

WHITEPAPER

# THE DISTINCTIVE GLOBAL MINDSET OF BLACK SOUTH AFRICAN EXECUTIVES

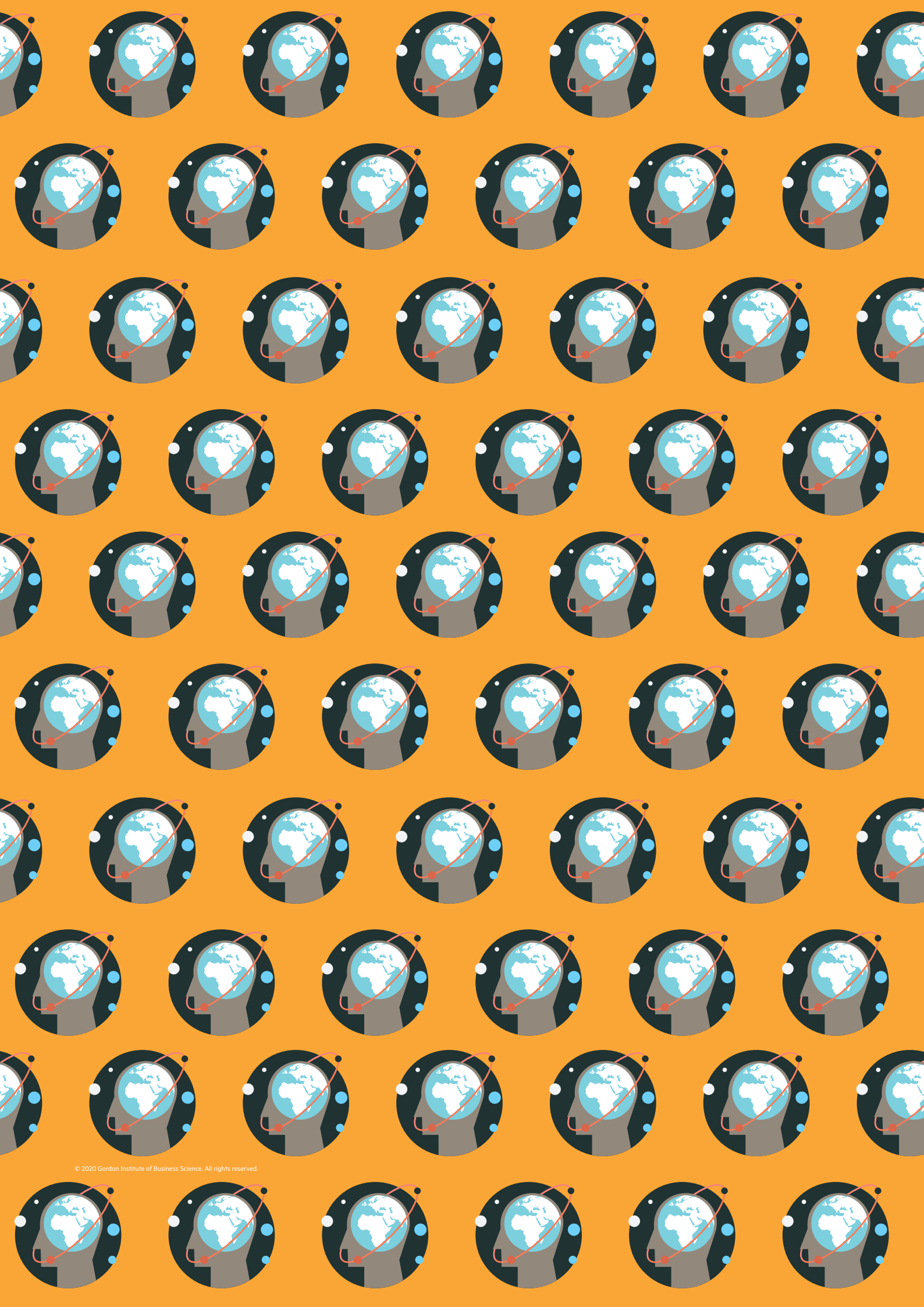
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## Keywords

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# Summary

This paper explores the nature and development of the global mindset of black senior executives in South Africa. A global mindset comprises intellectual, social and psychological capital, and enables executives to thrive in the South African work environment and abroad. This paper delves into the distinctive abilities supporting the value these executives bring to organisations in the financial services, mining, fast-moving consumable goods, and innovative technology-related companies. Thematic analysis revealed traditional values, such as ubuntu, that guide these leaders' mindsets. Three key enablers for a global mindset – namely experience, culture and values – were found. This paper makes recommendations on how business should value and develop the distinctive capital of strategic business leaders in South Africa through practical global talent development imperatives.

## Introduction

Nowadays, global boundaries have become artificial separations for business. Because of globalisation, leaders require a perspective that extends beyond knowledge of their immediate operating contexts to overcome potential risks of sudden financial losses or missing medium- to long-term opportunities (BIS Annual Economic Report, 2017). Leaders need a specific mindset to face a working environment that is increasingly global. Mindsets are the cognitive filters through which people make sense of the global space they operate in (Kets de Vries, Sexton, & Ellen, 2016). A global mindset refers to the capacity to influence others in a global context through intellectual, psychological and social competencies (Javidan & Bowen, 2015). In this paper, the research findings on the global mindset dimensions of black South African leaders are described to define the global mindset from an African-centric perspective. This gives new insight into the intellectual mindset, values and cultural influences, as well as psychological skills of black South Africans who have proven successful in the global arena.

# How global mindset matters

Corporate South Africa is part of the notable shift of business into the global arena (McMahon, Barkhuizen, & Schutte, 2014), with many companies evolving from local market domination to participation in the global business world. Companies like MTN, the Shoprite Group and the former South African Breweries have evolved into formidable contestants in the global marketplace, demystifying the notion that South African companies could never be successful beyond the country's borders (Pieterse, 2014). However, globalisation has brought about previously unknown challenges for those brave enough to cross the safe confines of their own borders (Fornes & Cardoza, 2019).

Globalisation may refer to situations when countries grow economic relations across regions (Schwab, 2015), or when they purposefully align their economic growth to the world's economic performance (Sauvant, 2008). Alternatively, globalisation refers to when industries gain competitive advantage for related companies by being linked to another country, or when companies expand their assets across borders (Bran, 2015). Therefore, globalisation means deliberately linking an economy to a wider landscape, or expanding a market footprint to increase revenue (Lomborg, 2012). As companies become global, leaders in South Africa's private and public sectors require a global mindset. Having a global mindset helps leaders to look beyond immediately obvious opportunities while considering various economies and business markets in the global economy.

Global mindset consists of three sets of skills and knowledge: intellectual, psychological, and social (Javidan & Walker, 2012). Figure 1 shows the known dimension of global mindset. It is known from literature that the intellectual component of a global mindset consists of global business savvy, cognitive complexity abilities and having a cosmopolitan outlook. The psychological

component of a global mindset appears in a leader's passion for adversity, self-assurance and quest for adventure. But with this, the social capital dimension of a leader with a global mindset can be seen in intercultural empathy, interpersonal impact and diplomacy (Javidan & Bowen, 2015).

Understanding the roots of leaders' intellectual, psychological and social capital holds implications for South African companies expanding globally. Abroad, leaders face many different cultures and should learn to deal with the complexities that each distinctive context brings. The global dynamics of international firms necessitate the appointment of leaders who have deep interest and insight into the social and psychological requirements of global business, since a global mindset governs how leaders make decisions, allocate resources and develop others (Oppong, 2013). Leaders require a deep understanding of the world beyond their immediate borders (Haas & Mortensen, 2016). This could develop through exposure to the multiple cultures (Van Zyl, Dalglish, Du Plessis, Lues, & Petersen, 2015), or staying in another country for six months to two years (Javidan & Walker, 2012). Researchers have found that a leader would need to live in two additional countries to gain the same global mindset benefits to what an international degree would offer (Javidan & Bowen, 2015).

Given that there are clear links between understanding cultures and revenue generation beyond one's borders (Bergiel, Bergiel, & Upson, 2012), and that South Africa itself presents an important context for business (Barnard, Cuervo-Cazurra, & Manning, 2017), it is important to understand how the global mindset of black South African leaders corresponds with the global mindset described in literature. Previous work on this construct has a strong European or Anglo focus (Javidan & Bowen, 2015;

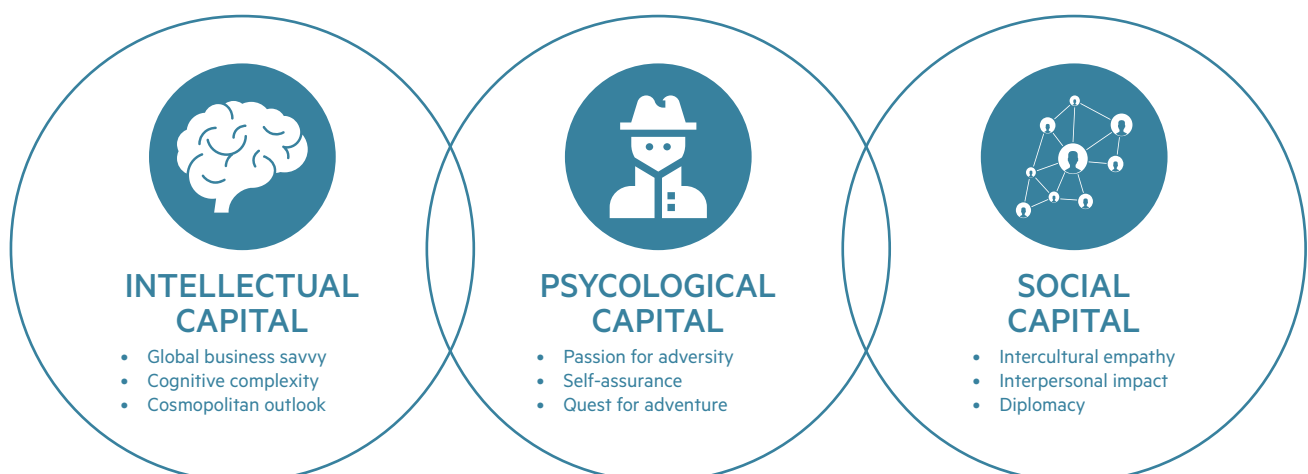


Figure 1. Dimensions of global mindset

Schwartz et al., 2012). Insight into the global mindset of South African leaders also holds important implications for talent management system development in the local context (Javidan & Bowen, 2015).

Although much has already been written about the global mindset in the West (Andresen & Bergdolt, 2017), a few years ago the Global Mindset Institute called for work that delves into this leadership topic from an African perspective. This study also responds to a call by Nkomo (2015) for more research on the African context that could systematically integrate and disseminate work on indigenous management in Africa. A focus on South Africa's black executive leaders is particularly important given the legacy of colonialism and apartheid that still greatly shapes the country's views on management. It is believed that the rich cultural practices of Africa have not yet received adequate attention.

Knowing this, this study looked at how global mindset qualities manifest in the thinking of senior black South African executives. Would there be global business acumen coupled with an understanding of the broader realities and a cosmopolitan orientation? How will a passion for diversity, and self-confidence, as implied by psychological capital, manifest? And, how will tactfulness and intercultural empathy, or social capital, appear in the way these executives think?

The researchers believe that black consciousness and traditional African values are being overlooked by international scholars of global mindset (Onukwube, 2012). Vale, Prinsloo, and Hamilton (2014) remind readers how black leaders are influenced by concepts of pan-Africanism, black consciousness and ubuntu. Black South Africans have an ubuntu worldview that states, "A person is a person through other persons" (Fetvadjev et al., 2018, p. 468). Ubuntu cultural values oppose the individualism of the Western world in favour of communalism. Western culture is often dominated by individualistic values of self-reliance and personal ambition. In contrast, in collectivist cultures, people look out for the group's well-being (Minkov, 2017). Communalism, a form of collectivism, suggests that African leaders value "community, interdependence and care" (Elonga Mboyo, 2019, p. 206). Other words that are associated with an ubuntu mindset include "compassion", "kindness", "sacrifice", "respect", "dignity", and "harmony" (West, 2014).

This paper holds that a cosmopolitan outlook (Javidan & Bowen, 2015) aligns to the principle of the ubuntu cultural value

(Woermann & Engelbrecht, 2019). Intellectual capital requires a broader outlook, whereas ubuntu supports awareness of a world greater than one's own interests (Metz, 2011), and emphasises relations over stakeholder needs in ethical choice (Woermann & Engelbrecht, 2019). This would suggest that the values of African and Asian countries can shed greater light on what has been a predominantly Western conceptualisation of intellectual capital (Lovvorn & Jiun-Shiu, 2011). It is important to understand black South African leaders' intellectual traditions that shape business capital.

The social capital of leaders means that they can be empathetic towards others despite different cultural backgrounds (Den Dekker, 2016), even understanding body language and gestures (Javidan & Bowen, 2015). Again, ubuntu is the core of the black African culture that recognises people exist in relation to others, despite their cultural diversity.

Psychological capital, seen in passion for diversity and self-confidence, brings in the third known dimension of a global mindset and further differentiates those with global mindset from others (Schuler & Jackson, 2014). Central to psychological capital are the distinctive values that people hold. Values like openness, curiosity and innovativeness emerge from the global mindset (Diamond, Walkley, Forbes, Hughes, & Sheem, , 2011). Importantly, development of these global mindset dimensions rest on an insight into one's own culture and value systems (Van Zyl et al., 2015), as much as it is important to understand others' cultural value systems. Value systems guide people in how to make sense of the world and connect with others (Osland & Endowed, 2016). Values, such as communitarianism (Woermann & Engelbrecht, 2019), or collectivism, can be expected from black South African leaders, rather than individualism or particularism common to European cultures (Cseh, Davis, & Khilji, 2013). Values and beliefs are closely intertwined (Schwartz et al., 2012). Likewise, values drive the motivated actions towards desirable goals, and guide decisions and behaviours (Schwartz et al., 2012). These values anchor cultures, distinguishing one group of people from another (Hofstede, 2015). Therefore, it is important to understand the distinctive cultural values in the African context that offer leaders a global mindset.

The objective of the research was to explore the nature of the global mindset of black South African executives, to see if there were distinctive elements in relation to what is known in literature, and to find what had enabled the development thereof.



# Method

Interviews were conducted with black South African executives to gain deep and rich insight from individual perspectives of their values and attributes. Known business leaders who could contribute to insight of top executives were purposefully selected. Interviews were conducted until after 10 interviews no further new insight emerged. The executives interviewed represented black South African citizens from public and private organisations in South Africa. The enquiry was structured to uncover an understanding of these interviewees' academic background, industry responsibilities, companies they represented and their concept of global mindset awareness to expose their thoughts on African values, distinctive qualities,

cultural approaches and challenges in relation to their global thinking. Table 1 displays the characteristics of the interviewees, masking clear identifiers.

A process of qualitative analysis was used to uncover unique codes, categories and themes from the interviews that were transcribed. Through good practice in qualitative analysis, it was ensured that the findings were credible and could be transferred to other contexts by bringing it in relation to existing knowledge. The ethicality of the process was ensured by giving interviewees the opportunity to withdraw at any time, and their privacy was protected. The average duration of each interview was just under an hour.

	<b>Qualifications</b>	<b>Industry</b>	<b>Business size (revenue in US\$)</b>	<b>Executive level</b>
1	BA, MBA, EDP	Financial services	1.1 billion	Executive committee member
2	LLM, BCom (Hons), BCompt CA(SA)	Fast-moving consumable goods (FMCG)	380 million	Chair: Exco
3	B Juris	Manufacturing/Beverages	293 million	Chair: Exco
4	BCom Accounting	Manufacturing/Beverages	200 million	Non-Exco member
5	BSc Mechanical Engineering; MSc Industrial Engineering	Manufacturing/Beverages	350 million	Non-Exco member
6	BA Economics and Applied Maths, MBA	Financial services	2 billion	Executive committee member
7	B Industrial Engineering, MBA	Manufacturing/Beverages	1.3 billion	Non-Exco member
8	Master of Public and Development Management	Manufacturing/Beverages	420 million	Executive committee member
9	BA, LLB, MBA	Financial services	3.2 billion	Executive committee member
10	BSc Mechanical Engineering, MBA	Investments	600 million	Chair: Exco

Table 1. Characteristics of the interviewees



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# The nature of global mindset among black South African executives

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Global mindset encompasses cultural knowledge, skills and attitudes (Javidan, Hough, & Bullough, 2012). Leaders with a global mindset behave with empathy and diplomacy towards others, are oriented towards seeking adventure and overcome adversity through self-assurance, and have knowledge of global business and complex contexts. In this study's findings, the three dimensions of global mindset – namely psychological, intellectual, and social capital – were evident for black South African executives. Intellectual capital of the global mindset was observed in their business savvy as well as the expressed cultural curiosity, a clear cosmopolitan outlook developed through reading and openness, and indications of cognitive complexity. Specifically, while literature shows that cognitive complexity relates to an analytical interest in the unknown, the leaders spoke of tackling complex issues, reading extensively and challenging themselves to study further. Their expression of psychological capital related to self-assurance that came from black

consciousness, resilience and embracing the value of ubuntu, a passion for diverse voices, and a quest for adventure, as in the words *ukuhamba kukubona*, which means “to see is to travel”. Similarly, this study's black executives gave rich descriptions of distinctive social capital in words that showed diplomacy (living in a negotiated world), interpersonal impact through values like respect and ubuntu, and intercultural impact that was observed in their heightened awareness of the suffering of others, often embedded in religious values.



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## Developing a distinctive global mindset

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When the development of black South African executives' global mindset was explored, it was found that life stage experiences led to distinctive elements of global mindset. In their pre-teen years, during times of ethnic regional separations, they developed rich cultural awareness and identity, which brought about cultural self-assurance. As most of these leaders were born in the era of segregation and separated into nine black Bantustans, or homelands like Ciskei, Transkei and Venda, early life experience shaped their cultural thinking, and their familial values shaped

their sense of assurance. During their teens, black ethnic integration brought about a sense of black belonging and passion for diversity, which developed cultural curiosity. It was mostly in their teenage years that they became exposed to a wider range of black cultures, which cemented a strong sense of brotherhood, leading to a sense of belonging coupled with a curiosity about other cultures. In their early career stages, where their work became more racially integrated, the wider cultural exposure birthed a quest for cultural adventure.



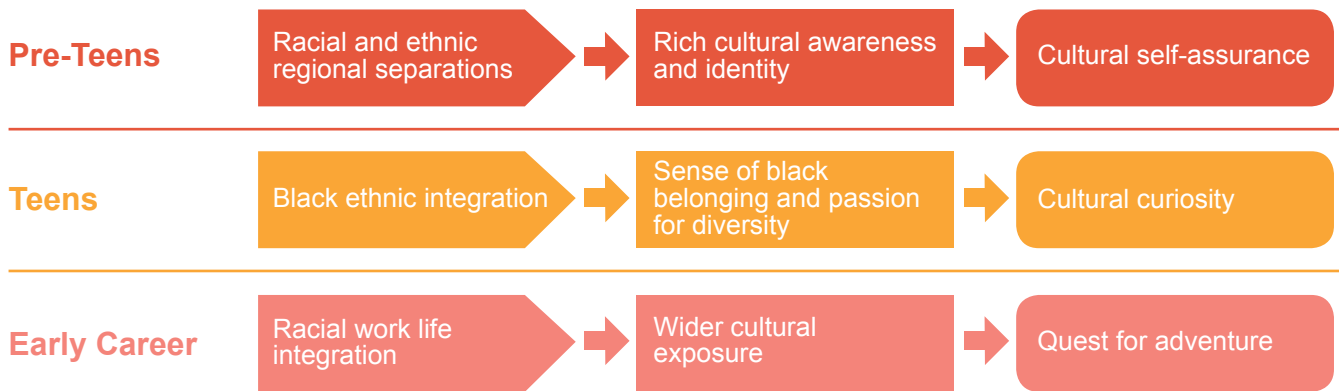


Figure 2. Early life stage-related development of global mindset in black executives in South Africa

Furthermore, this study found that there were primarily three enablers to the development of global mindset: the experience of international and local difference; cultural self-value, acceptance and adjustment; and values supportive of collaboration, leading others and good work ethic. By the time the leaders entered their careers, their values were firmly set, and the greater cultural and racial exposure brought about a desire for adventure and understanding different cultures even more.

Figure 2 portrays a broad generalisation of how the experiences of these executives brought about a global mindset that amplifies a high level of self-assurance, identity, sense of curiosity and quest for adventure.

From the interviews, rich insight was gained into the factors that enabled the black South African executives to further develop global mindset. As will be seen below, it was proposed that the development of their distinctive global mindset happened through a process of sensemaking (Ivanova-Gongne & Törnroos, 2017), not previously indicated in global mindset literature. The incongruence, tensions and sometimes even shock of the disparity between existing cultural frames and those that emerged from seeing difference, led to a process of cultural sensemaking and adjustment to context-specific cultural behaviour that is at the foundation of having a global mindset.

Cultural sensemaking literature shows that in in the business environment, people have different schemas or reference points of how they should interact with one another. When confront unexpected behaviours or cultural cues are confronted, individuals go through a process of sensemaking to reach new cultural schemas and meanings that determine how they behave (Ivanova-Gongne & Törnroos, 2017). The cultural sensemaking process that supports the development of a distinctive global

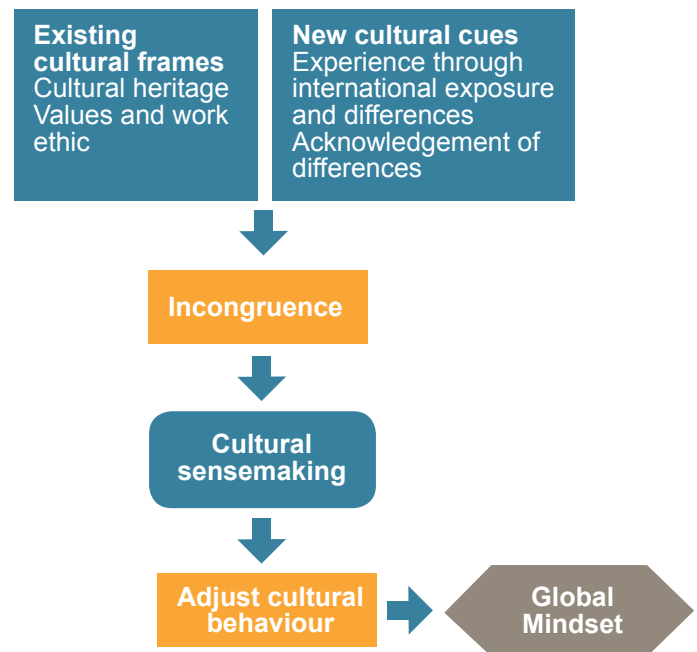


Figure 3. Proposed framework of the development of global mindset through cultural sensemaking

mindset is proposed in Figure 3. When incongruence occurs between existing cultural frames and new cultural cues, leaders need to adjust their cultural narratives and ultimately their cultural behaviour to develop a global mindset.

Three further important sources or enablers of a global mindset were found – namely experience, values and culture. In the discussion below, these findings are presented and linked to practical recommendations.



# Experience

## 1. GAIN INTERNATIONAL EXPERIENCE

In addition to working in South Africa, the interviewees' experience as a collective mostly covered working in the rest of Africa, North America and Europe, with some also having worked in Asia, Australia and South America. For example, one executive had worked in the USA, the UK, Malawi, Zambia, Brazil, Nigeria, Finland, Sweden, Angola, and Namibia; and another in Libya, Cameroon, Uganda, Kenya, Tanzania, Ghana, Nigeria, the USA, Japan, China, Korea, India, and most of the major economies of Europe, such as Germany, France, Belgium, Spain, and the UK. The person with the least international experience had worked in the USA in addition to South Africa.

It was found that the international experience required these executives to make shifts in the way they think about what is important to them. A mining executive said:

So you know the first year of living in a foreign country, for me living in the US was the hardest because, and this goes to your question of the globalising mind because there are so many things, it is so amazing how many things we assume are normal or natural. And all of a sudden you're now **negotiating your cultural assumptions**.

The global experience also expanded the lenses through which these executives evaluate the world, as this comment by an investment executive clearly shows:

So the pain of the first year is recognising that you are standing on nothing but cultural and societal assumptions which no longer apply, and that if you are going to function, if you're going to understand, if you're going to thrive, everything is now negotiable and that you must know what is your special prejudice and what the other person's special prejudice is and where it comes from, and then find a way of finding a common ground.

These findings show that global experience is essential for expanding one's perspectives of how the world works.

## 2. BE EXPOSED TO DIFFERENCE

While speaking about shifting the leaders' thinking and their early life experiences, it also became clear how important psychological capital was, especially for staying rooted in one's own self and experience, and questioning the assumptions that one holds onto. One Exco member in the financial services sector said:

**Self-awareness** is the most important. You cannot lead anybody until you've been able to lead yourself. The oracle of Delphi says, know thyself and I think that is how I was brought up, I was brought up to be my harshest critic.

Another executive from the financial services industry commented on the shock of realising the existence of different



value systems among black South Africans, and those in the urban and rural areas. Most of the executives were aware of what was happening in the world as they were growing up. It appeared that a positive cosmopolitan outlook is built throughout one's life experiences. One financial executive reflected:

I think that my father had always challenged us from a very young age to **read voraciously**, to watch a lot of what was happening; we would have **discussions** about all sorts of things. As a result, whilst I was still in that small place, my worldview had already become bigger, long before I actually physically got to that world.

This research also found that the African business world offers distinctive opportunities to be exposed to diversity, as one executive aptly commented:

We are negotiating with white South Africans. If you are a Pedi guy, you are negotiating with Xhosa, Zulus, Ndebeles, Ngunis of all kinds and Afrikaners from the Western Cape and from the Eastern, you are busy **negotiating culturally** all the time and we are very proficient at it.

The significance of intercultural intelligence for a global mindset was previously mentioned. Intercultural empathy appeared clearly in the value systems of the black executives.

Probably one of the most poignant comments came from the leader who said:

So the most important thing about being exposed to different cultures, it's not learning about those cultures, it's about **learning about your own culture and your own prejudices and your own assumptions** and things that you assumed were natural, things that you really thought all human beings do it like this.

Another executive said: "And the cultural differences that exist out there, because while I've lived in the US I've not lived in China, I've not lived in Japan and I have been successful in those places... It's about **understanding** about **where people come from** and what makes them do the things they do."

One of the financial services executives spoke about "fighting to **suspend judgement**" and **separating "understanding and agreement"** in the face of cultural differences. He gave the example of early age marriage in Nigeria stating: "I may not agree with it, but do I understand it from their cultural point of view?"

A non-executive member of a large manufacturing and beverages organisation concluded about the importance of travel, stating that "it just **opens your mindset**"; while a chairman of a financial services Exco commented that "to travel is to **learn**". These findings encourage leaders to learn more and expose themselves more to the differences that exist inside and outside of their organisations.

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# Values

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## BELIEVE IN THE POWER OF COLLABORATION

Almost all the executives spoke about the importance of building teams with the aim of the team achieving excellence. A legal professional in an executive position in the FMCG sector spoke about “**unleashing the power of the people**” as a leader through common purpose. As expected, the executives were aware of and raised the value of ubuntu. A financial services executive said:

The second aspect is that you know we are brought up knowing that for you to be successful beyond your own capabilities, you must **rely on others**. So, in my language we call it *umntu ngumntu ngabantu*. You are who you are because of the others; I mean two brains are better than one.

The mining executive showed the intrinsic nature of his ubuntu values by saying:

So for me, my willingness to **take responsibility for others** was sort of an act of “ubuntu” or an act of Christianity but it was not the way that I was thinking about it actively, I’m just merely analysing in retrospect.

This shows the importance of values that balance leadership with interpersonal dependence.



## DEVELOP A GOOD WORK ETHIC

The executives mentioned several things that showed qualities of psychological capital in the workplace. One mentioned **hard work**, another **resilience** and **goal-directedness**. An FMCG executive spoke about a strong drive for success: “because I was hungry, and I suppose the **thirst to want to know more, to want to do better, want to be better** than anyone else, was probably inculcated in my upbringing”. Another interviewee highlighted the need for continuous learning and inspiration:

You know when people say they were inspired in a particular moment, it’s just data pieces that have been gathered, which were sitting in different places without any idea of connectivity and then they come together. So, you have to **expose yourself to a large amount of data** for things to come out as inspiration, but my view, look, inspiration happens but I think data is the foundation of all inspiration.

These findings reinforce the knowledge that attitudes of grit, resilience and openness make up the psychological capital needed for a global mindset.

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# Culture

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## UNDERSTAND YOUR OWN CULTURAL HERITAGE

The interviews showed just how impactful the cultural norms are on workplace behaviour. A black executive representing a US\$2 billion company talked about the people-centric nature of his culture, and how this affects boardroom behaviour:

...particularly my background is **that we are very welcoming people**. So, we welcome diversity, we welcome visitors, we are happy to host people in your home, you open the doors to people that are travellers, etcetera, etcetera, that's how we were brought up. So, when you go into a boardroom, you walk in there with an open mind.

This calls for deeper insight into how relationship building forms an integral component of communication in the African workplace.

## UNDERSTAND THE CULTURE OF OTHERS

One of the executives summarised the cultural understanding component of global mindset well:

It doesn't matter whether you subscribe to African leadership or Asian leadership, the truth is if the majority of your workers happen to believe in a particular culture, you cannot come and just pretend that those cultures don't exist. You've got to **acknowledge those cultures** and try then to shape them in such a way that you respect and acknowledge them, but you get them to help you deliver the results that you want delivered.

This emphasises just how important cultural understanding is in the South African workplace.

## ADJUST FOR INTERPERSONAL DIFFERENCES

One person used a rich metaphor to describe how language enables cultural expression, which is not about the purpose or outcome of conversations, but the interpersonal interaction that takes place and ultimately outcomes. He said:



But language is like a car, it does not lead you to a destination. It's just a vehicle through which you can move. But the destinations that language will take you is a **cultural choice**. So language will tell you that when a young person speaks to another young person, an old person speaks to another old person, and then when that crowd intersects, and depending on the cultural environment or the occasion, the language will take you to different destinations and it requires you to drive at **different speeds**.

The executive continued by showing that even when two people in Africa speak the same language, deep cultural differences due to upbringing may remain and these need to be constantly negotiated. This clearly shows that social capital goes beyond understanding one's own culture and those of others, but also requires awareness in each conversation of the cultural requirements of the other person.

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# What should businesses do?

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South African businesses need to learn to harness the global mindset that exists within the cultural diversity of the workforce. The following three practical interventions are proposed to extract and build the intellectual, social and psychological capital (global mindset) within workplaces. Although this study's findings suggest three enablers of the development of a global mindset – namely experience, culture and values – there may be others that future research will find. Figure 4 aligns the findings regarding experience, culture and values with distinct recommendations for business.

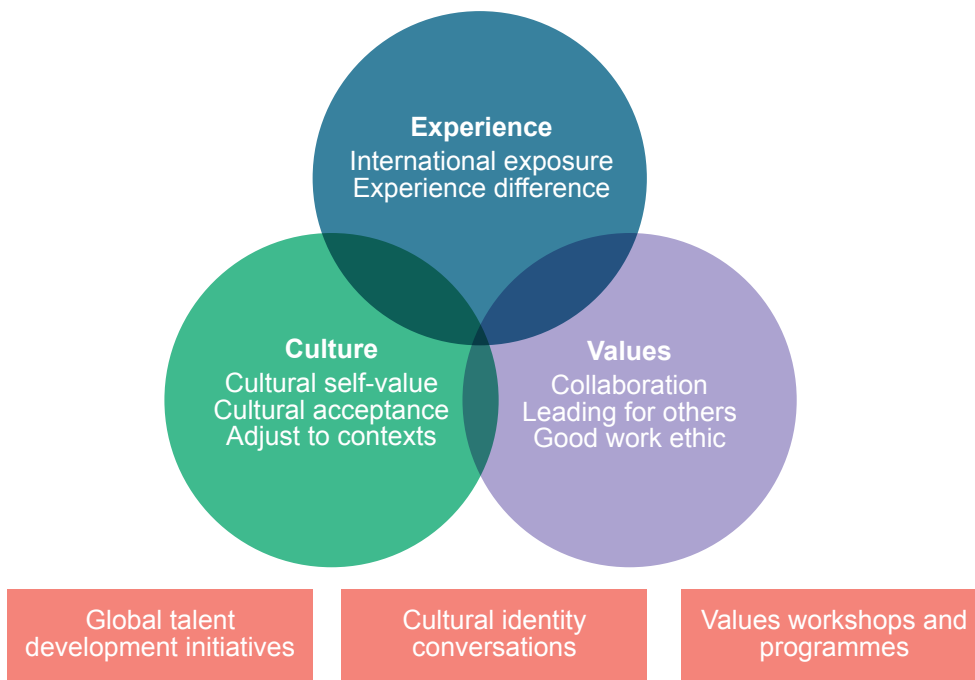


Figure 4. Aligning talent development interventions to support the African global mindset capitals

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## GLOBAL TALENT DEVELOPMENT

Develop top talent through international exposure. A spectrum of opportunities exists, ranging from deep exposure through international secondments or expatriate opportunities, to projects that span global boundaries, or simply opportunities to benchmark and learn from other contexts. With this, new academic insight into global talent management suggests that through knowledge sharing, the use of social capital will grow the company's human capital (Crane & Hartwell, 2019). Moreover, this means that the ability to create effective social networks across cultures enriches organisations' capabilities and ultimately their performance.

## VALUES-RELATED WORKSHOPS AND PROGRAMMES

Businesses often run workshops to expose the values hidden within organisations. More specific programmes that explore the dimensions of African values, such as ubuntu and relationships, and how to harness the value this can bring to teams should be conducted. This value of humanity should be tapped into to understand and respond to needs and, in so doing, raise organisations' performance (Elonga Mboyo, 2019). "Ubuntu, in this case, helps to restore the human element in the mechanics of performativity by focusing attention on the long-term psychological contracts/commitment of staff to an organisational vision whose survival depends partly on them" (Elonga Mboyo, p. 218).

## CULTURAL IDENTITY CONVERSATIONS

Leadership is seen as a conversation, which may hold especially true in South Africa. Although much work has been done to cross the cultural divides since the democratisation of South Africa, business should create opportunities for transparent conversations about the individual cultural elements that shape the behaviour of people in teams. This may help employees to

balance multicultural identities in global contexts, and to shape their global and local cultural intelligence (Lee, Masuda, Fu, & Reiche, 2018).

Through a comprehensive talent development system tailored to the experiences, cultures and values of the South African workforce, companies can continue to develop the global mindset of leaders needed to be successful in a globalised world. In doing so, companies can reap the benefits that the appropriate intellectual, psychological and social capital bring.

More research should be done to uncover the psycho-social dynamics of the global mindset in different African contexts, too. Studies that examine relational expectations within the South African workplace, and how to balance global and local intelligences will add great value to developing management insights for Africa.

In conclusion, this research has shown that black South African leaders display a distinctive global mindset that embodies the cultural values of ubuntu. Throughout the development of the leaders' cultural identities, they have made sense of any incongruence between their existing cultural frames and new cultural cues as they travelled abroad, read more broadly, and exposed themselves to difference. The leaders understand the importance of adjusting their cultural behaviour to lead in different contexts, while not losing sight of the value of their own cultural heritage. This distinctive global mindset capability of black South African executives and executives "in waiting" can be further developed in organisations through: global talent development initiatives to broaden their experience; facilitating cultural identity conversations to raise cultural awareness and self-awareness; and providing values-related workshops and programmes to encourage cultural appreciation and sensemaking.



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