



MULTICULTURALISM AND LEADERSHIP

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ABSTRACT:

Leadership is a vast area of expertise. There are many leadership styles and theories to enhance team communication and efficiency. In line with Potoker, personal working styles and design preference may not be the most informed and effective in integrated and virtual based interactive worlds. Multicultural leaders and manager represent great innovation and creativity opportunities. Multiculturalism is an innovative form of leadership in itself, as seen previously with the knowledge, skills, awareness and communication assets that compose multicultural leaders. It is an excellent opportunity on a strategic level. For instance, the French brand L'Oréal is known for its ability to develop premium products and for building global brands while still being sensitive to local market differences. Leaders from all around the globe put together translate to a great aptitude of building global solutions, often within the legal frame and social put together translate to a great aptitude of building global solutions, often within the legal frame and social responsibility. Multicultural leadership involves deep immersion within different cultures to understand their values and specific context. This immersion unlocks insight into how to best reach customers, inspire employees and drive organizational performance in geographies outside one's "home base". Only through knowing other cultures deeply can a manager effectively connect the dots between them and highlight meaningful differences between cultures that impact cultural strategy. Through multicultural leadership is mostly associated with Multinational Corporation – an understandable phenomenon given the inherent cross-cultural challenges in expanding outside their home countries. Enormous cultural diversity within many countries' own border, taking a more deliberate approach to sources and developing talent across socioeconomic class, religion, academic field. This research paper focus on how multiculturalism is playing very important role to build good leadership and develop the social, economic, political, educational, geographical and literary area of leader and emancipate the people from old tradition, custom and superstition in the society.

Keywords : *Diversity, Leadership, Culture, Creativity and Opportunity.*

INTRODUCTION :

Multicultural leadership is important for two reasons. First many of our organisations are multinationals. Their issues and challenges require solutions that consider the multicultural impact. Second many solutions to common issues are not obvious when considering the perspective of just one culture. There are so many multicultural leader who fought for their people, culture, nation, and welfare of humanity because their ideas were clear and they were the staunch follower of equality, liberty, fraternity and brotherhood which is the main pillar of multiculturalism. They were Dr. B.R.Ambedkar, Mahatma Jyotirao Phule, Sant Gadge Baba, Shivaji Maharaj, Rajashree Shau Maharaj, Ramasami Periyar and most other social reformist. They maintained the situation in

which all the different culture or racial group in a society have equal rights and opportunity and none is ignored or regarded as unimportant. Dr. B.R.Ambedkar was popularly known as Babasaheb Ambedkar and everyone knows that he was the architects of the Indian Constitution. He was a very well-known political leader, eminent jurist, Buddhist activist, philosopher, anthropologist, historian, orator, writer, economist, scholar and editor too. He showed the right path to the society and emancipate the people from the slavery. Before him so many leader came to destroy the slavery from the society but their effort was not so much strong to change the society. They are only saying but not acting.

Leadership is both as a research area and as a practical skill encompasses the ability of an individual group or organisation to lead or guide other individuals, teams or entire organisation. The word leadership often gets viewed as a contested term. Specialist literature debates various viewpoints on the concept, sometime contrasting eastern and western approaches to leadership and also North American versus European approaches. U.S. academic environment define leadership as “a process of social influence in which a person can enlist the aid and support of others in the accomplishment of common and ethical task”. Basically leadership can be defined as an influential power-relationship in which the power of one party (the leader) promotes movement. Some have challenged the more traditional managerial views of leadership and instead advocate the complex nature of leadership which is found at all levels of institutions both within formal and informal role.

Leadership is a matter of intelligence, trustworthiness, humaneness, courage and discipline... Reliance on intelligence alone results in rebelliousness. Exercise of humaneness alone results in weakness. Fixation on trust results in folly. Dependence on the strength of courage results in violence. Excessive discipline and sternness in command result in cruelty. When one has all five virtues together, each appropriate to its function, then one can be a leader (Jia Lin, in Commentary on Sun Tzu, Art of War). A leadership style is a leader's style of providing direction, implementing plans and motivating people. It is the result of the philosophy, personality and experience of the leader. Rhetoric specialists have also developed models for understanding leadership. Different situations call for different leadership style. In an emergency when there is little time to converge on an agreement and

where a designed authority has significantly more experience or expertise than the rest of the team, an autocratic leadership style may be most effective however in a highly motivated and aligned team with a monogeneses level of expertise, a more democratic style may be more effective. The style adopted should be the one that most effectively achieves the objective of the group while balancing the interests of its individual members. A field in which leadership style has gained strong attention is that of military science, recently expressing a holistic and integrated view of leadership, including how a leader's physical presence determines how others perceive that leader. The factors of physical presence are military bearing, physical fitness, confidence and resilience. The leader's intellectual capacity helps to conceptualize solution and acquire knowledge to do the job. A leader's conceptual abilities apply agility, judgment, innovation, interpersonal tact and domain knowledge. Domain knowledge for leaders encompasses tactical and technical knowledge as well as cultural and geopolitical awareness.

Multicultural leadership can be defines as engaging and leading a workforce comprised of individuals from diverse cultural backgrounds. An important aspect of multicultural leadership to highlight is that it is a process rather than an endpoint. Organisation should work towards developing a successful multicultural leadership team that recognizes and respects cultural differences, though this requires continuous reflection, sensitivity and communication. While it may be difficult for leaders to know where to start on their journey toward fostering a multicultural environment, here are some of the most effective ways to ensure that people from diverse cultural background fee included and valued at the workplace. The importance of multicultural leadership is to give proper respect to everyone. A culturally intelligent

leader will work to appreciate cultural differences across their team and make a conscious effort to find common ground, ensuring that everybody feels valued and respected. This process may begin in any number of ways through one method of initiating cross-cultural communications between team members is to bring the team together and one by one go around and explain the origins of their name. This method is particularly worthwhile given that someone's name is an expression of who they are and therefore, something that they can talk about freely and easily. In turn, this will help others to consider the importance of culture in shaping who we are and how we interact. In order to cultivate a happy, motivated and highly successful environment, multicultural leadership is necessary.

To be a successful leader in a multicultural and globally aware organisation, five dimensions are essential. They are value driven leadership, adaptive leadership, meaningful leadership, social leadership and confident leadership. The search for the characteristic or traits of leader has continued for centuries. Philosophical writing from Plato's Republic to Plutarch's Lives has explored the question "What qualities distinguish an individual as a leader?" Underlying this search was the early recognition of the importance of leadership and the assumption that leadership is rooted in the characteristics that certain individuals possess. This idea that leadership is based on individual attributes is known as the "trait theory of leadership". A number of works in the 19th century, when the traditional authority of monarchs, lords and bishops had begun to wane, explored the trait theory at length: note especially the writings of Thomas Carlyle and Francis Galton whose works have prompted decades of research. In *Heroes and Hero Worship* (1841), Carlyle identified the talents,

skills and physical characteristics of men who rose to power. Galton's *Hereditary Genius* (1869) examined leadership qualities in the families of powerful men. After showing that the number of eminent relatives dropped off when his focus moved from first-degree to second-degree relatives, Galton concluded that leadership was inherited. In other words, leaders were born, not developed. Both of these notable works lent great initial support for the notion that leadership is rooted in characteristics of leader. Cecil Rhodes believed that public-spirited leadership could be nurtured by identifying young people with "moral force of character and instincts to lead" and educating them in contexts which further developed such characteristics. International networks of such leaders could underlay the creation of Rhodes Scholarships which have helped to shape notions of leadership since their creation in 1903.

The process of acquiring a multicultural mindset is based on the engagement of the universal principles of effective leadership. A strong leader adapts national culture norms to be target culture and leads the way in maintaining an atmosphere of inclusion. A leader who is able to recognise these cultural differences and set the right tone across the team or organisation will succeed in today's multicultural environment. Leaders need to exhibit humility and patience when dealing with people in a multinational environment by working to show sincerity in learning the culture. An interest in the culture of each team member helps overcome cultural barriers.

Multicultural leadership involves deep immersion within different cultures to understand their values and specific context. This immersion unlocks insight into how to best reach people, inspire people and drive organization performance in geographies outside one's "home base". Only through knowing other

culture deeply can a manager effectively connect the dots between them and highlight meaningful differences between cultures that impact cultural strategy.

Multicultural leadership show the right path to group, society and team to enhance their quality and develop their confidence to complete the work with full enthusiasm and zeal. It is the way to emancipate and eradicate the bad tradition and custom from the society and move the society to right direction. Because of this everyone can come in front and take the responsibility of the team on their own shoulder which realise him his strength and quality which were hidden in him from so many year.

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