



## THE POWER OF GLOBAL MINDSET: HOW INTERNATIONAL EDUCATION SHAPES LEADERS

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**Abstract .** Globalization of business has become increasingly more common. More organizations have cross-cultural environments, and business leaders must understand diverse cultural, political, and business customs.

**Introduction.** Global Mindset® is the set of individual qualities, communication skills, and actionable knowledge that empowers those in leadership roles to influence multicultural individuals, groups, and organizations. It's part personality, part business savvy, part know-how, and is essential for success in our increasingly interconnected and competitive world. A global mindset among its population is one important characteristic that can greatly influence a International Education. Understanding the Global Mindset; An awareness of global issues, a readiness to interact with people from different cultures, and an open mind are traits of a global mindset. It embraces our planet's connection and spans across geographic barriers. The article will examine how a nation's citizens with a global mindset can be the catalyst behind strengthening their country's reputation. There are three major perspectives on global mindset: cultural, strategic, and multidimensional, each offering a different conceptualization of global mindset. As a result, there is still a considerable confusion about the core properties of global mindset, its dimensionality, and level of analysis. Recent works attempt to reconcile the myriad approaches to global mindset, suggesting that it is a highly complex individual-level cognitive structure characterized by cosmopolitanism and cognitive complexity. As such, global mindset involves three complementary aspects: (i) an



openness to and awareness of multiple spheres of meaning and action; (ii) complex representation and articulation of cultural and strategic dynamics; and (iii) mediation and integration of ideals and actions oriented both to the global and the local.

**Basis.** “People today are now more informed and better connected to others around the world than at any other time in history,” said Thunderbird professor Mansour Javidan. “The problem is that despite business globalization and geographical interconnection, most of us are not educated to work with people who are unlike us. We teach global leadership at Thunderbird because the world needs leaders who can see past culture and politics to engage people who are wholly unlike themselves. Leaders with a Global Mindset.

Why is having a Global Mindset® important?

Because our world is increasingly more interconnected, at almost any large company or other organization, in any role, people will have intercultural experiences – through team members, leaders, or customers. Showing openness and being comfortable working in these environments is an invaluable skill that bestows a competitive advantage in today's complex and fast-paced international business environment.

Especially for global leaders, who most often work in culturally diverse multinational settings, having a Global Mindset® is key to success. Leaders in global roles must be able to engage with and influence people from different countries. These





global leaders also have the power to encourage diversity and inclusion in corporate culture, providing real-world, strategic solutions for their transnational enterprises.

Developing a global mindset is often seen as a core component of developing global leaders (Bird and Osland, 2004). Development of a global mindset, similar to global leadership development, is likely a nonlinear, dynamic, interactive, emergent process, in which the causes of changes in cognitive complexity and cosmopolitanism cannot be guaranteed or clearly predicted (Osland et al., 2006). A global mindset is the result of a complex interaction between the traits, personality, and motivation a person brings to the development process, and the kinds of challenging opportunities and organizational support she receives. Again, like global leadership development, growth of a global mindset probably requires a multi-method approach that does not rely on any one type of input (e.g., experiential, didactic, etc.) in order to emerge. But, as noted by (Osland et al., 2006), before the best approaches to developing a global mindset and global leadership can be established, it will first be necessary to continue building on the empirical and theoretical work on global mindset described in this article, and more clearly define the construct of global mindset itself.

International education is more than just academic learning; it is a transformative experience that prepares future leaders to thrive in a globalised world. By fostering cultural awareness, broadening perspectives, and developing essential skills, international education equips leaders to make informed, inclusive, and innovative decisions that can positively impact societies worldwide. Investing in international education is, therefore, an investment in the leaders of tomorrow. It is clearly critical that the next generation of international education leaders be identified and supported to achieve the visionary, entrepreneurial, strategic and executive level management skills required to ensure continuing effectiveness and success in international education, including working effectively to foster international education initiatives across and between global regions. In an increasingly interconnected world, the importance of



international education cannot be overstated. It plays a pivotal role in shaping future leaders by broadening their perspectives, enhancing their cultural awareness, and equipping them with the skills necessary to navigate complex global challenges.

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