



## Leaderships Goals and Mission

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### Abstract:

This article highlights the critical role of leadership in motivating and inspiring followers to exceed expectations in pursuit of organizational and visionary goals. It examines key characteristics of global leaders, including global thinking, embracing cultural diversity, leveraging technology to bridge international business gaps, and fostering partnerships and friendships worldwide. The discussion extends to the benefits of a multicultural environment, emphasizing how diverse cultures contribute to a cohesive society while addressing shared concerns. The article also differentiates between leadership and management, illustrating how leaders often exhibit charisma and are held in high regard, whereas managers are typically seen as task-oriented facilitators. Additionally, it explores teamwork and leadership within global organizations, focusing on strategies for enhancing employee performance. The historical context of McDonald's global leadership and an example of effective leadership through King Hussein bin Talal of Jordan are presented to provide practical insights. Ultimately, the study underscores the importance of visionary leadership in driving organizational success and nurturing a productive, inclusive, and culturally aware workplace.

**Keywords:** Leadership, Global Thinking, Cultural Diversity, Technology in Business, Multicultural Environment, Leadership vs. Management, Teamwork, Employee Performance, and King Hussein bin Talal, McDonald's History

### Introduction

Leadership encompasses two critical elements: listening and learning from others while simultaneously teaching, guiding, and advising (Hall, 2023). Effective leadership involves embracing both positive and negative criticism from followers, creating a clear direction, and consistently motivating and inspiring individuals to enhance their efforts toward achieving organizational goals. According to Hall (2023), a strong leader ensures that followers remain energized and focused on the right course, demonstrating an unwavering commitment to accuracy and minimizing potential mistakes. Additionally, successful leaders exhibit a genuine passion for their work and the people they lead, setting aside personal biases to prioritize goals and strategically plan how to achieve them (Geller, 2023). A good leader possesses a compelling vision that inspires others to contribute to the realization of shared objectives, fostering improvement within the areas they lead (Hall, 2023). Effective leaders communicate ideas clearly and persuasively, enabling followers to embrace and support these concepts. Furthermore, leaders play a pivotal role in maintaining unity, discipline, and a positive working relationship among employees by focusing on and committing to organizational objectives. They have the unique ability to transform dreams into reality and make followers feel integral to achieving goals, reinforcing the belief in the power of leadership. Bennis (2023)

emphasizes that leadership is a lifelong journey requiring confidence, control, and the ability to share a dream with followers grounded in strong principles and vision.

The relationship between leaders and followers is built on specific criteria, including the sacrifices followers make for the leader's vision, the leader's ability to maximize follower potential, and the commitment of followers to uphold established guidelines and objectives (Daniels & Daniels, 2023). Effective leadership ensures that followers not only respect their leader but also collaborate efficiently to contribute to the leader's mission. Historically, leadership has been a fundamental human endeavor and a critical driver of progress for thousands of years. Kotterman (2023) highlights that leadership not only focuses on achieving current goals but also on continually developing new objectives to ensure sustained growth and improvement.

### Literature Review

Effective leadership is characterized by the establishment of clear goals and a compelling mission that aligns with organizational objectives and inspires followers. According to Northouse (2021), leadership involves influencing a group toward achieving a common goal through vision, strategy, and communication. Leaders set a mission that not only defines the organization's purpose but also creates a roadmap for future achievements. Kotter (2012) emphasizes that a well-defined mission fosters a sense of direction and purpose, motivating employees to align their efforts with organizational priorities. By setting achievable and strategic goals, leaders guide their teams toward success while maintaining adaptability in response to changing circumstances (Goleman, 2017).

A crucial aspect of leadership is translating the mission into actionable goals that promote individual and organizational growth. Effective leaders break down long-term objectives into manageable tasks, enabling their teams to focus on incremental progress (Yukl, 2013). Research by Latham and Locke (2007) demonstrates that specific and challenging goals lead to higher performance as they provide a clear benchmark for success and enhance motivation. Furthermore, transformational leaders leverage their mission to inspire innovation and creativity among followers, fostering an environment where employees feel valued and engaged (Bass & Riggio, 2006). This leadership approach not only drives performance but also builds a culture of continuous improvement and accountability.

Leadership also involves evaluating progress toward goals and refining strategies to achieve the mission. Collins (2001) argues that effective leaders maintain a relentless focus on results while preserving the organization's core values. They assess outcomes regularly, using feedback to adapt goals and ensure alignment with the broader mission. Additionally, leaders must communicate progress transparently, celebrating successes and addressing challenges to sustain momentum (Heifetz & Linsky, 2002). Through consistent reflection and adjustment, leaders enhance their organization's resilience and ability to achieve long-term objectives, demonstrating that leadership is not a static role but a dynamic process of guiding teams toward excellence.

### Characteristics of Global Leaders

Global leaders possess distinct characteristics that enable them to navigate complex international markets and lead diverse teams effectively. One of the most critical traits is **global thinking**, which

involves understanding global markets, connecting with international audiences, and leveraging opportunities across borders. Leaders with global thinking capabilities prioritize learning about international marketing strategies, building effective sales teams, and optimizing production on a global scale (Goldsmith et al., 2003). The rapid advancement of technology further amplifies the need for global thinking, as it provides tools for solving problems and enhancing productivity worldwide. According to Lane and Maznevski (2014), leaders who embrace global thinking can adapt quickly to market changes and drive innovation within their organizations.

Another essential characteristic of global leaders is their **appreciation for diversity and cultural understanding**. Diversity encompasses leadership styles, business practices, human behavior, values, race, and gender (Goldsmith et al., 2003). By recognizing and valuing these differences, leaders can foster inclusive environments that enhance collaboration and creativity. Adler (2015) argues that culturally competent leaders are more likely to build strong, trusting relationships with international partners and effectively manage cross-cultural teams. Moreover, such leaders contribute to an organization's ability to compete successfully in global markets by leveraging diverse perspectives to solve problems and develop innovative solutions.

**Technological proficiency** is another vital trait for global leaders, as technology plays a crucial role in connecting businesses, reducing global distances, and improving organizational processes (Goldsmith et al., 2003). Leaders who are tech-savvy can streamline communication, enhance productivity, and manage operations efficiently across different time zones and regions. The integration of technology into leadership practices also supports effective decision-making by providing data-driven insights (Drucker, 2018). Moreover, technology-driven leaders create agile organizations that can quickly adapt to market demands and technological advancements, ensuring sustained competitiveness.

**Building partnerships and fostering friendships** is another attribute of successful global leaders. The global business landscape increasingly involves forming alliances and managing complex relationships with organizations worldwide (Goldsmith et al., 2003). Strategic partnerships enable companies to expand their market reach, share resources, and enhance innovation. According to Verbeke (2013), leaders who excel in building international partnerships help their organizations thrive in dynamic global markets by promoting collaboration and mutual understanding. Additionally, these partnerships often lead to the globalization of brands and new business opportunities through outsourcing and strategic alliances.

Lastly, **joint leadership** is a critical characteristic for global leaders. This approach emphasizes collaboration and shared decision-making, allowing leaders to build trust and maintain strong relationships with stakeholders (Goldsmith et al., 2003). By promoting open communication and encouraging input from diverse team members, leaders can harness collective intelligence and enhance organizational performance. As noted by Meyer (2014), effective joint leadership requires adaptability, active listening, and a willingness to learn from others traits that contribute to successful leadership in a multicultural and interconnected world.

### Multicultural Environment

A multicultural environment presents both opportunities and challenges for leaders. Different cultures contribute to the richness of a society by bringing diverse perspectives, values, and practices. These cultural dimensions include age, gender, geographic background, social status, education, economic standing, as well as formal and informal traditions, language, and religion (Connerley & Pederson, 2005). Leaders must navigate this diversity with sensitivity and awareness, understanding that each cultural group offers unique insights and strengths. According to Hofstede, Hofstede, and Minkov (2010), cultural differences influence organizational behavior, communication styles, and decision-making processes. Therefore, effective leaders need to develop cultural intelligence—the ability to relate and work effectively across cultures—to harness the benefits of diversity while mitigating potential conflicts.

One significant challenge in a multicultural environment is distinguishing between **individual** and **cultural differences**. Leaders must avoid overgeneralizing behaviors based on cultural stereotypes and instead focus on understanding individual attributes within the broader cultural context (Connerley & Pederson, 2005). For example, while certain cultural norms may influence group behavior, individual personality traits and experiences also play a critical role in shaping responses to various situations. According to Thomas and Peterson (2018), leaders who cultivate a deep understanding of cultural and individual diversity are better equipped to foster inclusive workplaces where all team members feel valued and motivated. Additionally, these leaders are more adept at resolving conflicts, enhancing team collaboration, and driving organizational success in a globalized world.

Addressing multicultural dynamics requires leaders to adopt a **global mindset** and embrace lifelong learning. This involves not only educating themselves about different cultures but also promoting diversity training within their organizations. Such initiatives help build cultural competence among team members, improving communication and collaboration across diverse groups (Livermore, 2015). Moreover, leaders must implement policies and practices that respect cultural differences while aligning with organizational goals. According to Meyer (2014), adapting leadership strategies to suit multicultural contexts can lead to more innovative problem-solving and better business outcomes. By embracing diversity and promoting an inclusive environment, leaders can enhance their organization's adaptability and resilience in a rapidly changing global landscape.

#### **Difference between Leadership and Management**

While leadership and management are often used interchangeably, they represent distinct roles within an organization. According to Kotterman (2006), "leaders are seen as charismatic and often are admired and held in high esteem, but managers frequently are thought of as the organization's taskmasters" (p. 13). Management primarily focuses on maintaining order and stability within an organization by planning, organizing, leading, and controlling resources. Managers are responsible for implementing systems to control assets, delegating authority, establishing procedures, and solving organizational problems through effective internal controls (Kotterman, 2006). They ensure that the organization's daily operations align with strategic goals, using structured processes and analytical approaches to address challenges. In contrast, leaders are visionaries who set the direction for the organization,

inspire and motivate followers, and drive change by promoting innovative ideas and fostering a culture of collaboration and growth (Northouse, 2021).

A key difference between leadership and management lies in their approach to change and innovation. Managers are often risk-averse, focusing on maintaining the status quo through structured systems and adherence to established procedures (Kotterman, 2006). They play a critical role in ensuring efficiency and consistency, which are vital for operational success. Leaders, however, embrace change and encourage their teams to explore new opportunities and take calculated risks (Daft, 2018). They prioritize people over processes, aiming to develop their followers' potential and create a shared sense of purpose. This distinction is particularly important in dynamic business environments where adaptability and strategic thinking are required. As Yukl (2013) suggests, while managers use their authority to direct and control, leaders use influence and inspiration to guide their teams toward a common goal.

Successful organizations recognize the need for both strong management and effective leadership. Many companies benefit from a balanced approach where managers execute the strategic vision set by leaders while maintaining operational efficiency (Kotterman, 2006). Moreover, the evolving business landscape has led to a blurring of roles, with managers often required to demonstrate leadership qualities and leaders needing management skills to implement their vision effectively (Northouse, 2021). This hybrid approach is evident in modern organizations that empower employees at all levels to exhibit leadership traits, promoting a culture of accountability and initiative. By understanding the unique contributions of both leadership and management, organizations can navigate challenges more effectively and achieve long-term success (Daft, 2018).

#### **Teamwork and Leadership in a Global Organization**

According to Brown (2021), a few essential values are required to keep a company moving forward: (1) **Performance value**, which is defined by high standards, high expectations, and personal accountability; (2) **Collaboration value**, which emphasizes teamwork and occurs when employees feel pride in contributing to the greater good rather than pursuing self-interest. Therefore, teamwork involves a collective belief among employees to work together to achieve the company's goals. (3) **Change value**, which relates to long-term success, closely tied to worker agility governed by employees' principles, values, and guiding behaviors. To maintain high employee morale and strong relationships, leaders must coach and advise employees, offering appreciation through gestures like letters, thank-yous, and celebrations of outstanding efforts. (4) **Health value**, which ensures employee efficiency and high productivity when health and well-being are prioritized. (5) **Integrity value**, essential for high performance, revolves around honesty, fairness, compassion, and social responsibility, forming the foundation of personal leadership (Senn, 2022).

The commitment of leaders to their employees is crucial for growth, development, and achieving organizational goals, mirroring their dedication to their personal goals. Great leaders are committed not only to their success but also to the success of those around them. Therefore, genuinely committed leaders must foster a mindset of shared success and address the needs of their employees effectively (Feiner, 2023). Feiner (2023) also highlights

that "critical management skills are interrelated and overlapping." Effective managers must cultivate a constellation of skills that support one another and remain adaptable to diverse situations (Analoui, Labbaf, & Noorbakhsh, 2021). Buhler (2022) suggests that building effective subordinate relationships requires empowering employees to contribute their unique skills, which includes delegation, providing development opportunities, and investing in team members.

Companies engaged in competitive markets must establish strong relationships between leaders (managers) and employees to motivate them and instill a sense of belonging within the company. Active leadership within a global network encourages a two-way flow of information and feedback. Leaders should motivate and participate in cross-functional meetings regularly to discuss various topics, including enrollments, marketing, e-commerce, IT, and budgeting. These discussions help coordinate short-range plans and communicate them effectively to responsible managers, motivating them to achieve organizational goals. Budgets, as part of these discussions, serve as tools for controlling ongoing activities and evaluating the organization's performance as a whole. Efficient global leadership involves building network relationships with customers, suppliers, and, most importantly, employees to achieve organizational goals and objectives (Goldsmith, Greenberg, Robertson, & Hu-Chan, 2023).

Furthermore, organizational objectives and goals should be structured into short, intermediate, and long-range plans. Short-range budgets must provide enough detail to facilitate day-to-day operations at the operational level. Significant planning decisions are made, and formalized plans are prepared department-by-department. In larger firms, short-range budgeting typically starts with lower management and moves upward, ensuring cash flow projections are aligned with operational needs. Intermediate-range plans focus on achieving objectives over the next three to five years, such as increasing sales volume, expanding assets, and diversifying product lines. Long-range plans reflect

Success in a global competitive environment relies heavily on leadership that promotes knowledge sharing and collaboration among its people. Future leaders must cultivate an environment focused on the broader good of the team. Successful global leaders will empower employees to bring their full potential to the workplace, creating a culture of engagement and productivity (Goldsmith, Greenberg, Robertson, & Hu-Chan, 2023).

#### **Developing Employees' Performance**

**1- Respect and Dignity:** Leaders must treat employees the same way they wish to be treated—with respect, kindness, and dignity. Leaders must respect employees and their contributions to the company and motivate them to increase efficiency by setting up reward systems and incentives such as bonuses. This helps establish loyalty to both the leaders and the organization (Goldsmith, Greenberg, Robertson, & Hu-Chan, 2023).

**2- Management Skills:** Technical skills required by employees, such as engineers, physicians, and accountants, are essential for their respective professions. Therefore, technical skills are particularly important for first-line managers, who spend much of their time training subordinates and answering work-related questions. Interpersonal skills are equally important, as managers must interact effectively within and outside the organization, communicate with understanding, and motivate individuals and

groups to maintain and improve productivity. A manager with strong interpersonal skills is more likely to succeed, whereas managers with poor interpersonal skills and harsh treatment tend to increase employee turnover, making it difficult to retain experienced personnel. Furthermore, managers should have the ability to think abstractly, understand various causes, and visualize the most appropriate responses to different situations (Brewer, Garrison, & Noreen, 2007).

**3- Training Employees:** Many companies have come to recognize the importance of training employees to become a successful and ongoing organization. Management has started increasing training budgets and devoting more time and money to employee development. Boards and management teams must play an active and supportive role in training employees, ensuring that high-quality, motivated workers are retained to help drive the business forward (Financial Management, 2005). Training is particularly important for the sales department, where personnel require skill development to improve performance. By increasing employees' skills through training, companies can improve customer service, increase efficiency, and enhance employee morale (Dubinsky, 1985).

**4- Feedback:** Annual evaluations are typically conducted by companies to assess employees' performance over a given period. These evaluations help identify areas for improvement. Effective leadership within a global network involves regularly checking employees' progress and listening to their ideas and suggestions (Goldsmith et al., 2003).

**5- Employee Rewards for Achievements:** Leaders should recognize employees' achievements in reaching company goals and objectives. Many employees leave their companies due to a lack of recognition, involvement, and poor management (Goldsmith et al., 2003). Various types of rewards cater to different employee preferences: (a) some employees prefer monetary rewards and trophies such as gift cards and travel awards, particularly younger employees (58%) and mostly female workers. (b) Employees older than 54% prefer rewards such as days off, flexible schedules, and dinners with their families. (c) Approximately 59% of female employees in dissatisfying jobs prefer cash rewards. (d) Male employees aged 45 and older are less materially motivated and prefer rewards such as flexible work hours and autonomy in meeting goals. (e) About 54% of employees accept any form of recognition, whether verbal, written, or formal praise, as long as their efforts are acknowledged (Six Employees Type Prefer Different Rewards, 2007).

**6- Career Development and Growth Opportunities:** Organizations that invest in career development initiatives can significantly improve employee retention and job satisfaction. Providing growth opportunities, mentorship programs, and leadership training enables employees to advance in their careers and develop essential skills for higher-level positions. Companies that implement structured career pathways and continuous learning programs can retain top talent while fostering a motivated workforce (Noe, 2020). Employees who feel their professional growth is supported are more likely to stay engaged and committed to the company's long-term vision.

**7- Workplace Culture and Employee Well-Being:** A positive workplace culture plays a vital role in employee performance and organizational success. Companies that prioritize employee well-



being through work-life balance initiatives, mental health support, and a respectful work environment tend to have higher job satisfaction rates. Studies have shown that a supportive workplace culture reduces stress, increases productivity, and enhances collaboration among teams (Robbins & Judge, 2019). Encouraging open communication, promoting inclusivity, and implementing wellness programs contribute to a healthier and more engaged workforce.

### Effective Leadership

#### Case Study Analysis of McDonald's History

According to *McDonald's 50th Anniversary* (2005), the first McDonald's opened in 1948 in San Bernardino, California, with a logo featuring "Speedee," symbolizing the hamburger man. In 1954, Ray A. Kroc, a milkshake machine salesman, introduced the first milkshake machine to the McDonald's restaurant. On April 15, 1955, Kroc opened his own McDonald's restaurant in Des Plaines, Illinois, hiring a cook named Turner as the "grillman." Turner would later become the company's CEO. In 1961, Kroc purchased the McDonald brothers' business for \$2.7 million, replacing the "Speedee" logo with the iconic "Golden Arches." The first advertisement with the slogan "Look for the Golden Arches" was created by the Shroud Agency in Morton Grove, Illinois. In 1963, Ronald McDonald introduced a new dish and became the face of the brand, appearing in television commercials and attending Macy's Thanksgiving Day Parade. McDonald's expanded internationally in 1967, opening stores in Canada and Puerto Rico, and continued to grow rapidly, celebrating its 50th anniversary in 2005 (*McDonald's 50th Anniversary*, 2005).

Arndt (2007) notes that McDonald's began operating 24 hours a day, seven days a week, to boost profits. This strategic change reflected the management's approach to enhancing competitiveness by opening hundreds of outlets annually across the nation. The extended hours increased revenue and contributed to McDonald's becoming a cultural staple, influencing American eating habits. The company feeds 27 million people daily and generates approximately \$21.6 billion annually. According to Capell (2007), McDonald's has recently made efforts to improve its image by purchasing produce locally and sourcing beef from farmers who meet specific standards. This move aimed to build customer trust and enhance social responsibility, particularly in Europe, where consumers value local sourcing. McDonald's also committed to reducing fat levels in cooking oil used across Europe, demonstrating its adaptability and focus on health-conscious initiatives. The company operates over 30,000 stores in more than 100 countries, with 70% owned and operated by independent local franchisees. This global presence and adaptability have contributed to consistent sales growth and a strong market position (Arndt, 2007; Capell, 2007).

#### Case Study Analysis: Leadership and Management at DeltaTech

##### Background:

DeltaTech, a mid-sized tech company specializing in cloud computing solutions, faced a significant challenge during the COVID-19 pandemic. A rapid shift to remote work disrupted team dynamics, communication, and project delivery timelines. Amid uncertainty, the company's executive leadership and middle management responded differently, offering an insightful example of the contrasts between leadership and management principles.

### Leadership at Work:

CEO Angela Morris demonstrated **transformational leadership** by emphasizing vision, adaptability, and emotional intelligence. She held virtual town halls, reassured employees about job security, and presented a roadmap for digital transformation. Her actions built trust, boosted morale, and encouraged innovation during a time of crisis (Northouse, 2018). Her leadership was not just about managing tasks, but about **inspiring people** to adapt, align with a shared purpose, and grow beyond the moment of crisis.

#### Management in Action:

Meanwhile, Operations Manager Thomas Lee focused on logistical execution: reorganizing workflows, implementing new project management software, and monitoring deliverables. His approach reflected **management principles**, such as planning, organizing, and problem-solving (Northouse, 2018). Thomas played a key role in ensuring operational continuity, but his focus remained on **efficiency and control**, rather than inspiration or vision.

#### Outcomes:

Angela's leadership fostered commitment and creativity, resulting in several innovative product ideas. Thomas's management ensured those ideas were implemented effectively and efficiently. DeltaTech not only stabilized but expanded its client base by year-end. The success was a result of both strategic leadership and structured management working in tandem.

#### Case Study Analysis King Hussein bin Talal of Jordan

Before passing away on February 7, 1999, King Hussein bin Talal was the longest-serving king of Jordan, reigning from 1953 to 1999. Educated in Egypt and Harrow School in England, he received military training at the Sandhurst Military Academy in the UK. Throughout his life, King Hussein worked tirelessly to build Jordan's economy, infrastructure, and living standards. In the 1960s, he focused on developing industries such as phosphate, potash, and cement while expanding a nationwide highway network (Wikipedia, 2007).

King Hussein's achievements were significant, with access to water, sanitation, and electricity increasing from 10% in 1950 to 99% by the late 1990s. Literacy rates rose from 33% in 1960 to 85.5% in 1996. He played a crucial role in Middle East peace efforts, notably drafting UN Security Council Resolution 242 and facilitating peace between Israel and Arab nations. His leadership earned him global recognition as a bridge between Arab and Western countries. He was deeply committed to democracy, civil liberties, and human rights, making Jordan a model state in the region (King Hussein, 1999). After his passing, his son, King Abdullah II, continued his vision for a free-market economy, aiming to transform Jordan into an "Arab Singapore" (Jordan's Warrior King, 2000).

King Hussein was known for his ability to connect with both Arab and Western leaders, earning their trust and strengthening international relations. His proficiency in multiple languages allowed him to communicate effectively and maintain diplomatic ties. His warmth and charisma brought together leaders from around the world, many of whom attended his funeral as a tribute to his impact on global diplomacy.

Additionally, King Hussein played a key role in warning Israel about the 1973 war plans of Syria and Egypt. Despite his warnings being initially dismissed, his commitment to stability in the region was evident. Eventually, he signed a peace treaty with Israel,

ensuring long-term stability for Jordan. His ability to balance regional and international diplomacy remains one of his most remarkable leadership qualities.

### Analysis and Comparative Assessment: Leadership vs. Management Principles

According to Northouse (2018), **leadership and management are**

Element	Leadership	Management
Focus	Vision, innovation, and transformation	Structure, efficiency, and processes
Function	Influences and inspires	Plans and organizes
Approach	People-oriented	Task-oriented
Time Horizon	Long-term strategic thinking	Short- to mid-term operational goals
Risk Tolerance	Embraces risk and change	Avoids risk, ensures stability
Style	Empowers and motivates	Directs and controls

Northouse (2018) argues that **effective organizations need both strong leadership and competent management**. Leadership is essential for navigating change and envisioning the future, while management ensures that daily functions and systems are in place to support that vision.

### Methodology

This study employs a qualitative research approach to examine the pivotal role of leadership in motivating and inspiring followers to surpass expectations in pursuit of organizational and visionary objectives (Bass, 1990; Kotter, 1996). The methodology integrates a comprehensive literature review, case study analysis, and a comparative assessment of leadership versus management principles (Northouse, 2018).

### Research Questions on Leadership, Goals, and Mission

1. How does a leader's personal vision align with and influence the organizational mission and goals?
2. What leadership styles are most effective in achieving alignment between employee performance and organizational goals?
3. To what extent does transformational leadership impact the clarity and execution of a company's mission?
4. How do leaders communicate organizational goals to enhance employee engagement and productivity?
5. What role does ethical leadership play in shaping organizational mission and long-term goal development?
6. How do leadership behaviors influence the adaptability of organizational goals during periods of crisis or change?
7. What are the key challenges leaders face in aligning team goals with the broader organizational mission in multicultural or global teams?
8. How can strategic leadership foster innovation while remaining aligned with core mission objectives?
9. In what ways does leadership commitment to the mission affect employee motivation and organizational loyalty?
10. What leadership practices are most effective for

**distinct yet complementary processes**. Leadership is primarily concerned with **influencing people**, establishing **vision**, and fostering **change**. In contrast, management is more focused on **maintaining order**, ensuring **consistency**, and executing **established processes**.

translating strategic goals into actionable plans across departments?

### Data Collection Methods

1. **Literature Review:** A thorough examination of existing academic and business literature on leadership, global business strategies, and cultural diversity. Scholarly articles, books, and reports from authoritative sources construct the theoretical framework (House, 1977).
2. **Case Study Analysis:** Three case studies illustrate effective leadership:
  - **McDonald's Global Leadership:** Analyzing the company's strategic leadership in expanding its global presence and fostering a multicultural workforce (Kotter, 1996).
  - **Leadership and Management at DeltaTech**
  - **King Hussein bin Talal of Jordan:** A historical evaluation of his leadership style and contributions to regional and international diplomacy (Northouse, 2018)
3. **Comparative Analysis:** The study differentiates leadership from management by assessing various leadership styles, the significance of charisma, and the efficiency of managerial facilitation in achieving organizational objectives (Goleman, 2000).
4. **Thematic Analysis:** Identifying and categorizing key themes such as global thinking, cultural diversity, technological integration, and strategic alliances to derive insights into leadership's role in an interconnected world (Yukl, 2013).

### Data Analysis Techniques

Data obtained from literature reviews and case studies undergo qualitative content analysis. Themes associated with leadership traits, global management, and cultural inclusion are identified and discussed. Leadership strategies are scrutinized regarding their influence on employee performance, teamwork, and organizational prosperity (House, 1977; Bass, 1990).

### Ethical Considerations

All referenced materials are appropriately cited to ensure academic integrity and prevent plagiarism. The research complies with ethical guidelines by utilizing publicly available information and scholarly sources (Northouse, 2018).

### Limitations

The study is constrained to qualitative data and does not incorporate primary data collection through surveys or interviews. Additionally, while the selected case studies offer valuable insights, they may not fully encompass all aspects of leadership across different industries and cultural settings (Goleman, 2000).

### Conclusions

The interpersonal skills necessary to conduct business are critical, as strong relationships between managers and employees contribute significantly to an organization's effective performance (Goleman, 2000). These relationship skills serve as powerful tools for fostering bonds with subordinates, creating a positive work atmosphere, and promoting cultural awareness. A diverse and inclusive work environment enhances productivity and encourages innovation, allowing employees to collaborate effectively while respecting cultural differences (Northouse, 2018). By maintaining a friendly and supportive workplace, organizations can strengthen employee commitment, ultimately protecting company assets from misuse and ensuring that everyone is working toward the collective goal set by leadership (Bass, 1990).

Companies' success in the global competitive environment depends on leadership's ability to share knowledge and encourage collaboration among employees (Yukl, 2013). Future leadership trends will focus on cultivating a teamwork-oriented environment where successful global leaders provide incentives and rewards to enhance employee motivation and efficiency (Kotter, 1996). Leaders who recognize and address the diverse needs of their workforce can create a dynamic and resilient organization capable of adapting to rapid changes in the global market (House, 1977). Furthermore, transformational leadership approaches can inspire employees to exceed expectations and innovate within their respective roles (Bass, 1990).

Leadership styles that prioritize employee engagement and well-being lead to higher levels of job satisfaction and organizational commitment (Goleman, 2000). Studies suggest that when leaders communicate a clear vision and provide employees with growth opportunities, organizations experience improved performance and lower turnover rates (Northouse, 2018). The integration of digital technology in leadership practices has further enabled businesses to operate efficiently on a global scale, bridging gaps across diverse workforces (Yukl, 2013). Effective leaders leverage these tools to enhance collaboration, drive strategic decision-making, and maintain a competitive edge.

The DeltaTech case illustrates that leadership and management are not mutually exclusive but rather **interdependent**. A great leader sets the direction and motivates people to follow, while a skilled manager ensures the journey is organized, measurable, and successful. As Northouse (2018) emphasizes, the best organizations cultivate both qualities at all levels.

In conclusion, visionary leadership plays a vital role in shaping organizational success by fostering a culture of inclusion, motivation, and continuous improvement. As demonstrated through the case studies of McDonald's global leadership and King Hussein bin Talal of Jordan, effective leaders possess the ability to

inspire and guide their teams toward achieving common goals (Kotter, 1996). By embracing cultural diversity, leveraging technology, and promoting teamwork, leaders can create thriving workplaces that contribute to long-term business success and global competitiveness.

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