

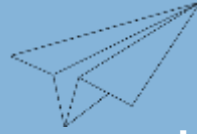
KONFERENCA TUJINA, MOJA SLUŽBENA DOMOVINA

Leadership and culture: perceptions of Western-based assessment models in other cultures

Dr Boyd Johnson

Chair, Graduate studies in Leadership, Indiana Wesleyan University, USA

Practical Experience + Academic Research



Professor and Chair

Ph.D. program in the Department of Leadership Studies

Research interests:

cross-cultural leadership with particular focus on the cross-cultural transferability of leadership theories

Practical Cross-cultural experience:

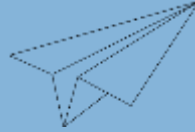
For 17 years worked in the international development in many roles, including Associate Director of Leadership (South Pacific), Operations Director (Thailand), Director of Resources (Asia Region), Field Director (Pakistan), and Director of Strategic Resources (Canada).

International research projects:

LPI adaptation in Ukraine (2010-2011) Cultural Intelligence Scale adaptation (CQS) in Ukraine (2012-2014) in Moldova (2015), in Slovenia (2016)

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New Demands from Global Employers



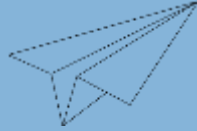
New demands of companies:

Recruiters of leading corporations often look for candidates with **strong intercultural skills** who can function well in culturally mixed teams.

New expectations:

Professionals who try to **stay marketable** and successful explore different ways of testing, assessing and developing intercultural skills in order to meet expectations of global employers.

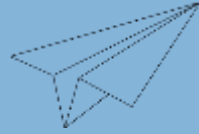
Measuring New Skillset



intercultural communication, international HR and global team management are becoming an integral part of the skillset for successful employees in the world job market

New needs shape a new competency framework for personal and professional qualities of professionals working in global companies.

Research

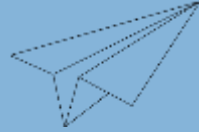


Researchers put effort into analysis of different aspects of global team operations, including cross-cultural communication and specifics of intercultural management.

Two popular tools are

- 1) Leadership Practice Inventory (LPI)
- 2) Cultural Intelligence Scale (CQS)

Practical application of tools

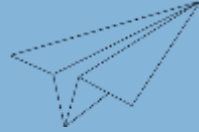


LPI and CQS are used in assessments of individual levels, departments, companies and even nation-wide country samples.

The CQ and LPI are well accepted in both business and public sector and extensively used in management, organizational psychology, and leadership.

CQ and LPI is often viewed as an essential staff aptitude in international corporations in the USA

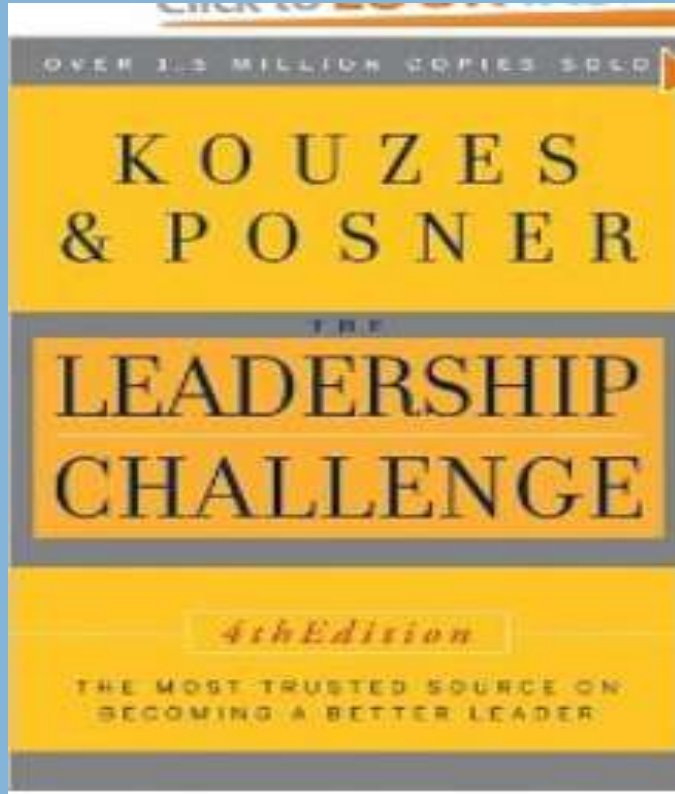
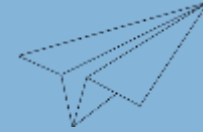
Practical application of tools (IWU)



Indiana Wesleyan University uses CQS scale for staff/faculty testing for different kinds of assessments

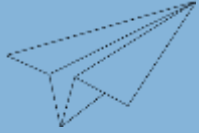
- 1) Self-Assessment of the faculty**
- 2) Assessment of the administration**

Examples of CQ use in the company



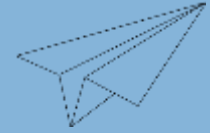
- For over 30 years, authors **Jim Kouzes and Barry Posner** have continuously gathered and analyzed data from Leadership Practices Inventory (LPI) survey. The current database includes responses from 1.3 million respondents
- Ongoing research: Nearly 500 academic studies with (LPI) as a research tool.
- Geographical scope: From Taiwan to Ohio, every year dozens of academicians and use LPI in research projects.

Summary LPI Research Model:



- Leadership Practices Inventory (Kouzes & Posner)
Questionnaire of the five practices listed below
- (six questions for each, total 30 questions)
- **Model the Way:** set a motivating example
- **Inspire a Shared Vision:** generate a common purpose
- **Challenge the Process:** take risks from status quo
- **Enable Others:** facilitate true teamwork
- **Encourage the Heart:** Recognize contributions of the team

LPI tested in Ukraine: 25 cities, 1200 respondents



LPI – translated into Ukrainian and tested in Ukraine (2010-2011)

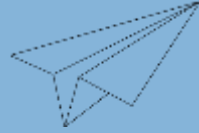
Participants/respondents: The two groups are a sample of those in their 20s, and a sample of those in their 50s. They come from 25 locations, from all regions of the country.

Note: junior respondents (20-29 years old), senior respondents (50 – 59 years old).

LPI results (Ukraine)

- 1. Leadership – direct translation of the word to Ukrainian/Russian**
- 2. Transferability of the concept (cross-cultural issues)**
- 3. Differences in the generational perceptions of leadership**

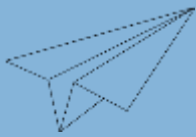
Cultural Intelligence Scale (CQS)



Cultural Intelligence measures the capability of individuals to operate effectively in the international setting

**CQ level predicts many aspects of work performance.
Individuals with a high level of CQ
cope with different cultural contexts better and excel at work.**

They understand drivers and barriers of internal company communication and negotiate well on a multicultural team.



CQS Tool (20 questions)

CQ Drive

The level of interest, drive, and motivation to adapt interculturally.

CQ Knowledge

The level of understanding about how cultures are similar and different.

CQ Strategy

The degree to which one is mindful, aware and able to plan for multicultural interactions.

CQ Action

The degree to which one can appropriately change verbal and nonverbal actions by drawing upon a repertoire of behaviors and skills.

Research GAP



- Although cultural intelligence studies have been conducted in many countries, there are few studies which examine cultural intelligence and the transferability of its concepts in the Slavic post socialist (and post communist) parts of the world.**

Approach specifics

- 1. Interdisciplinary approach (socio-cultural, ethnographic)**
- 2. Phase 1 (qualitative) translate and assess how locals perceive the terms in the instruments**
- 2. Phase 2 (quantitative) Work with national representative sample (country-wide assessments vs. company case studies)**

Data can be used for comparative analysis of results from the companies and nation-wide country samples

CQS Field Research (2012-2016)

Ukraine

- Translation (2 focus groups in Ukrainian)
- Pilot student testing
- National study - 1800 respondents

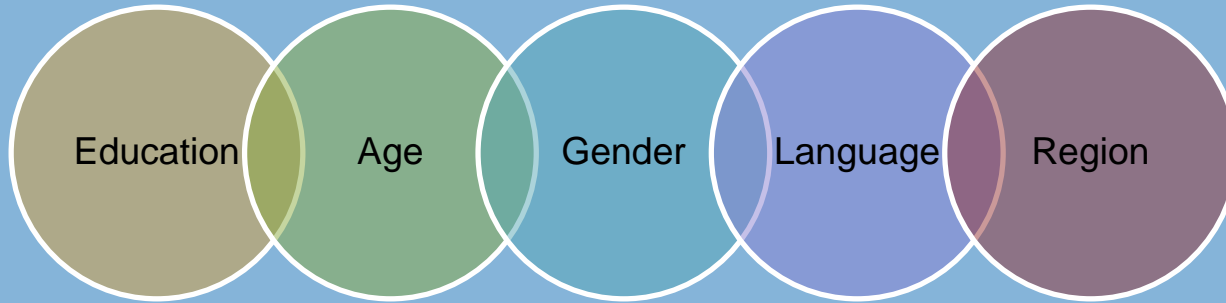
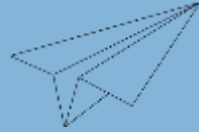
Moldova

- Translation (2 focus groups in Romanian)
- Pilot student testing
- National study – 1200 respondents

Slovenia

- Translation (Slovene)
- **Student testing**

CQ level and 5 variables from the National Sample

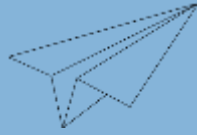


Practical use

Some individuals have innate high leadership skills and CQ; others work hard in order to develop this specific skillset.

Professionals who try to stay marketable and successful explore different ways of testing, assessing and developing intercultural skills in order to meet expectations of global employers.

Translated/adapted instruments (LPI and CQS) help individuals assess, and develop their skills through training for global world.



Any questions?

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