

## **LEADERSHIP IN THE CONTEXT OF GLOBALIZATION**

In recent years, the issues of successful leadership in international companies have become of particular importance. This is partly due to the fact that the modern business world is characterized by extremely fierce competition and increased variability. The acceleration of the pace of technological changes and the increasing international competition have predetermined serious changes in the business climate. Increasingly, companies are faced with the task of withstanding great changes and being able to maintain their competitiveness in new conditions.

Multinational companies and teams require services and products that are attractive to customers in emerging markets. Most often, these are not only issues related to the choice of a company's strategy and requiring certain professional competencies. More often these are the problems requiring cross-cultural awareness and appropriate cross-cultural competence. The solution of these tasks implies joint efforts of both team members and team leaders. Effective leadership of an international team involves a combination of strategic principles, cultural, emotional, and collective intelligence that create an effective production environment and corporate culture, which is especially important in the era of globalization and changing business climate.

Corporate culture in the era of globalization and digital economy implies a skillful combination of universal, global and local leadership styles, taking into account the universal goals of international cooperation, cultural values of ethnic cultures and the interests of the company. A modern international organization (company, team) and its leaders should be both local and global. The global leader of the company is a strategic leader who skillfully combines the strategic principles of the company and its cultural values in order to meet modern challenges and respond to them. Each company needs managers who can launch changes and find way to effectively solve the tasks, the result of which will be an increase in profits, an expansion of market share, and change in the strategic principles of the company.

The spiral dynamics the model "On Personality and Company types" described by Claire Graves defines the types of employees and companies in the color scheme (yellow, orange, beige, turquoise, green, blue, purple) depending on the evolution of their values [2]. It is important for companies to understand their level of development and broadcast it. This way you can avoid major losses and attract people who are most effective for the company.

It should be noted that the leadership typology of most authors is based not only on special competencies (knowledge of accounting or the ability to make a business plan) or cognitive abilities (analytical thinking). It implies the presence of skills that indicate high emotional intelligence, such as the ability to work together and the ability to effectively carry out transformations in a changing business climate. The development of cultural intelligence is also taken into account, which implies the ability to understand the peculiarities and significance of cultural and ethnic differences, which in general helps the company to successfully overcome the difficulties of adaptive changes.

Value-based leadership instills a common set of values to all employees, increasing their cohesion and willingness to work. Knowing that a leader or manager holds similar beliefs often encourages employees to follow the instructions, increasing the chances of success in achieving the goal. Among such values is the creation of a proactive corporate culture that increases the overall value and takes into account the cultural values of all stakeholders in the team [3].

Cultural norms are known to influence company performance and leadership strategies. They can be defined as collective expectations of proper behavior in a certain context, namely, in the context of team cooperation in performing the strategic tasks of the company.

The concept of norms of cultural communication is connected with the concept of communicative competence. Norms of cultural communication can hinder effective cooperation in multinational teams if intercultural awareness is not in the focus of attention. Team leaders with extensive international experience in their strategic activities focus on adapting to the local environment, which is often determined by the organizational context. However, when it comes to adaptation difficulties, the responsibility for solving problems should pass to all personnel, because the collective intelligence of the employees at all levels of management can give a decent response to the challenges of the external environment. In this context, some cultural parameters can be considered, for example, the distance of power, high / low context, certainty / uncertainty, attitude to the contract, cognitive communication styles inherent in representatives of different cultures. As deep cultural values, they remain characteristic features of cultural categorization and a feature of ethnic cultures. Each company shows a dynamic combination of global and local, which leads to the creation of a common corporate culture. An important role is played by both effective leadership and the collective intelligence of the company.

#### **REFERENCES:**

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