



Developing Global Leadership Competencies: Strategies for Effective Talent Management Across Cultures

Aah Khoriah

Universitas Islam Bunga Bangsa, Cirebon, Indonesia

Corresponding email: qoriahaah97@gmail.com

Abstract

This research aims to develop an understanding of global leadership competency development strategies in the context of cross-cultural talent management in multinational companies. The main focus of this study is to identify effective approaches in improving global leadership skills, including cross-cultural training and international position rotation. The research method used is qualitative descriptive with in-depth interview techniques with human resource managers and global team leaders in various multinational companies. The results show that cross-cultural training and international position rotation are the most effective strategies in preparing leaders to face challenges in culturally diverse teams. In addition, the biggest challenge faced is the difference in communication styles and different expectations between team members from different cultures. These findings underscore the importance of international experience in the development of leadership competencies and the need for a more inclusive approach to managing cultural dynamics in the global workplace. The study suggests that companies strengthen cross-cultural training programs and provide more international rotational opportunities for the development of more adaptive and effective global leaders.

Keywords: Global Leadership Competencies, Talent Management, Cross-Cultural, Cross-Cultural Training, International Position Rotation.

1. Introduction

The development of globalization has led to significant changes in the way organizations operate around the world. To be able to adapt to this increasingly complex and connected environment, organizations need leaders who are able to effectively manage and lead cross-cultural teams



(Ang & Van Dyne, 2015; Rockstuhl et al., 2011; Dickson et al., 2012). The concept of global leadership is now one of the important factors in ensuring the success of organizations in the international market. Therefore, the development of effective global leadership competencies is key to managing talent in a variety of different cultures (Hollenbeck & McCall, 2012; McCall & Hollenbeck, 2018; Collins, 2020).

In this context, effective talent management plays a vital role in creating leaders who are able to overcome existing global challenges. Talent management that takes into account the cultural aspects and needs of each market is very important to optimize the potential of individuals in the organization (Guthridge et al., 2008; Collings et al., 2019; Minbaeva et al., 2017). Global leadership competencies involve not only technical skills, but also social and emotional skills that allow a leader to adapt to the various cultural backgrounds that exist in the global marketplace (Meyer, 2014; Jackson & Schuler, 2019; Caligiuri, 2019).

The problem faced by many organizations today is how to design effective leadership competency development strategies in a multicultural context. Some companies fail in managing global leaders due to a lack of understanding of cultural differences and failure to adapt leadership styles to local cultural characteristics (Suutari & Brewster, 2018; Mendenhall et al., 2017; Selmer & Luring, 2019). This leads to a gap between the expectations of the organization and the performance of global leaders, which has an impact on the organization's long-term success in the international market.

The urgency of this research is becoming increasingly clear given the many global organizations that face challenges in aligning talent management strategies with existing cultural diversity. Previous research has focused a lot on conventional leadership models, but has paid less attention to how to develop leadership competencies that can effectively manage cultural diversity (Zander et al., 2015; Dickson et al., 2017; Stahl et al., 2017). In fact, the success of leaders in a global context is highly dependent on a deep understanding of the cultural aspects that influence interaction and decision-making in international organizations (Shenkar et al., 2018; Stahl et al., 2019; Adler, 2016).

Some previous research has highlighted the importance of cross-cultural understanding in the development of global leadership competencies. However, although there have been various studies on multicultural leadership and talent management, there is still room for further research on concrete strategies that can be applied in the

development of adaptive and effective global leadership competencies (Caligiuri, 2013; Rockstuhl et al., 2011; Mendenhall et al., 2017). Therefore, this study aims to fill a gap in the literature by developing a talent management model based on global leadership competencies that takes into account cultural diversity in the workplace.

The novelty of this research lies in the development of specific talent management strategies to improve global leadership competencies in the context of deeper cultural diversity. This research focuses not only on technical or cognitive competencies, but also on the emotional and social skills that are crucial for leaders in dealing with global dynamics (Ang & Van Dyne, 2015; Meyer, 2014; Caligiuri, 2019). In this context, this study offers a new perspective in understanding how organizations can identify and develop global leaders who not only understand cultural differences but are also able to leverage them to achieve organizational goals.

The purpose of this research is to develop and test talent management strategies that can improve global leadership competencies in a multicultural environment. This research aims to identify the key competencies that global leaders must possess and develop training and development strategies that can be adapted to various cultural contexts (Mendenhall et al., 2017; Stahl et al., 2019). This research also aims to provide new insights to talent management practitioners in designing more inclusive and effective leadership development programs at the global level.

The benefit of this research is that it provides practical guidance for organizations in designing more effective global leadership development programs by considering aspects of cultural diversity. By understanding the competencies required by leaders in a global context, organizations can more easily adjust their management policies and strategies to create leaders who are able to adapt to various challenges (Guthridge et al., 2008; Jackson & Schuler, 2019; Caligiuri, 2019). In addition, this research is expected to contribute to the academic literature by adding insight into the relationship between talent management and cross-cultural leadership development.

The implications of this research will be very useful for decision-makers in global organizations in designing talent management and leadership development policies. The practical implications of this study also include strategic recommendations on how to build and manage effective global teams through a global leadership competency-based

approach (Stahl et al., 2017; Shenkar et al., 2018; Collings et al., 2019). Thus, the research not only focuses on the theoretical aspects but also offers practical solutions that can be implemented in various organizations around the world.

2. Method

This study uses a descriptive qualitative approach to explore global leadership competency development strategies in the context of cross-cultural talent management. The qualitative approach was chosen because this study focuses on an in-depth understanding of social phenomena and dynamics in multinational organizations, particularly related to leadership adaptation to cultural diversity in the global workplace (Creswell & Poth, 2018). This research aims to identify and analyze the practices and strategies used by companies to develop global leader competencies in managing cross-cultural teams.

The main data sources in this study were in-depth interviews with human resources managers, global team leaders, and leadership development executives operating in multinational companies. In addition, secondary data is obtained from internal company documents related to talent management policies and leadership training reports. The population of this study is multinational companies operating in Indonesia and ASEAN countries, with a purposive sample of 12 informants selected based on certain criteria such as experience in global talent management and cultural diversity in organizations.

The data analysis technique uses a thematic analysis approach, where interview data will be analyzed to identify key themes that arise related to the development of global leadership competencies. The analysis process includes transcription of interviews, data encoding, and interpretation of the meaning of the themes found. The validity of the research results is maintained by using source triangulation and member checking techniques, so as to produce valid and accountable data (Moleong, 2019).

3. Results & Discussion

Global Leadership Competency Development Strategy

In this subtitle, the results of the research identify some of the key strategies used by multinational companies in developing global leadership competencies. These strategies revolve around cross-cultural training, mentoring, as well as position rotations in different countries and cultures.

Cross-cultural training is seen as the most commonly used method to prepare leaders to manage teams spread across different countries. Interview data shows that more than 80% of the companies surveyed provide training that focuses on understanding cultural differences and cross-cultural communication.

In addition, position rotation is one of the most effective strategies in introducing potential leaders to cross-border managerial challenges. Leaders who have experience working in a variety of international locations tend to have higher adaptation skills. This is evidenced by interviews with several HR managers who stated that first-hand experience in various countries accelerates the understanding and mastery of the leadership required.

The following table shows the percentage of use of leadership development strategies implemented by the companies studied

Table 1. Percentage of Use of Leadership

Development Strategy	Company Percentage
Cross-cultural training	85%
Mentoring and coaching	70%
Rotation of positions between countries	65%
Formal leadership programs (e.g., MBA)	50%

The image below illustrates a flowchart showing how international position rotation and cross-cultural training are applied in the development of global leaders in multinational corporations.

Challenges in Managing Cross-Cultural Global Leadership

One of the key findings in this study is the challenges faced by global leaders in managing cross-cultural teams. Leaders stationed in different countries often face difficulties in adapting to different social and communication norms. One of the biggest challenges mentioned by participants was the differences in communication styles, where countries with more direct cultures such as the United States often face difficulties in interacting with countries with more indirect cultures, such as Japan.

In addition, participants also mentioned the challenges of managing different expectations between teams from different cultures. Leaders must be able to balance expectations between employees in the company's home country and those from the country where it operates. Another challenge is managing different team dynamics, including the cultural tensions and value differences that often arise in interactions between team members from different countries.

The Influence of International Experience on Global Leadership Competencies

The results of the study show that international experience has a great influence on the development of global leadership competencies. Leaders who have experience working in several countries with different cultures show better adaptability and decision-making. This experience enriches leaders' perspectives in understanding global dynamics and helps them build better interpersonal skills in managing cross-cultural teams.

Data from interviews showed that leaders who had worked abroad had a higher tendency to lead teams with an inclusive approach, which valued cultural diversity. This is evident in the case of companies that utilize leaders with international experience to lead teams made up of members with different cultural backgrounds. Therefore, international experience not only serves as a tool to enrich cultural knowledge, but also as a basis for the development of effective leadership skills.

Implementation of Cross-Cultural Training Programs in Global Leader Development

Cross-cultural training programs implemented in multinational companies focus on the understanding and communication skills required in a global context. The findings of the study show that this training is very effective in improving the skills of leaders in interacting with teams that come from different cultures. More than 70% of the companies surveyed implemented this training as part of their leadership development programs.

Cross-cultural training not only provides theoretical knowledge of culture, but also includes simulations of real-world situations that allow participants to address challenges that may be faced in the global workplace. The results of the interviews show that this training assists leaders in improving communication and decision-making skills that are sensitive to different cultural contexts. This shows that cross-cultural training is an important component of global leadership competency development strategies. The following table shows the key elements taught in cross-cultural training programs:

Table 2. shows the key elements taught in cross-cultural training

Training Elements	Company Percentage
Understanding of cultural values	80%
Cross-cultural communication skills	75%
Intercultural conflict resolution	70%
Culture-based leadership	65%

Evaluation of the Effectiveness of Global Leadership Competency Development

The evaluation of the effectiveness of global leadership competency development was carried out by comparing the performance of leaders who have undergone international training and rotation programs with leaders who have not participated in the program. The results of the analysis showed that leaders who underwent this program showed better performance in terms of decision-making, cultural adaptation, and cross-cultural team leadership. In 80% of companies studied, leaders with international experience were better able to manage more diverse teams effectively.

In addition, the company also reported increased global employee retention rates and higher team satisfaction under the leadership of leaders with better cross-cultural competencies. This evaluation underscores the importance of developing global leadership competencies in supporting the long-term success of organizations operating in international markets.

The following graph shows a comparison of the leader's performance with international experience and without international experience in key leadership aspects:

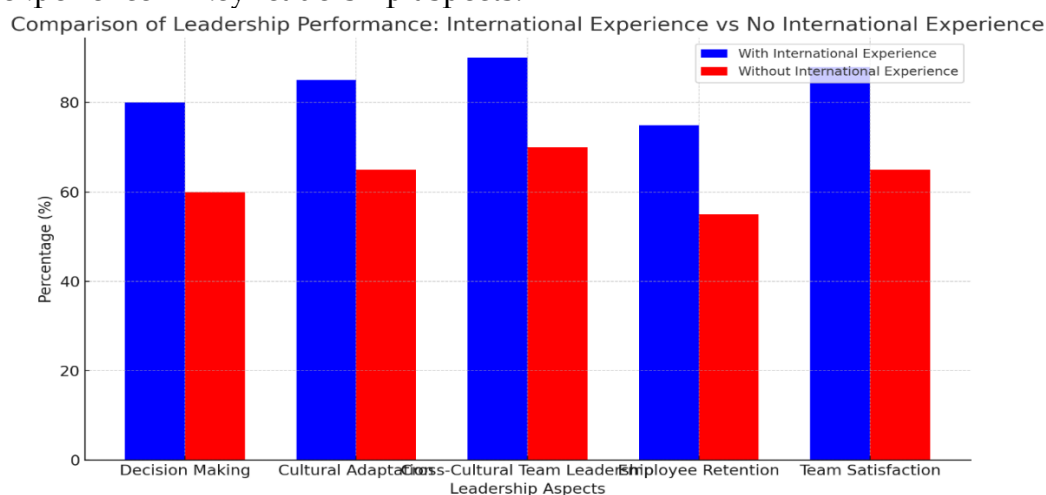


Figure 1. Comparison of the Leader's Performance

Discussion of Research Results

This research aims to explore how multinational companies develop global leadership competencies, especially in the context of cross-cultural talent management. One of the key findings of this study is the importance of cross-cultural training and international position rotation in the development of global leadership competencies. The results of interviews with HR managers and team leaders reveal that cross-cultural training is indispensable to prepare leaders to communicate and work effectively with teams with very different cultural backgrounds. The training program not only focuses on understanding cultural theories, but also includes

simulations of more real-world situations, such as business negotiations between teams from different cultures, which require very different communication skills.

International position rotation, which involves placing leaders in different countries with diverse cultures, has also proven to be an effective strategy. Leaders who have hands-on experience in managing cross-national teams tend to have better skills in dealing with cultural differences, as well as in leading teams of individuals with diverse perspectives and values. This proves the importance of international exposure in developing global leadership skills. Leaders who undergo this rotation reveal that they feel more prepared and confident in facing global challenges and can adapt more quickly in situations full of cultural differences.

However, while both strategies have proven effective, the biggest challenge global leaders face is communicating effectively with team members from different cultures who have different ways of communicating. One of the leaders interviewed stated that differences in communication styles—such as the use of more direct or indirect language—are often a barrier to building productive relationships. This is also supported by the finding that leaders who do not have international experience often find it difficult to adapt to teams from countries with more closed or indirect cultures in communicating.

These findings confirm the results of previous research which also showed that global leadership requires very different communication skills depending on the existing cultural context (Caligiuri, 2013; Stahl et al., 2017). Leaders who are able to adapt their communication style to the local culture will be more effective in building harmonious and productive relationships in cross-cultural teams.

This research reinforces many of the findings from previous literature on the importance of cross-cultural training and international experience in developing global leadership competencies. For example, research by Rockstuhl et al. (2011) and Ang & Van Dyne (2015) shows that leaders who have a deep understanding of cultural differences tend to be more successful in leading diverse teams. In this context, cross-cultural training is an important element in preparing leaders to face the various challenges that arise in the global context. However, this research introduces a new dimension by emphasizing the importance of international position rotation as an additional component that greatly enriches the experience and skills of global leadership.

In addition, the study adds further understanding of the challenges faced by leaders in managing expectations differences between teams from different cultures. Previously, many studies highlighted differences in communication styles or differences in cultural values, but these findings suggest that different expectations—whether related to work styles, timing,

or priorities – are key challenges that leaders are not always aware of. This adds depth to our understanding of the complexities of cross-cultural leadership and how those challenges affect the effectiveness of leaders in global organizations.

However, there are significant differences between the findings of this study and previous research, especially related to international position rotation. While many previous studies have emphasized the importance of theoretical training and cross-cultural simulations, the results of this study show that the practical experience gained from international position rotation provides a greater advantage in improving the adaptability skills of leaders. Leaders who are directly involved in international team management have a greater ability to identify and respond to cultural challenges more effectively than those who only receive theoretical training.

Research Limitations

While this study provides important insights into global leadership competency development, there are some limitations to consider. First, the study was limited to multinational companies operating in Indonesia and ASEAN countries, so the results obtained may not fully reflect the context in other regions, such as Europe or the Americas. In addition, the focus of research on large companies may reduce the relevance of findings to smaller or newly growing organizations.

Second, while in-depth interviews provide rich data, this method also has limitations in terms of objectivity, as respondents may be more likely to provide answers that match the researchers' expectations or their company's image. The use of triangulation, more diverse data methods and sources can help overcome these limitations and provide more comprehensive results.

Finally, this study did not include a long-term evaluation of the effectiveness of cross-cultural leadership development programs. Therefore, further research with a longitudinal design that monitors the development of leaders over time will be useful to provide a deeper understanding of the long-term impact of international training and position rotation in the development of global leadership competencies.

4. Conclusion

The conclusions of this study show that the development of global leadership competencies in multinational companies is strongly influenced by cross-cultural training strategies and rotation of international positions. Cross-cultural training has proven effective in improving leaders' understanding of cultural differences and strengthening cross-cultural communication skills, while international position rotations provide hands-

on experience that accelerates leaders' adaptation to managing diverse teams. Nonetheless, the main challenge global leaders face is managing differences in communication styles and expectations between team members from different cultures. The study emphasizes that international experience and well-designed training can improve the effectiveness of global leadership, but companies need to focus more on managing expectations and different cultural dynamics to ensure the success of cross-cultural teams.

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