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ABSTRACT OF THE DOCTORAL THESIS

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LEADERSHIP AND LEADER'S IMAGE IN A GLOBALIZATION ERA

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TABLE OF CONTENTS

List of Tables

List of Figures

INTRODUCTION

We are living in a constantly changing era, where due to the Internet revolution knowledge is no longer power. The media is accessible to all and the world has turned into a global village, where leaders need a variety of leadership skills. This situation where the characteristics of previous leadership have lost their strength, compels us to reexamine the issue of leadership and ask what is the image of the present day international leader and how can future leaders be developed?

In recent years, awareness has increased throughout the world, acknowledging the importance of studying and understanding the phenomenon called "leadership". Uncovering of the "secret" of leadership would contribute greatly to an organization's ability to classify and develop managers and leaders. In order to better understand the current trends in the concept of leadership, we first explored the concept both in theory and in research. This study related to leadership as a complex phenomenon, in which any attempt to reach an understanding of it must include a much broader scope, including psychological and sociological perceptions. The interdisciplinary approach, used in the analysis and study of the phenomenon of leadership, which has developed from perceptual development in the field, has led to the development of several methodologies, which are used in researching leadership.

The present study, which examines the definition of the leadership phenomenon, attempted to clarify the concept using different approaches, which have developed over the years. An understanding of the components of management and leadership will enable us to comprehend the development of thinking which has taken place over the years, as well as the development of diagnostic tools and existing models for types of managers and leaders. The research project presented an overview of the theoretical research background, together with the knowledge accrued in the field of business organizational leadership, with both a contemporary perspective and a view towards the future. Organizations that strive towards continued success must adjust to change, as the phenomenon of leadership constantly revises itself.

This project engaged in management and leadership in research and theory, and reviewed the different approaches to defining the concept of management and leadership as well as the prevalent approaches to leadership and different models that

define types of leaders. We have seen that over time concepts, management and leadership have taken different forms and different meanings. The research discussed studies pertaining to such issues as what **makes a person a leader, and what characteristics are required today of managers and leaders in a changing era?**

Gap in Knowledge

The literature provides ample knowledge in the field of leadership in a variety of domains such as politics, economics and society. Fullan (2001) describes the process that leaders undergo in a culture of change as one of the challenges faced by organizations and societies. This reality raises the need for research in the field of international leadership in the global era. The world has experienced profound changes in the early years of the 21st century. Countless challenges, in particular the rise of the global economy and its impact on countries everywhere, have forced leaders worldwide into uncharted territory and literally redefined what it takes to succeed (Perrin, 2011). These challenges raise key questions into leadership today.

This is a gap in knowledge, which has been identified, and the proposed research seeks to engage in the missing knowledge in the field. The research examined the image of new leaders in an era of globalization and the influence of changes on the perception of current day leadership and leaders and on future views of leadership.

The research focused on the image of new leaders, and attempted to redefine the term **"Global Leadership"**. The research led to the development of a model, which may serve as grounds for training future leaders.

Research Goals

The research goals were to examine the impact of globalization on managers and leaders of international business companies and to develop a model for pre-service and in-service programs for international leadership development in light of social and cultural changes directed at the future. The research tried to illustrate characteristics of leaders and what skills are required of leaders in an era of globalization.

Research Question

The main research Question was, what is the ultimate leadership and what are the skills required of leaders in a globalization era? The research also asked the questions: What challenges do leaders face in the 21st century? What new practices have emerged in response to shifting business landscapes? How has leadership changed to keep pace? What key practices remain important to leaders in the 21st century?

Research Assumptions

The Research Assumptions were that models of leader images in existing theories deal, so far, with personal characteristics and behaviors, they do not deal with characteristics of social and cultural aspects, and so it is necessary to expand these models in relation to changing needs in globalization processes. Another assumption was that organizations that strive towards continued success must adjust to change, as the phenomenon of leadership constantly revises itself.

To answer these questions the research interviewed former and in-service business organizations managers to examine the challenges they face, and their daily practices against a backdrop of a dynamic business climate.

CHAPTER I: THEORETICAL PERSPECTIVES

Leadership, Management and Rulership - Defining the Concept of Leadership - Theories and Approaches

I.1 Views of Leadership

Burns stated, *"Leadership is one of the most observed and least understood phenomena on earth"* (Burn, 1978).

This claim in Burn's book entitled "*Leadership*" (1978) emphasizes the multifaceted nature of leadership and eludes precise definition. Most researchers refrain from a comprehensive overview of the phenomenon and would rather describe specific aspects of leadership. In the current global era, the concept of leadership has undergone dramatic changes, almost beyond recognition, and with it, the perception of who exactly a leader is and what exactly leadership is. Despite the relevance of former attributes such as trustworthiness, vision, decision making and interpersonal relations, the manner of defining, measuring and evaluating leaders has undergone changes, as have the expectations people have of their leaders. The phenomenon of leadership has been discussed, examined from numerous perspectives of particular disciplines, or by means of observation of defined, measurable cognitive or behavioral variables. Some studies try to identify and describe typical behavior of prominent successful leaders, while others focus on a leader's role as a decision maker (Alvesson & Blom, 2009). Other studies relate to leadership using models of data processing. For the most part, researchers are intent on identifying patterns by which groups perceive their leaders. Throughout the mass of research literature on the multifaceted topic of leadership, an integrative model has emerged - the dimension of culture, which has forced researchers to deal with understanding the cultural mores and evaluating different types of behavior among leaders and their followers.

A review of the development of research literature in the field of leadership shows two dominant components that have occupied the attention of most researchers: a leader's beginnings and later a component called "situation". These two extremes are represented and most prominent in the works of philosopher Thomas Carlyle (1907). According to Carlyle, "*The history of the world is but the biography of great men*". He attributes the phenomenon of leadership entirely to the leader, leading people,

creating history and society and shaping the masses in his image. The influence of such a leader is not limited to the social or political level alone. The leader serves primarily as a spiritual leader. This romanticized vision of the leader is one-dimensional, was later typical of the approach, which served as a starting point in the study of leadership.

In recent years, there has been an increased awareness throughout the world acknowledging the importance of studying and understanding the phenomenon called "leadership". Uncovering of the "secret" of leadership would contribute greatly to an organization's ability to classify and develop managers and leaders. For many years, Burns (1978) has studied patterns of leadership as demonstrated by prominent world figures. He examined the relationship between power and leadership, and the aspect of motivation, which he considered to be of prime importance in determining use of power resources. According to Burns, the concept of motivation is first and foremost connected with leadership. This stating point clarifies the influence leadership exerts on motivating people (Robbins, 1997). Models of leadership are in effect models of influencing motivation (Popper, 2005). It is essential to distinguish between leadership and "rulership". When people merely obey and acquiesce to the control of a person in a position of official authority, it is difficult to attribute this behavior to their free will or to their fear of the consequences of punishment meted out by the authority. This is also true of power. The effect on motivation, that is to say, leadership, can be seen in situations where an official authority and power are negligible factors (Robbins & Allen, 2006). Energetic work effort carried out for no monetary compensation, for example, would be an activity done by virtue of influence, rather than force or authority.

A review of the development of research literature in the field of leadership shows two dominant components that have occupied the attention of most researchers: a leader's beginnings and later a component called "situation" (Gonen, 2003). These two extremes are represented and most prominent in the works of philosopher Thomas Carlyle and Karl Marx. According to Carlyle (1907), "*the history of the world is but the biography of great men.*" He attributes the phenomenon of leadership entirely to the leader, as leading people, creating history and society and shaping the masses in his image. The influence of such a leader is not limited to the social or

political level alone. The leader serves primarily as the spiritual leader. The hero figure of the leader is presented as superior to others in his purity, bravery, originality, and ability to perceive the truth. This romanticized vision of the leader is one-dimensional, was later typical of the approach, which served as a starting point in the study of leadership.

The search for an explanation in an attempt to understand the phenomenon of leadership led to the development of forms of thinking that view leadership as encompassing reciprocal relations between leaders and those being led. No longer were leaders considered the major determiners of leadership, nor did the perception of the leader's followers provide the main explanation for the creation of leadership. Now the interaction and dynamics between the two can explain why a certain individual will be perceived and accepted as a leader. This observation led many researchers during the last two decades to pursue the approach known as the "Transformational Leadership Theory". Current leadership literature deals with two basic levels of influence, which coexist, in the interactions between leaders and followers (Blanchard, 1985). One influence stems from a leader creating among his followers the concept of cost/effectiveness. This is known as transactional leadership. The second influence exerted by leaders is emotionally affected. This type of leader instills among his followers a readiness to act beyond what is acceptable in their surroundings, based on emotional ties created between a leader and his followers. This type of leadership is known as transformational leadership and builds and shapes expectations among its followers and causes them to do more than they anticipated initially.

In recent years, an additional factor has come to the forefront of research literature on the topic of leadership and that factor is culture. Hoftstede (1997) defined culture as a system of ideas, values, beliefs, assumptions, expectations and norms common to members of a particular culture. He asserts that culture, especially on the deepest level of values, provides the criteria for an individual with which he or she can create leadership patterns and affect the desired leadership image in the eyes of followers. In other words, a person who can be a leader in a certain culture does not necessarily imply he can be a successful leader in a different culture. The style of a specific leadership considered effective in one culture need not be the same in another setting.

Hofstede's typology of cultural dimensions included four values that directed behaviors (power distance: individualism versus collectivism, uncertainty versus avoidance, masculinity versus femininity) used in a comparative study in fifty countries. The study examined styles of management and their significance among corporations worldwide. It turns out that there is a vast difference in the style of management among organizations located all over the globe.

It was found that there are differences among the different organizations in routine management, as expressed in employees' attitude to authority and peer work groups, in the need for clear explicit instructions and directives or alternately for a freer wider range of action permissible to them. Indeed, managers/leaders considered successful in one culture were deemed failures in other cultures, on the backdrop of their limitations in understanding the local culture.

In light of the many studies and the numerous developments in the field of research dealing with the phenomenon of leadership, it is possible to discern that today the conceptualization of the term "leadership" has become richer. This finds expression in various models and their complexity and various research tools and data analysis methods. In addition, one can notice the development of paradigms in management thinking.

I.2 Leadership Theories Types and Models

This study which deals with international business organizations managers and leaders, examined among other things, what management model according to which managers operate. This research discussed the existing models in the literature and in the field of corporate leadership.

Table 1: Major leadership theories

Period	Theories and Leadership Models
Innovational Models at the Beginning of the 21st Century	**"Multi-National Corporation (MNC)**, Friedman, (2011). **"Interdependences Leadership in Time of Crisis**", Puscas, (2010). **"Technology Service Management"**, Idan (2009). **"Global Management"**, Friedman (2007). **"Public Management",** Gal-Nur, (2007). **"Relational Leadership Model"**, Uhi-Bien (2006). **"Multinational Culture Management"**, Yehezkel & Shenkar (2005). **"Self-Awareness Leadership"**, Drucker (2004). **"Dynamic Multi-Level Model of Culture"**, Erez & Gati (2004).
At the end of the 20s Century	Newer models have developed, known as anti-charismatic, which no longer view a leader as an organization's center. **"The Full Range of Leadership Model"** based on Bass, Popper, (2006). **"Level 5 Leadership Model"**, Collins, (2001). **"Quiet Leadership"**, Mintzberg, (1999).
In the 1990s	**"The Four Management Roles Model"**, Adizes (1992). **"Transformational Leadership model"**, Bass & Avolio, (1993).
In the 1980s	The organizational world, characterized by a flurry of development, led to the creation of many new models. **"The Multifactor Leadership Model"**, Bass, (1985).
In the 1970s	**"Situational Models"**, Hershey & Blanchard, (1974), were dominant. These models placed importance on matching a leader to a situation, which included goals and followers.
In the Mid-1960s	**"Task Oriented & People Oriented Model"**, Kahn & Katz, (1960), This approach distinguished between leaders who are people oriented and leaders who are task oriented.

I.3 Conceptual Framework

Consequently, the conceptual framework of this research pertains to two interrelated subjects in two areas:

1. Leadership and Management - Leaders Self-Images, Types and Models.
2. Globalization and Localization - Managing Local and Global Business Organizations.

Global and **Local Organizations, Management** and **Leadership** are based on the interactions between leaders and organizational environments in local and global fields, a situation that requires special leadership skills (Yeheskel & Shenkar, 2005, Friedman, 2007, Popper, 2006). Therefore, a leader's image and management skills are crucial for the effectiveness of managerial activities in a globalization era.

CHAPTER II: RESEARCH DESIGN AND METHODOLOGY

II.1 Research Paradigm and Research Approach

This research focused on "leadership and the role of leaders in the global world". Naturally, this topic requires attention and deep observation of managers of international business organizations. This research focused and its specific population suggests the use of a research tool that includes a direct encounter with the population and their stories, in order to examine the predetermined research questions.

This study examined the skills required of leaders and managers in the global world, checked them personal skills of those managers, some innate abilities and what their acquired skills. Determined the leadership skills and behaviors that reflected in their management and how they deal with the challenges of global changes in their business organizations.

II.2 Research Design

Table 2: Qualitative Research Approach

Inductive Approach **Post Positivist Constructive Paradigms** **Qualitative Methodology**	
Research Goals	1. To identify personal attitudes among leaders regarding leadership skills and the existing leader types. 2. To examine the influence of social, cultural and technological changes in a globalization era on the perception of leadership and the leader image 3. To develop a model for pre-service and in-service programs for international leadership development in light of the social and cultural changes directed at the future
Research Questions	1. What is the ultimate leadership and what are the skills required of leaders in a globalization era? 2. What challenges do leaders face in the 21st century? 3. What new practices have emerged in response to a shifting business landscape? 4. How has leadership changed to keep pace? 5. What key practices are important to leaders in the 21st century?
Research Methods	Semi-structured in - depth personal interviews. The interview was constructed specifically for this study. The interviews will be for 90 minutes each
Rationale for Choosing	In order to find personal attitudes and perceptions regarding the definition of leadership and who is a leader in our global world; the interviews will allow for a profound investigation of the individual, his/her personal perceptions and attitudes.
Data Analysis Method	Qualitative analysis of interviews. Content analysis: The questions of the interview will be sorted into categories. Combined levels of triangulation. The data will be collected from 2 different populations.
Research Population	International business organizations management's For example, "Intel", "Soglowek", "Tnuva" and "Tefron" companies. Group 1: 8 Former executive business organization managers. Group 2: 13 Executive business organization managers in serving.

The Research Method of this study comprised a qualitative tool, in order to find personal attitudes and perceptions regarding the definition of leadership and who is a leader; the interviews allowed for a profound investigation of the individual, his/her personal perceptions and attitudes. Qualitative-constructivist research requires great intellectual effort when collecting and analyzing data, especially since this research is about a researcher trying to understand the subjects' world within their cultural-professional context, all in order to understand the researched phenomenon. There is no phenomenon that cannot be understood outside of the context of place and time (Guba & Lincoln, 1998). Based on this understanding, it is apparent that the generated meanings are dependent on cultural context, and therefore the data should be observed within their own cultural context.

II.3 Research Method

The research used qualitative method, which enable the promotion of the research goals. The research included a qualitative tool - depth a personal interview - post-positivist qualitative research (Guba & Lincoln, 1998). The Research Method of this study included a qualitative tool, in order to find personal attitudes and perceptions regarding the definition of leadership and who is a leader; the interviews allowed for a profound investigation of the individual, his/her personal perceptions and attitudes.

II.4 Data Collection Strategy

Qualitative- constructivist research includes two data collection strategies. In this research, the phenomenological strategy was selected, which offers a transcendental search for the essence of the human experience. Use of the term *phenomenon* refers to the process in which a person experiences a genuine event, which is expressed through perceptions, behaviors, memories, and the like (Cresswell, 1998).

The data collection method is by gathering information in formal ways through in-depth interviews, by using questions to guide the participants to tell their stories

II.5 Research Tool: In-Depth Interview

This research used semi-structured in-depth interviews. The interview was constructed specifically for this research, and aims to expose the stories of executives of business organizations in Israel and around the world. The interview took place in the executives' natural environment, in their own organizations, and presented them with questions that helped extract their personal perceptions regarding their role as managers in the organizations, their values and core-beliefs, their skills, and their relationships with their subordinates and other organizations. The interview allowed access to the executives' past and present world in order to try to understand processes and effects and to try to create a model of the ultimate executive type, adapted to the needs of the changing world, the global world in which we live and operate. **(See appendix 1)**.

II.6 Research Population

The selected population for this research was of business organizations. These managers work in the global environment, and may have experience coping with global effects on them both as managers and as part of their organization. This population can serve the purpose of this research; the information they possess may constitute grounds for formulating the image of the ultimate global leader, which was earlier presented as a goal.

Description of the Research Population:

The research population consists of international business organizations managements in Israel, England and China; for example, "Intel", "Soglowek", "Tnuva" and "Tefron". **(See appendix 2)**.

Group 1: 8 former business organization managers.

Group 2: 13 present executive business organization managers.

II.7 Data Analysis Methods – Thematic Analysis of Categories

This study uses the method of qualitative analysis of semi-structured interviews with a content analysis. The interview questions will be sorted into categories and combined levels of triangulation. The data was collected from two different populations.

The research presented a brief thematic analysis, which examines documentation from the in-depth interviews that the study conducted between two populations of past and present executives. From the interviews, the researcher extracted key concepts, repeated concepts that generally describe skills that are characteristics of the image of leader emerging from the experiences, coping, and the perceptions of the interviewed executives.

CHAPTER III: DATA COLLECTION AND FINDINGS

This study uses qualitative analysis of semi-structured personal interviews, with content analysis. The data was collected from two different populations, former and in-service business organization managers. The decision to interview two populations was based on the assumption that global changes have forced managers to adapt to changes and permutations in a global word, and as such I decided to examine this from the personal perspectives of managers who have operated at different times and eras, in order to try and identify trends and changes in the conduct of international business organizations' managers operating in Israel and who maintain business relationship with companies in different countries. Answers were mapped and themes and categories distributed according to the recommendations and principles of Shkedi (2003).

Content analysis yielded three themes that reflect the impact of globalization on managers and leaders of international companies. The three elements characterize leadership and what skills are required of leaders in a globalization era. The findings show what challenges confront leaders in the 21st century and how leadership has changed to keep pace. They also describe what key practices remain important to leaders, and what new practices have emerged in response to the shifting business landscape.

III.1 Data Analysis Methods - Thematic Analysis of Categories

Themes and categories that emerged from the interviews:

Table 3: Question 1

Research Question	1. What is the ultimate leadership and what are the skills required of leaders in a globalization era?	
Theme I	**Professional Perception from International Business Organizations' Managers' Perspective**	
C A T E G O R I E S	1. **Manager's Image and Self-Image**	Former: "*I'm a charismatic man, my managers recommended me, at the beginning, I didn't think that I was suitable for management*"
		In Service : "*I always saw myself as a manager with vision, I oriented myself to the role, everywhere and in any group I am perceived as the group leader*"
	2. **Managerial Skills**	Former: "*I'm a charismatic man, with the ability to decide and cope, I see things as a whole and systemically*"
		In Service: "*I'm skillful at establishing relationships with people, I'm good at creating work networks and have the ability to integrate well*"
	3. **Leadership Types and Models**	Former: "*My management approach is 'the Lord of small details'*"
		In Service: "*I'm a cooperative manager, rely on people*"

Table 4: Questions 2 & 3

Research Questions	2. What challenges confront leaders in the 21st century? 3. What new practices have emerged in response to a shifting business landscape?	
Theme II	**Executive Aspects of Organizational Management in Multinational Business Operations**	
C A T E G O R I E S	1. **Organizational Structure**	Former: "*My company did not have permanent representation overseas, only interfaces such as: links with suppliers and markets, the local market was the most important*"
		In Service: "*Head office is in Israel and the U.S., all branches have middle managers, organization structure and work processes are adapted for global work, in my company, American values and culture were adopted in every branch worldwide*"
	2. **Organizational Communication and Interaction in and between**	Former: "*There is tactical, but not strategic, cooperation with competitors across the world: in marketing, technological improvements only at the operational level*"
		In Service: "*Trust is great between my company and its overseas suppliers, it's clear to all sides that good trust systems are of common interest, creating interdependence and desire to achieve win-win situations, information is shared and even help in cases of stock market price increase, for example, we tell one another about these changes so that no one loses*"
	3. **Negotiation, Decision-Making and Problem Solving**	Former: "*When a customer has a crisis, we feel their absence in global work, distance is decisive because we don't have branches, the difficulty is narrowing the time gap and resolving problems in real time, distance sometimes creates pressures for customers because it is difficult to provide solutions in real time*"
		In Service: "*There are cultural gaps in negotiation processes, for example in Korea, one feels that they are contemptuous toward suppliers, their egos play an important part in the process, they don't come to hear, but for their wishes to be heard, and if one doesn't agree to what they want, they get angry and shout. The most senior manager leaves the room and the junior employees chase after him to bring him back to the negotiating table. In order not to sabotage business, one has to hold back and not get into a war of egos*"

Table 5: Questions 4 & 5

Research Questions	4. How has leadership changed to keep pace? 5. What key practices are important to leaders in the 21ˢᵗ century?	
Theme III	**The International Business Organization Environment: Social and Cultural Competence**	
C A T E G O R I E S	**1. Communication and Linguistic Competence**	Former: "*It's impossible to understand culture on the telephone, Skype or emails*".
		In Service: "*Despite the fact that language barriers have changed in the past 10 years, some customers still do not understand English, this creates confusion, sometimes misunderstanding, especially in Far Eastern cultures*".
	2. Values and Attitudes	Former: "*I don't believe in the generalization of culture dependent values, I believe that values are a personal matter, that it is education and the image of managers that influence employees' behavior, **in the end, one must not forget that people are people***".
		In Service: "*The problem in international business is to understand different cultures, the Chinese culture, for example, is difficult to understand, their holidays, family structure, relationship to work, it took time to understand the differences between cultures*".
	3. Customs and Manners	Former: "*Lack of knowledge regarding customs and habits is likely to result in losses and endanger continued business links. At management level in the areas of marketing and sales, it is essential*".
		In Service: "*The problem in international business is one of understanding different cultures, for us the norm is to shake hands, whereas in China, physical contact is not acceptable*".

III.2 Integrative Findings

Findings Emerging from Research Question 1

These findings indicated that self-image and perception of management role mold their management style in international companies. The managers' image was also characterized by skills and abilities basket. The "Skills basket" of international

business organizations' managers, includes personality traits and management-organizational skills expressed in their work. Furthermore, business organizations' managers were characterized by a range of management and leadership skills, and operate different leadership and management models.

Findings Emerging from Research Questions 2 & 3

These findings indicated that the organizational structure of multinational companies reflects developments and changes that have taken place over the years in the global business activity arena, changes that influence restructuring of organizational structures appropriate to new conditions and requirements. This finding showed that there are different levels and types of communication, systems of interaction and technological communication, in business conduct and collaborations between companies from the tactical to the strategic level. Furthermore, processes for negotiations and resolving conflict are an inevitable part of managers' work in both local and international companies. Negotiation styles, decision-making and conflict resolution processes are influenced as much by types of managers and styles of management, as organizational culture, values and attitudes of the business arenas in which organizations operate.

Findings Emerging from Research Questions 4 & 5

These findings indicated that language is one of the key components of every culture, and it is the key tool used to transmit messages, ideas and knowledge between different business companies. This finding showed that in international business organizations' work environment, companies' or groups of people's systems of values and positions constitute a collection of basic perceptions with regard to authority, trust, time, dress code and work. Furthermore, the level of knowledge and control over local culture, cultural competence, and especially local customs and habits, constitute an important factor of business organizations' successful operations.

CHAPTER IV: CONCLUSIONS

The research focused on the image of new leaders, and attempted to redefine the term **"Global Leadership"**.

The research conclusions refer to three themes deriving from the research results and they are:

1. Manager's image - self-image, competences and skills.
2. Organizational structure and culture.
3. Socio-cultural environment in which international business organizations operate.

These three themes shed light on changes that have taken place in international business organizations worldwide, and how these global changes have affected managers' image, their perceptions of their roles and their management model, all this through their experience of managing international business organizations with a perspective of time (in-service managers and former managers).

IV.1 Conceptual Conclusions

The conclusions of this research allow the emergence of a new theory of business organization leadership in a global era, based on multi - cultural organizational leadership theories, which adopts the view that there is no escape from changing perceptions and attitudes. Organizations and leaders who wish to survive and experience ongoing success will be required to change and adjust themselves to a changing reality, in our global world. Adjustments and changes in perceptions of business managers' role in the 21st century and their management styles, as proposed by this research, is a second-degree change process. In this process, managers must change perceptions and personal opinions, a change that deals with managers as holistic people, with personal and interpersonal abilities, and not just managerially and administratively connected to managing a local organization, but emotional, moral and social abilities that will allow them to effectively deal with conflicts deriving from encounters between local and global environments and their characteristics, and with challenges of managing global business organizations.

This second degree change also includes changes to business organizations' culture and structure characteristics, as a result of changes that managers themselves will

undergo. The findings show a correlation between managers' perceptions of their image and role and their role in managing organizations, as well as between the socio-cultural environment in which they operate, and their management style in managing their organizations. Changes in a global world, a work environment that includes different societies and cultures and new needs that have derived from these changes, create an environmental climate that affects managers' image and leadership models in international business organizations.

Management models and their organizational quality depend on managers' broad management abilities and competences, their personalities and abilities to deal with and adjust to social, cultural and technological changes and influences. Therefore this research argues that interpersonal skills are a critical component of managers' role in this era. Emerging from this research's conclusions is that fact that skills connected to interpersonal communications, knowledge of foreign languages and understanding social contexts and values, awareness of and tolerance towards different beliefs and ideas, knowledge of customs and habits, and the ability to operate in an atmosphere of conflict, compatible with cultures and values of environments in which their organizations operate, greatly influence managers' functioning and are key to their ability to manage and lead business organizations that operate globally.

The research conclusions present what challenges confront international business organizations in light of global developments and changes in the area of developing and training new and acting managers.
The conclusions comprise a basis for the contribution of this research to theoretical as well as practical knowledge in developing models for molding a manager's image as a global business organization's leader in the 21st century.

IV.2 Practical Implications - Field Action

The research conclusions comprise answers to the research questions, which mainly address the key question, what is ultimate leadership and what skills are required of leaders in a globalization era? They have led to the creation of two models of organizational diagnosis and development of the perception of the Ultimate Leader in the 21st Century.

IV.3 "New Age - New Image" Model ©

Figure 1: Management Training Model

Explanation of the Model

This model proposes an infrastructure for devising a management program for business organizations operating globally in the 21st century. The model presents three areas that exist at the core of organizational management in general and global business organizations in particular, and has the possibility of serving organizations in professionally developing their managers and providing them with skills suited to organizational needs and operating modes.

These areas make up the proposed training program:

1. Managers as holistic people including manager's image, self-image, role perceptions, skills and competences.

2. Business organizations including: organizational structure, organizational culture and communications

3. Global environment including: culture, values, customs and languages

Affinities and contexts of these three areas represent and detail what the optimal business manager's characteristics in the 21st century are.

From these three areas and their contexts, one can conclude and derive the training areas that managers need according to this model, and the syllabus components of such a training program according to its characteristics.
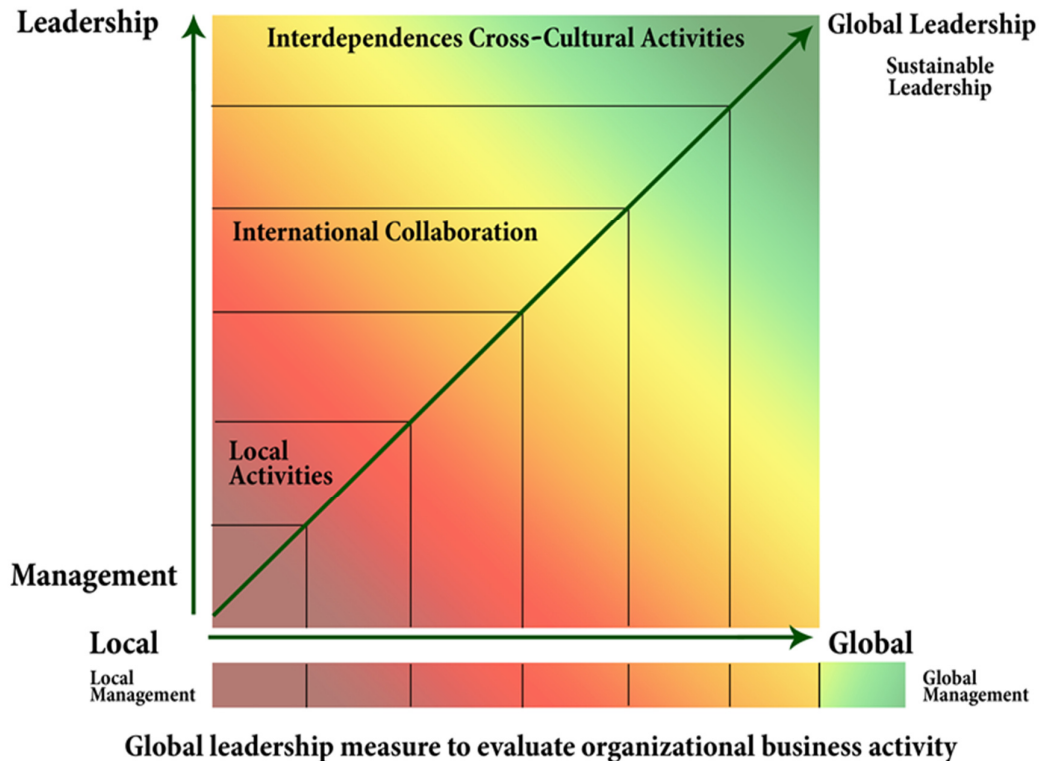
IV.4 "Glocal" Leadership Model ©

Figure 2: "Glocal" Leadership Measure Model

Explanation of the Model

This model proposes a global leadership measure for organizations, with which it is possible to examine where they are placed and how they are managed, on an axis from local management to global management, this in order to characterize managers' management style in business organizations operating in global arenas in the 21st century.

The model presents three levels of development from management to leadership and from local to global, in global organizations and business organizations and they are:

1. Business operations in a local market
2. Tactical business collaborations with different companies and suppliers around the world such as: export and import
3. Strategic collaborations in a global arena - multicultural organization, managing branches, interdependent relationships.

Diagnosing according the leadership measure proposed in this research enables defining where organization place on the continuum, and identify needs and contents that will form a basis for developing and training managers.

IV.5 Contribution to Knowledge

As previously stated, this research proposes a model of the image of an optimal manager operating in a global business arena in the 21st century. This model proposes that business organization managers should develop a basket of resources including personal skills and psychological, intellectual and social abilities, which will serve them to more effectively manage their organizations.

Following is the basket of resources:

1. "Global Psychological Capital" - openness to differences and capacity for change.
2. "Global Intellectual Capital" - general knowledge and capacity to learn cognitive and cultural acumen.
3. "Global Social Capital" - ability to build trust in relationships with and among people who are different.

Worldwide training programs for managers have traditionally referred to two types of primary resources, which are focused on and deal with personal development of organizational managers. The model proposed by this research adds another dimension and that is social resources, and thus developing the ability to build relationship networks based on trust with others, who are different, and deal with a variety of ethical and cultural systems. Over the years, the business world has undergone a conceptual change, for example, the term human capital developed from the old terms, personnel and human resources. Another change to this concept, with even greater significance, emerged from this research and that is global social capital.

The basket of resources required by current global leaders will allow repositioning of a manager's role as a leader, possessing social awareness.

In addition, the research proposes that organizational leaders should lead change, from organizations whose principal goal is maximum profit, to organizations whose central interest should be global society's well-being and universal values.

IV.6 Significance of the Research

The research topic is critical for the existence of states, organizations and societies. Leaders are required to lead their organizations credibly, honestly and with vision. These characteristics remain highly significant, but in the current reality, the image of a leader has a different, more versatile meaning.

Leaders and organizations have to adjust to a new global era, and hence there was a need for this research, which may contribute to the development and training of future leaders. In light of the assumption that there is no escape from changing perceptions and attitudes, organizations and leaders that wish to survive and experience ongoing success will be required to change and adjust themselves to the changing reality in our global world.

The research adds additional and innovative dimensions to existing management training programs in the area of business organizations and they are:

1. Developing and nurturing global-social self-awareness in organizational managers, by changing their personal perceptions and points of view.
2. Acknowledging and broadening knowledge and understanding of different cultures, beliefs, values and customs, languages and manners.

The research proposes that organizations should include in management training and professional development processes currently existing in their organizational culture, not only issues of management-organizational skills and competences, but also issues of personal and socio-cultural values.

The training model proposed by this research includes changing perceptions of business managers' roles in the 21st century. Changing perceptions and standpoints, to managers as holistic people, with abilities to deal effectively with global business world challenges. In addition, the model deals with changing perceptions of organizational culture within business organizations as a result of imparting universal values.

The research conclusions propose that positioning of global business organizations should move from exploiting cheap labor and natural resources, where financial profit is the highest priority, to organizations where human social well-being is their key interest, and adopt a new approach in which sustainable leadership exists. Organizations that operate with an understanding of interdependences and mutual

assistance, that use social, human and natural resources in a fair and balanced manner, and where, thus, different values and cultures are respected in the work environment, are sustainable organizations, with the ability to adapt socially and culturally, are flexible and able to deal with global world challenges – organizations that have the ability to survive, exist and succeed.

IV.7 Future Research

The next research topic will be "Wisdom of the multitudes as a producer of reality". During this study I was exposed to various theories out of which, in addition, new theories and models emerged that deal with business leadership in a global world.

The human social aspect is an important factor in the model that this study proposed for developing and training new and practicing managers. Another aspect that emerged in this research as an influential factor was the socio-cultural issue. In my next study, I am interested in examining the encounter between public and business sector managers. It seems today more than ever, especially when geographical borders and time restrictions have been breached as a result of the permutations of a global world and technological developments, that public power and influence in a global perspective, have become a critical factor in decision making processes among worldwide business organizations' managers.

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Appendix No. 1: Semi-Structured Depth Interview

A: Professional and Experience Background:

Q: Tell me about yourself and about your professional Background.

Q: What is the reason, and how you became a manager?

Q: Describe your day in Work.

B: Professional Perception: Vision, Values, Image and Self-Image

Q: How would you describe your management style?

Q: "Draw your image - "Me and my organization".

Q: When you recommended something to management, what approach do you usually use?

Q: What do you typically do when you hear about of a problem in your area? Can you explain?

C: Leadership and management: Management Style ad Roles Model, Leader's Skills, Leadership Types & Models

Q: What is your biggest management strength and weakness?

Q: How do you get your employees (or other) to follow you?

Q: How do you use power or authority to get what you want done?

D: Relationship: Inside & Outside the Organization

Q: How do you keep staff members motivated?

Q: How do you developing the people you manage?

Q: How do you typically get cooperation from someone in another department/state?

E: The Transition from Managing Compares to Manage International Multinational Company:

Q: The reasons for the entry of international operations, whether international activity is advantageous competitive?

Q: Nationalism, Regionalization – Trading blocs .

F: Globalization and its Impact on International Business Activities from the Perspective of the Manager :

Q: **Ethics in international management:** Managerial ethics in different countries

Q: Cultural System: Language, Communication and Religion

Q: **Values and Attitudes:** Attitudes toward work and authority, Achievement, Motivation, Conception of time, Trust.

Q: Customs and manners

G: The Administrative Aspect in Organizational Management Aspects of International Operations :

Q: **Organizational structures:** Coordination, supervision, and control in international

Q: **Decision-Making:** A balance between the pressures for global integration and a reaction to the pressures of local balance between top management capabilities and administrative offices, faculty capabilities, speed decision-making and quality

Q: Communications

Q: Negotiation

Q: **Technological Management: Using technology, social networks, agile generation, a reference to the workplace ,Mobility.**

Q: Organization values

Q: Business travel, mobility and relocation

Appendix No. 2: The Managers who participated the Interview

Serial No.	Research Representation	Age	Academic Background	Experience	Job Title	Type of Organization	Country
1	A	42	Computer Engineer	15	CEO Director	High tech	Israel
2	B	52	MBA	15	CEO	Food	Israel
3	C	50	Software Engineer	16	Projects Director	High Tech	Israel &USA
4	D	40	PhD, Middle Eastern Studies &Security Engineer	12	VP Projects Manager	Business Intelligence Security	Israel & Germany
5	E	49	MBA, Marketing	18	VP Marketing Manager	Building	Israel
6	F	46	Industrial Engineering and Management	15	VP Human Resources Manager	Agriculture	Mexico & Israel
7	G	52	MBA	18	CEO	Food	Israel
8	H	53	Industrial Engineering and Management	15	CEO	Jewelry	China & Israel
9	I	33	Doctor M.Ed.	5	CEO	Health	UK & Israel
10	J	52	MA Economics and Business Administration	12	CEO	Fashion	Israel
11	K	33	PhD, Middle Eastern Studies& History	5	VP Training Manager	Historical Museum	UK & Israel

Serial No.	Research Representation	Age	Academic Background	Experience	Job Title	Type of Organization	Country
12	L	51	MA, Human Resource Management	17	VP Marketing Manager	Food	Georgia & Israel
13	M	38	MA, Food Engineering	10	Director of Quality Control	Food	Romania & Israel
14	N	50	Computer Engineer	17	VP Product Control Manager	High Tech	Israel & USA
15	O	65	Metallurgical Engineer	30	CO-CEO	Metals	Israel & Germany
16	P	48	Computer Engineer	10	VP Marketing Manager	High Tech	Israel & USA
17	U	50	MBA	21	VP Marketing Manager	Building	Israel
18	V	55	Agricultural Engineer	18	CEO	Agriculture	Mexico & Israel
19	W	55	Industrial Engineering	15	CEO	Building	Uganda & Israel
20	X	65	Software Engineer	25	CEO	High Tech	Israel
21	Y	50	MBA	17	CEO	Fashion	Israel