

Effective Leadership within a Multinational Environment

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by Timothy J. Renfrow

With so many organizations operating in a multinational environment today, it is easy to assume that the increasing connection among countries, and the globalization of corporations, would result in cultural differences disappearing or diminishing. Yet, on the contrary, as economic borders come down, cultural barriers often go up, thus presenting new challenges and opportunities in business.

There are some universal leadership principles that have been identified as being very effective when employed specifically in a multinational environment. Interestingly enough, these are biblical principles that global businesses inadvertently use to achieve success. Based on Goleman's (2000) research, effective leadership in a multinational environment can be achieved by employing three primary leadership styles stated as:

- Vision, mobilizing people toward change;
- Serving, by building emotional bonds;
- Leading others to greatness, by developing people for future responsibility.

These principles have been described as "climate drivers that have the most positive impact on an organization" (p. 81).

Leaders in a multinational environment must in addition recognize the "limitations of one's own cultural norms" (Fernandez and Underwood, 2006, p.10). Leaders will have their most positive influence if they have a "willingness to recognize the limitations of their own cultural norms and accept and adapt to the culture of the host country" (Fernandez et al. 2006).

This article explores the universal leadership principles and how they can be utilized to overcome one's own national culture when working in a multinational environment.

Universal Principles of Effective Leadership

Leadership, and its pursuit, is noble as stated in 1 Timothy 3:1: "Here is a trustworthy saying, if anyone sets his heart on being an overseer, he desires a noble task." The majority of leadership resources work to define a leader by using western and non-western world systems as models for business acumen. The successes obtained, using this comparison, inadvertently engage biblical principals that lead to practical results.

A leader motivates the organization by creating a "unique climate through selective leadership styles" (Goleman, 2000), which I summarize as the universal principles of effective leadership.

Developing New Leadership In A Multinational Environment

Dennis Rumley



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