

Visionary leadership, cross-cultural leadership, facilitating change

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



Visionary Cross-Cultural Leadership, Facilitating Change affiliation Cross Cultural Leadership Visionary leadership in a cross-cultural environment must aim to excel and make the necessary changes to succeed. Grete Hofstede's findings in his work in the 1960s and 1970s are an important part for leaders to use in the path of making change. It takes visionary leaders the ability to understand their environment before they can make the environment work for their objectives and goals. Hofstede suggested five dimensions that are key in a cross-cultural setup. These dimensions are discussed below and a personal leadership inclination given in a cross-cultural environment.

The dimension of Power-distance addresses existing inequality level across the cross-cultural workforce. The inequality operational is acceptable within the power setting of the organization with regard to positions held in the work environment. In a low PD leadership system, power is well distributed as opposed to a high PD system where the management positions held are key in decision making in the organization. As such, closed-door meetings are done and communication is different in the different states that are created. Visionary leadership applies a hybrid system that allows acknowledgement of everybody's role in decision-making. During crisis, a high PD system is preferable in making decisions while low PD useful where the decisions made affects policies.

In addition, the dimension of Individualism-collectivism (IDV) that focuses on the strength of ties within the organizational community should be applied. An organization with high IDV displays characteristics of loose connection, little responsibility and a demand for high privacy. On the contrary,

organizations with low IDV display qualities of respect, loyalty and strong cohesions within the work force in the organization. Visionary leadership lays down strategies that emphasize the benefits of working as a community with the aim of motivating labor force intrinsically and encouraging teamwork.

Similarly, visionary leadership assesses the role of the dimension of Masculinity (MAS) in its environment. It refers to the ability of an organization to appreciate the traditional male and female roles in workforce. Organizations where the score of MAS is high expect men to be assertive and tough. In this setup, men occupy the managerial positions. In a leadership where the MAS score is lower, the roles played by men and women are related and are assigned in regards to professionalism and qualification. Visionary leaders embrace workforce based on qualification and professional requirement are the best system.

Accordingly, it is the role of visionary leadership aimed at making a change to evaluate the Uncertainty-avoidance index (UAI). It looks at anxiety levels within an organization in difficult situations. High UAI score means strict values, rules and beliefs are imposed on the workforce. They may include policy against referring to members of another race with their color. On the contrary, organizations with low UAI value differences and explore them for their benefit. This dimension requires studying the environment to know the prevailing cultural values. An informed leader in an environment with a high UAI for example should institute structures and polices to aid in the plans and preparations that the society around upholds .

Finally, it is the obligation of visionary leadership to know the value that society attaches to short term and long term traditions. In the Short term

versus long-term orientation, Hofstede suggested that if an organization operates in a society that attaches value to long-term tradition, the organization should focus on cultivating loyalty as a means of marketing strategy. It is clear that for success to be evident in a cross-cultural environment, equipped leadership is necessary. The leadership should aim to understand the workable dimensions that can be altered for harmony and success within the business surrounding (Hofstede, 1993, pp. 81-94).

Reference

Hofstede, G. (1993). Cultural constraints in management theories. *The Academy of Management Executive*, 7(1), 81-94.