

Attachment theory and cultural leadership

[Business](#), [Management](#)



Various studies prove that cultural differences translate into different work-related attitudes . It is imperative that inter-cultural understanding is understood in these diverse workplaces. The cross-cultural literature has generally stressed a strong connection between culture and leadership styles. There has been a plethora of country-specific and cross-cultural comparative studies to examine the relationship between culture and management styles, including leader-ship.

Leading across cultural divides around the globe requires the leader and the organisation possess specific knowledge, skills, and abilities that include technical and organisational knowledge and particular interpersonal skills.

According to Manning, the most important skill that leaders need in a global leadership environment is that skill termed relationship competence. This skill of relationship competence is one where the best in people are brought out and where trust is build through connections. Developing relationships is not an easy task. The leader must be approachable and sometimes, the leader must listen more than anything else. It is through listening that the leader is able to discover much about an individual and establish a relationship with that individual. Leadership is about relationships and cultivating those relationships.

By utilizing attachment theory, the organisation is able to utilise previously gained experiences to analyse the business environment with an optimism that allows the organisation to grow. It also suggests that an organisation would be able to ascertain which organisational leaders are secure, thus

finding leaders that are able to be more relationship-oriented instead of the typical task-oriented leader.

Manning holds that organisations are too attached to sending leaders into a global environment that are technical and organisational experts instead of people that are experts in interpersonal relationships. By utilizing numerous assessments and tools, organisations can evaluate the cultural sensitivity of leaders before they are sent on international assignments, thus the organisation is able to provide these leaders the needed training, development, and educational opportunities so the individual can operate in and be sensitive to the local culture of the community and the employees.