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CULTURAL-BASED CHALLENGES OF MODERN LEADERSHIP IN INTERNATIONAL BUSINESS RELATIONS

Культурные проблемы современного лидерства в международных деловых отношениях

In the era of globalization, the ability to navigate cultural diversity is crucial for effective leadership in international business relations. Dr. David Livermore, President of the US Cultural Intelligence Center, in his latest research mentions a fact that almost 90 % of top managers from 68 countries name the development of leadership skills in the sphere of international business relations as the major challenge facing modern managers in the XXI century [1, p. 38]. And this issue must be dealt with efficiently if we want to thrive as leaders in the future.

The aim of our study was to analyze the major culturally-based challenges in contemporary international business relations, providing insights into how present-day managers can adapt to foster cohesion and success in culturally diverse teams. The abstract explores the impact of cultural diversity on leadership styles, and the challenges faced by managers in multicultural settings, offering strategies for addressing these issues.

Cultural diversity influences leadership styles significantly, as values, norms, and communication preferences vary across societies. For example, Western cultures, such as those of the United States and Germany, often favor a transactional leadership style characterized by clear structures, goal orientation, and meritocracy. In contrast, Eastern cultures, such as those of Japan or China, tend to embrace transformational or paternalistic leadership, emphasizing collective harmony, loyalty, and respect for hierarchy [1, p. 115–125]. The African Ubuntu leadership philosophy, rooted in the principle of «I am because we are» highlights the importance of interconnectedness and community well-being [2]. These and other cultural nuances mean that a one-size-fits-all approach to leadership is often ineffective in international contexts.

We have arrived at the conclusion that in order to succeed in international business relations of modern times, it is essential to develop cultural intelligence (CQ), associated with the ability to function effectively in culturally diverse settings [3, p. 3]. Our findings underscore the importance of continuous learning and developing CQ for future leaders, positioning it as a cornerstone of success in the globalized business landscape. Leaders who possess such a skill not only bridge the gaps between different cultural perspectives, but also create inclusive environments that promote innovation and mutual respect.

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THE SOCIO CULTURAL ENVIRONMENT IN THE INTERNATIONAL BUSINESS

Социально-культурная среда в международном бизнесе

Culture is the system of values, beliefs, customs and attitudes that prevails in a society and determines people's behavior. It plays an important role in people's lives, including their attitudes towards work and business. The socio cultural environment includes language, religion, values, traditions, customs and social norms that influence the behavior and expectations of people in different countries.

Understanding and taking these factors into account helps companies to operate successfully internationally, adapt their products and services and establish effective relationships with customers, partners and employees. When entering the foreign market, it is necessary to study the socio cultural environment of that country in order to make the right decision about the possibility of working there.