades, estados, gremios deben estar articulados para implementar diferentes políticas que sirvan y ayuden al progreso de nuestra región.

varias culturas traen diferentes percepciones a la mesa. estas mismas aportan a manera de lluvia de ideas diferentes posibilidades para manejar una situación sea negativa o positiva.

Porque cada uno tiene un punto de vista diferente dependiendo del contexto en el que se desarrolla, pueden proponer soluciones a conflictos basadas en hechos personales.

Pues pienso que existe una diversidad de opiniones e ideas que enriquecerían el conocimiento final e incrementarían las probabilidades del logro de objetivos.

Sí, porque siendo un equipo multicultural se pueden tener distintas opiniones respecto a cada país, lo cual puede ser una ventaja, teniendo un panorama más grande sobre un problema en específico.

Los equipos multiculturales pueden dar una solución que tiene diferentes puntos de vista gracias al contexto de cada cultura, conocen diferentes mercados del producto/ servicio, pueden proporcionar más ideas que pueden ser comunes en su cultura pero innovadoras en el nuevo mercado.

Además, pueden generar un buen ambiente ya que en los equipos multiculturales la gente se interesa más en conocer a los demás debido a las mismas diferencias de cultura, generando un equipo más sensible.

Open mind

Different culture can't share the same value

13. Board of Chuang skills and skill classification cross-checked analysis

Chuang skills	to/for	Technology	Cognitive	Technical	Interpersonal	Conceptual	Clan	Adhocracy
1. Develop self-awareness	to perform more effectively in cross cultural settings		9	1				
	for decision making		8					
	to create a complex and multicultural world by the global leader							3
	to create a good work environment						1	
	to understand better cross cultural issues		4	2			1	
	to communicate and lead more effectively /to lead to structure a unique and personalized leadership style					5	2	
2. Understand cultural stereotypes								
	to show respect to understand the local culture and get over personal judgement						1	
	to value others in a diverse work place					2		
3. Self-assurance	to build and increase the motivation and trust in employees				4			
	to look beyond the current situation and think outside the box		4					2
4. Look at the big picture	to evaluate and predict future challenge							1
	for organizational and individual growth		9			1		
	to overcome the traditional way of thinking by staying alert to opportunities		4					
5. Create a vision and be able to sell it			1					
	create a vision						3	1
6. Develop a global mind set	to maintain their competitiveness in multicultural organizations and global markets		9					
7. Gain and offer support	to improve the manager-employee relationship, create a positive organizational climate, and increase overall productivity		9			5	2	
							1	
8. Build effective communication skills								
	to sell the leader's vision, and to enhance relationship with employees					4	2	
9. Search for, and utilize available resources								
	to be successful		9	1	3			
10. Create appropriate motivational techniques	motivate the team					5	1	
11. Take social responsibility seriously	to keep employees motivated					5	1	
	to fulfill their social responsibilities		3				1	