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LEADING ACROSS BORDERS IN AN ERA OF CULTURAL FLUX: A GLOBAL LEADERSHIP PERSPECTIVE USING REFLEXIVE THEMATIC ANALYSIS

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Abstract. In an increasingly globalized workplace, international managers play a vital role in leading teams composed of individuals from diverse cultural, linguistic, and professional backgrounds. This study examines the challenges faced by international managers in managing culturally diverse teams and the strategies adopted to foster effective collaboration, team cohesion, and organizational harmony.

The study adopted a qualitative research design. In-depth virtual interviews were conducted with 15 purposively selected international managers representing diverse industries, including financial services, telecommunications, agriculture, and marketing. The interview data were analyzed thematically to identify recurring patterns, themes, sub-themes, and managerial responses to cross-cultural challenges.

The findings revealed three major categories of challenges: differences in work styles and ethics, communication barriers, and cultural orientations. Managers reported that variations in time management, language proficiency, and perceptions of authority often hindered team cohesion and operational efficiency. In response, managers adopted strategies including simplified communication methods, cross-cultural training workshops, participatory management approaches, and team-building activities designed to promote inclusivity and cultural awareness. These strategies were perceived to enhance team productivity, responsiveness, collaboration, and employee satisfaction.

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The study is limited by its small purposive sample of 15 international managers and its reliance on qualitative self-reported data, which may limit the generalizability of the findings to other organizational and national contexts. Future studies could employ longitudinal and mixed-method approaches to examine the sustainability and broader applicability of cross-cultural management interventions. The findings provide practical guidance for organizations and international managers seeking to improve the effectiveness of culturally diverse teams. Organizations should strengthen cross-cultural training, adopt adaptive communication practices, encourage participatory leadership, and develop inclusive team-building mechanisms to manage cultural differences and improve team performance. The study highlights the importance of cultural awareness, inclusivity, mutual respect, and effective intercultural communication in promoting harmonious workplace relationships. Effective management of cultural diversity can contribute to reduced interpersonal conflict, greater employee inclusion, and more cohesive multicultural workplaces. The study contributes to the cross-cultural management literature by providing qualitative evidence on how international managers identify and respond to culturally diverse team challenges across multiple industries. Its value lies in linking specific cross-cultural challenges with practical managerial responses, thereby providing an integrated perspective on adaptive leadership and sustainable collaboration in multicultural work environments.

Keywords: border, culture, complexity, managing, leadership**.**
JEL Classification: M5.

INTRODUCTION

In an increasingly interconnected world, leaders are required to operate across borders, engage diverse stakeholders, and navigate complex cultural landscapes. Globalization has intensified cross-cultural interactions in business, governance, and social systems, making cultural competence a core requirement for effective leadership (Abolade et al., 2022). Managing cultural complexity goes beyond recognizing differences; it involves understanding how values, beliefs, communication patterns, and social norms shape decision-making, organizational behaviour, and stakeholder expectations (Jayman et al., 2022). As organizations expand internationally and multicultural teams become the norm, leaders must be equipped with the skills and insights necessary to address cultural challenges that influence collaboration, performance, and strategic outcomes (Gordon & Clelan, 2021).

International leadership, therefore, plays a pivotal role in bridging cultural divides and aligning heterogeneous groups toward common goals. Effective global leaders demonstrate adaptability, emotional intelligence, and an ability to interpret cultural cues within broader institutional and environmental contexts (Malikhah, 2021). They also serve as facilitators of inclusive practices, ensuring that cultural diversity becomes an asset rather than a barrier (Kucharska & Rebelo, 2022). The ability to manage cultural complexity has significant implications for innovation, conflict management, employee engagement, and organizational competitiveness (Howden et.al., 2021).

Despite its increasing relevance, some organizations still struggle with the practical dimensions of leading across cultures. Challenges such as ethnocentrism, communication breakdowns, mis-interpretation of behaviours, and conflicting expectations often hamper the success of international ventures (Lakomski & Evers, 2022). These complexities explain the need for critical examination of international leadership frameworks that incorporate cultural intelligence, cross-cultural communication strategies, and adaptive leadership models. This study therefore explores the dynamics of managing cultural complexity from an international leadership perspective, offering understanding into the competencies, approaches, and strategies required to lead effectively in culturally diverse environments using a reflexive thematic analysis approach.

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LITERATURE REVIEW

Global leadership theory has been widely cited as a central framework for explaining how leaders operate across culturally diverse environments. Recent studies describe global leadership as a capability that integrates global mindset, cultural intelligence, and adaptive behaviors to guide leaders in complex multicultural settings (Grajfone et.al., 2022). These works emphasize that global leaders must not only understand cultural differences but also interpret ambiguous cues and integrate diverse perspectives into organizational decisions.

Comparatively, scholars position global leadership theory as broader than traditional cross-cultural leadership, which focuses primarily on how cultural values influence leadership styles. While cross-cultural leadership explains differences, global leadership theory explains navigation how leaders move across contexts, adjust behavior, and maintain effectiveness (Rockstuhl & Van Dyne, 2022). This positions it as more suitable for environments where cultural boundaries are fluid, interdependent, and rapidly shifting.

In contrast to expatriate adjustment models that emphasize individual adaptation in a single host culture, global leadership theory accounts for leaders who must simultaneously operate across multiple cultural systems. It also diverges from transformational leadership models by foregrounding cultural sense-making rather than motivation as the primary mechanism of influence (Osland et al., 2023). Several scholars, however, critique the theory for conceptual overlap and inconsistent measurement. Debates persist about whether global mindset and cultural intelligence truly represent distinct constructs or are simply variations of broader cultural competence frameworks (Markasović et.al., 2024). Another critique is that the theory may underplay structural factors such as organizational culture and governance that shape leaders' capacity to manage cultural complexity. Despite these critiques, the literature consistently connects global leadership theory to improved performance in multicultural teams, enhanced collaboration across national units, and reduced cultural friction in international operations (Schophuizen et.al., 2022). Its integrative nature allows researchers to link individual-level competencies with organizational learning processes, making it a strong theoretical foundation for examining how leaders manage cultural complexity in international contexts.

METHODOLOGY

This study adopted a qualitative research design to explore how international managers understand and manage cultural complexity within multicultural work environments. A qualitative approach was considered appropriate because it provides the depth needed to capture lived experiences, interpretive processes, and leadership responses that cannot be meaningfully quantified. The population comprised international managers leading multicultural teams across sectors such as technology, development, education, and manufacturing. Using purposive sampling, 15 managers with at least two years of cross-cultural leadership experience were selected to ensure the inclusion of participants with rich and relevant insights. Data were collected through semi-structured virtual interviews conducted via Zoom and Google Meet, each lasting between 35 and 50 minutes. The interviews focused on cultural challenges, communication barriers, leadership strategies, and adaptation mechanisms, and all sessions were audio-recorded with participants' consent while field notes captured supplementary contextual information. The data were analyzed using Braun and Clarke (2021) reflexive thematic analysis approach (RTA). Interview recordings were transcribed verbatim, coded inductively, and organized into themes that reflected common patterns in participants' experiences of cultural complexity and global leadership practices. NVivo 12 software supported systematic data organization and theme development. To ensure trustworthiness, member-checking was conducted to validate interpretations, thick descriptions enhanced transferability, and an audit trail and reflexive journaling strengthened dependability and confirmability. Ethical approval

was secured prior to the study, and all participants provided informed consent. Anonymity and confidentiality were assured throughout the research process, with all identifiable information removed from transcripts and data securely stored.

Demographic Overview

The study examined the experiences of 15 international managers, segmented into clusters that highlight key aspects of their professional profiles, as presented below.

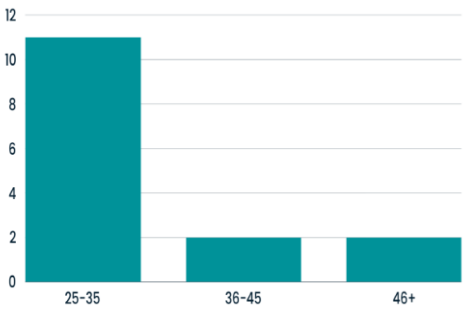


Figure 1. Age distribution

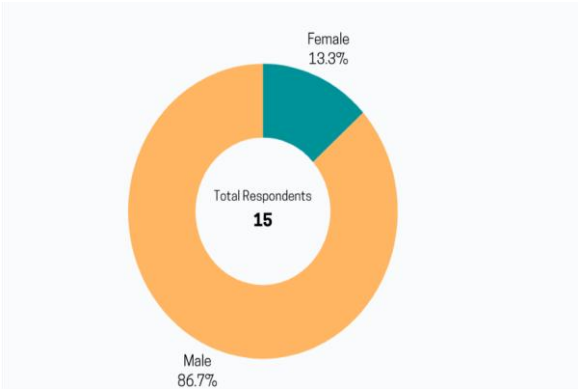


Figure 2. Gender distribution

Age Distribution

A significant proportion of the managers, 11 (73.3%), fall within the age range of 25–35 years, indicating a predominantly youthful representation. Two managers (13.3%) are between 34 and 45 years, representing the mid-range age group. The remaining two managers (13.3%) are above 46 years, reflecting the representation of more experienced managers. The three age categories account for all 15 participants.

Gender Composition

The gender distribution among the respondents indicates that 2 managers (13.3%) are female, while 13 managers (86.7%) are male. This demonstrates that the sample is predominantly male.

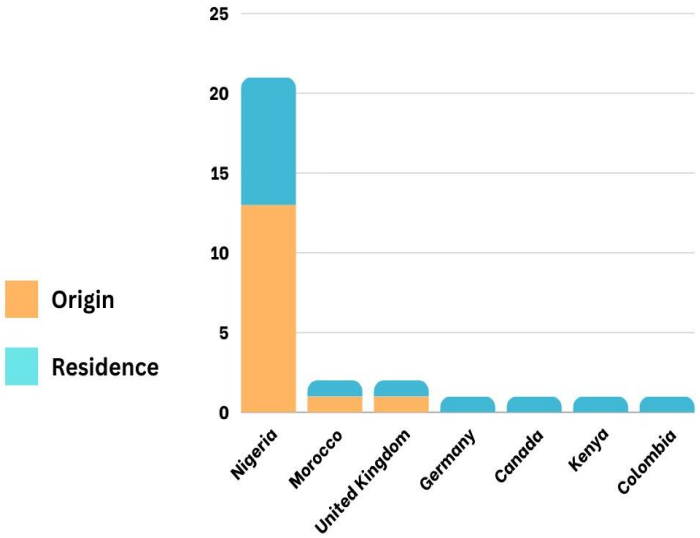


Figure 3. Country of origin and residence distribution

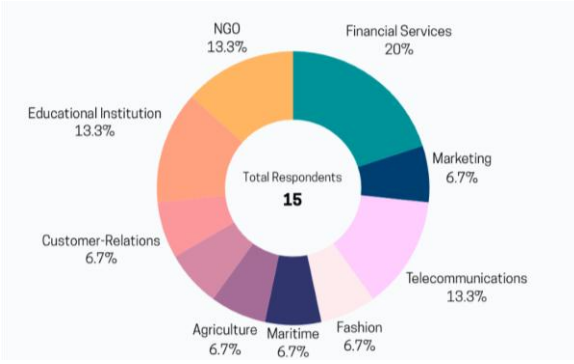
Nationality

The nationality distribution indicates that 13 managers (86.7%) are Nigerian, representing the predominant nationality in the study. The remaining 2 managers (13.3%) comprise one manager from Morocco (6.7%) and one manager from the United Kingdom (6.7%), thereby providing a limited but meaningful international representation within the sample.

Work Locations

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Out of the total 15 respondents, 9 managers (60.0%) are currently working with diverse teams in Nigeria, whereas 6 managers (40.0%) are working with diverse teams in locations outside Nigeria. This distribution demonstrates that although Nigeria constitutes the primary work location, a substantial proportion of the managers have experience working across international locations, as represented in Figure 3.



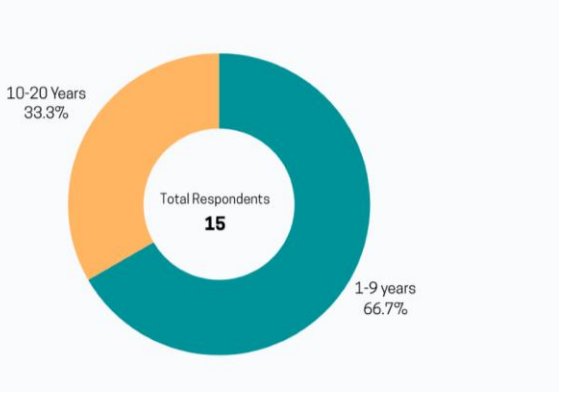


Figure 4. Manager industry distribution *Figure 5. Years of managerial experience distribution*

Industry Representation

The managers included in the study work across various industries, thereby contributing to the diversity of the sample. The industries represented include financial services, telecommunications, agriculture, marketing, among others, as indicated in Figure 4.

Managers' Years of Experience

Of the 15 interviewed managers, 10 (66.7%) have between three and ten years of managerial experience. The remaining 5 managers (33.3%) have more than 11 years of managerial experience. This distribution indicates that the sample comprises managers with both relatively moderate and extensive managerial experience, as represented in Figure 5.

Team Composition

Each manager in the study is responsible for teams spanning at least three nationalities, thereby highlighting their cross-cultural leadership roles.

RESULT AND DISCUSSION

Challenges Faced by International Managers

Patrick (2010) found that diversity determines not only the effects of diversity within an organization but also the level of openness to dissimilarity characteristics among the organization's members, work groups, and culture. Building on this perspective, our interviews with international managers, therefore, revealed three major categories of challenges encountered when overseeing diverse teams. These challenges include work style and ethics, communication challenges, and cultural orientation.

Work Style and Work Ethics

A significant challenge consistently reported by international managers is the variations in work styles and attitudes among team members. Differences emerge in how team members approach work and their commitment to it. Some teams have members who adhere strictly to set working hours, while others are more flexible, often putting in extended hours without overtime. One manager highlighted the challenge, stating:

"So, in Benin Republic, they have a time difference. Not really a time difference. It's the same time, but their break time is different. So, they do a two-hour break in between work. They work for four hours. They go for a two-hour break. They work for another four hours and then call it a day." (M1)

This also aligns with another manager (M3) who spoke about how the Nigerians on his team are very open to working for extended hours, whereas the team members from the UK work based on time.

In another context, time management emerges as another significant challenge these managers encounter. As expressed by a manager:

"When it comes to time management. Some of them are not used to the hustling and bustling of Lagos life. You have to wake up by 4 a.m. to be able to resume work at maybe 8 a.m. in the morning. Some of the cross-cultural people, even in Ghana, like nightlife. So they pick up slowly in the morning, and they enjoy more towards the night. But whereas in Nigeria, the nighttime is mainly for you to go to bed and re-energize for the next morning" (M1)

Similarly, disparities in the perception of social and work-life balance emerged as another noteworthy challenge. One manager mentioned how a certain team member would never show up to work on weekends because he has personal affairs to attend to (M3)

In another instance, A manager spoke about how team members enjoy executing their tasks. Some prefer working individually, whereas others tend to work in groups.

"On my team, the Chinese guys, you know, are always much more competitive than the Indian guys who help each other get the work done. So that different approaches at times might sort of slow down the work" (M2)

Also, regarding work ethics, some managers highlighted diversity in how team members sought motivation. As mentioned by a manager:

"Some people are motivated by maybe money. Some people are motivated by respect. And some are even motivated by their rank and their position. So, this causes a lot of issues at times". (M4)

To this end, variations in time management, social perceptions, and work approaches among diverse team members pose a complex challenge for international managers.

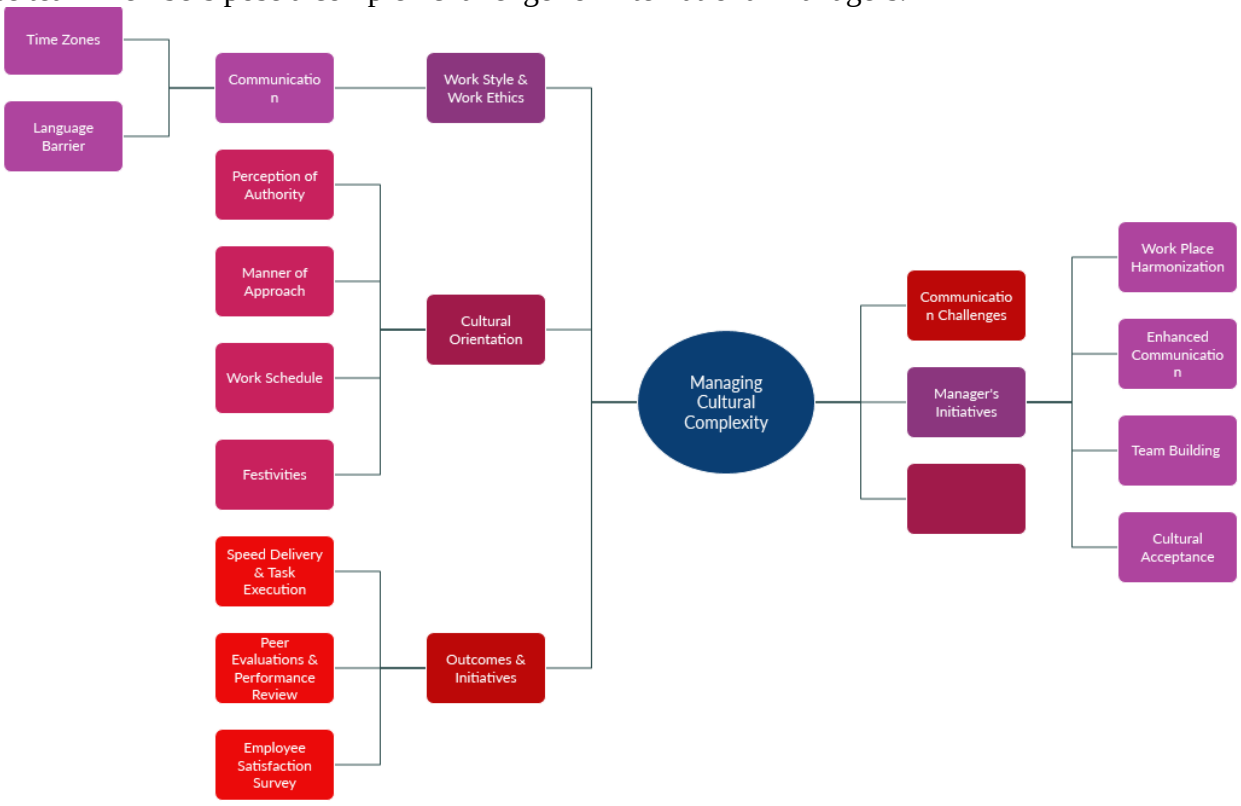


Figure 6. Thematic themes and sub-themes of cultural complexity, Nvivo Output, (2026)

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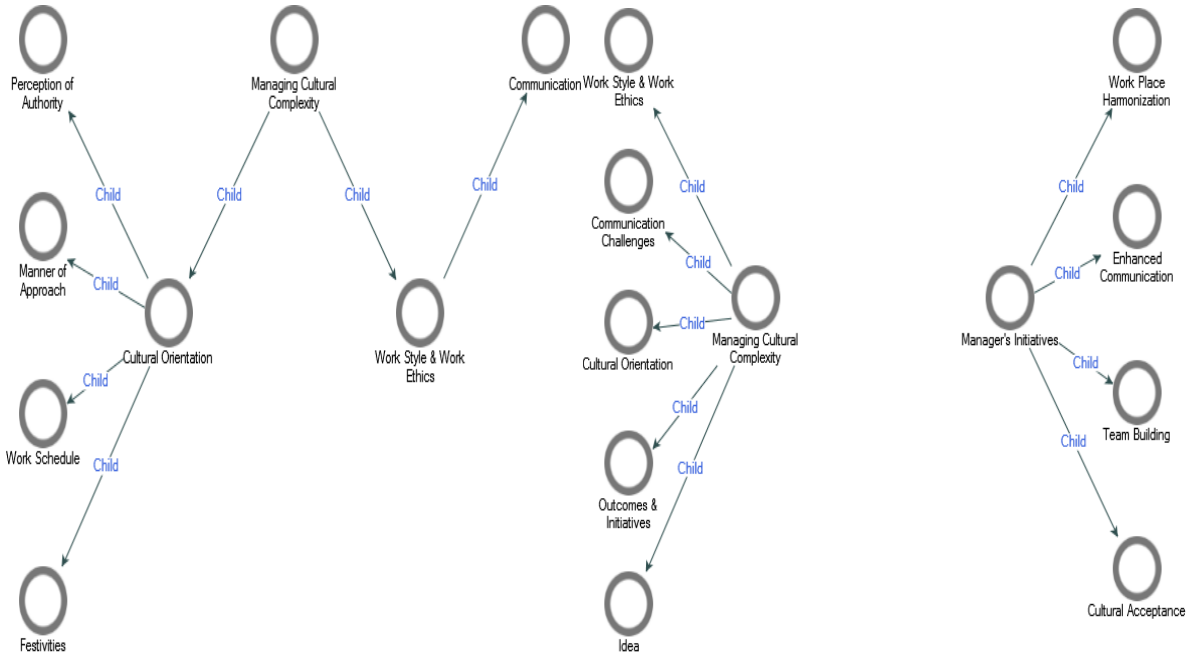


Figure 7. Thematic codes and nodes of cultural complexity, Nvivo Output, (2026)

Communication Challenges

Navigating cross-cultural communication involves addressing the variations in communication styles that can lead to misperceptions and misunderstandings (Martin & Nakayama, 2010).

In the context of our study, international managers highlighted significant differences in communication styles. These challenges are mainly attributed to differences in time zones, languages, and perception of information, amongst others.

Time Zone Differences: A large proportion of the managers interviewed mention that they experience disruptions in communication due to time zone differences, thereby affecting the immediacy of responses and coordination among team members spread across various regions.

As mentioned by a manager: "India has multiple time zones depending on the city you are in, and a lot of the guys I work with are in Bangalore, and they are four and a half hours ahead of us here (Lagos). So, because of that, some tasks might not get assigned to them (M4) Another manager also made note of experiencing similar challenge. As narrated by him, "Sometimes you think time zones are only tied to Europe, right? And then if you're working with individuals, even within Africa, I mean, time zone is a lot. For instance, my colleague in Mauritius are four hours ahead. My colleagues in Nairobi, Yeah, I think two of us ahead, to which is very close". (M2)

Language Barriers: Jandt (2007) argues that language separates people, especially in the case of high- and low-context cultures.

The impact of language differences becomes evident when English is not the first language for some team members. This disparity contributes to variations in how team members interpret and perceive information. For instance, a manager (M3, M9, M10) observed that team members from francophone countries tended to interpret instructions differently from Nigerians, leading to potential mis-interpretations

In another instance, a manager who was heavily reliant on a translator to communicate with his team faced an exceptional challenge when the translator fell ill, resulting in a day of ineffective communication.

As narrated by him, "That day was a tough day on the farm because in as much as I was trying to communicate with them, they aren't getting the message at all" (M4, M5, M8, M11).

This reliance on interpreters also resonated with other manager who identified mis-communication as a persistent and significant challenge.

"Miscommunication has always been one of the biggest problems, biggest challenges. Another one is in the sense that while speaking English, the interpreter may actually not be getting the information correctly as it is due or some of them have claimed to have understood English but not actually getting this information as per se…" (M1, M9, M12, M15)

The severity of the issue is further exemplified by a case in which an Indian team member's misinterpretation caused a substantial delay in marketing a product (M2, M7, M14, M13, M11)

These instances collectively emphasize the importance of implementing effective communication strategies in diverse, multilingual team environments.

Cultural Orientation

Challenges arising from cultural differences between the managers and their team members are another common challenge experienced by international managers interrelated in this study. Differences in festivities, perception of authority, and divergent manner of approach posed significant bonding frictions and collaborations among team members.

Festivities and Work Schedules: Adapting to diverse cultural calendars posed challenges in maintaining consistent workflow during festive periods.

As mentioned by a manager: "So in India, they observe a lot of holidays. So there be a day where they will be like, oh, you know what? Today is Elephant Day, and they tell you they will not come to work for the next two days because they have to go to the temple (M3, M6, M5). Similarly, another manager mentioned that the Indians on his team would never bulge to contribute to a project during their festive period.

In his word: "when in the festival period, trust me, they do not lift a finger to do anything." (M1, M8, M9)

Perception of Authority & Manner of Approach: In cultures with high power distance, people are expected to show positive emotions to superiors and negative emotions to those with lower status (Andersen et al. 2002).

Therefore, international managers in this study pointed out diverse approaches to confrontation, especially noting non-African manners and differing cultural expectations regarding hierarchical structures.

One manager illustrated this cultural clash within her team, emphasizing, "We, in Nigeria, don't call our supervisors or bosses names, but in France or for those who are French colonized, they don't see it as anything. So, for them, they called me by my name, and for my other team members who were Nigerians, they called me Ma or Madam, something. So, it posed a very big challenge". (M2).

Same way in another instance, a manager mentioned: "In our culture where we came from in Nigeria, for instance, if your boss is forceful or authoritative, most people will generally understand, but other cultures will not understand; they will be wondering, why are you acting a certain way." (M3)

Another manager emphasized the impact of cultural differences on approaches to work, citing a specific instance where his Nigerian background clashed with a team member from

Cotonou, resulting in a significant project delay.

He elaborated, stating, "The attitude over there (Cotonou) is quite different from Nigeria's attitude because, in Nigeria, people know there is an element of rush. There is no element of rush over there; they take their duties at their own comfortable time, and you know, the culture is quite different" (M4)

Continuing the exploration of cultural challenges, this same manager also highlighted a specific cultural practice in Nigeria where giving documents with the left hand is considered unfavorable.

He remarked, "Even in the culture, you know, in Nigeria, we don't like to give people's documents with the left hand. Everybody they do not count it as an offense. You do something with your left hand. So those are the things that used to affect attitude, used to affect with their talent". (M2)

This cultural nuance further underscores the intricate ways in which cultural practices impact not only interpersonal interactions but also professional attitudes and expressions of talent within the team.

Initiatives Put in Place by International Managers

International managers in our study have implemented strategic initiatives to tackle the intricate challenges arising from diverse teams, focusing on both communication enhancement/workplace harmony and cultural/team-building initiatives (Hager & Beckett, 2022).

Communication Enhancement /Workplace Harmonization

Recognizing the paramount importance of effective communication in harmonizing diverse teams, the managers in our study have implemented specific strategies.

One notable approach involves mitigating language barriers by dialing down the dominance of native speakers and actively seeking clarity through thoughtful questioning.

A manager articulated this approach by stating, “I don't try to talk as fast as I'm talking right now. When I'm dealing with them, I try not to use big vocabulary. I try to use simple ones.” (M1, M2).

Another manager also introduced a Standard Operating Procedure (SOP) for handling requests from clients both within and outside Nigeria. This SOP involves acknowledging and interpreting client requests, confirming understanding, and providing a clear set of guidelines, ensuring a smooth and seamless relationship, especially for non-English speakers. (M3, M2). Similarly, a manager (M3) introduced a communication module during meetings where each member writes their expectation and understanding of what you have done or what you have created in each meeting for a follow-up to promote clarity.

Another notable initiative to bridge project breakdown and problems arising from time-zone differences involves creating a physical hub where team members from different countries can collaborate seamlessly.

A manager highlighted this approach, stating, “So, for example, say we want to push out a product, a new product, we'll just get everybody together in Lagos or get everybody together in Senegal to just have like a hub. And then everybody just gets to work together.” (M3, M2). In addition, managers have taken other initiatives to amplify the voices of team members. As expressed by a manager,

“I've implemented a lot of participative initiatives to make sure that people within my unit, at least, can make sure that their voice is heard by myself and my management staff…. In addition to that, I've also moved past that level and actually took the initiative in making a handbook for new, newly enrolled staff. And that was designed primarily by my own unit. So, I was essentially coordinating the efforts, but it was done by the collective.” (M1, M3).

A similar initiative is also adopted by another manager. In his words, “So imagine every computer or every vacuum cleaner comes with a user guide. How do you use this? How do you turn it on? What would you do when it gets damaged? What do you do when it

overheats? I think everybody can create their own user guide” (M1)

Cultural / Team Building Initiatives

The initiative of embracing cultural diversity through informal interactions and company policies serves as a strategy for nurturing stronger relationships, promoting open communication, and fostering collaborative efforts within the team (Ramachandran et.al., 2023). This strategic approach has been widely embraced by the international managers in our study, reflecting a commitment to creating an inclusive work environment.

A manager highlighted the implementation of regular cross-cultural communication workshops and the practice of sending staff to different countries through exchange programs.

As expressed by the manager, “So, at the end of the day, as a staff in the organization, by the time you have traveled like two, three, four countries, you would have been able to learn about their cultures.” (M4)

Additionally, another manager emphasized the importance of informal cultural meetings within the team. In his words, “Apart from doing the job, there's always a culture meeting where we discuss personal challenges. You can drop your message, and then we look at it together. Then come up with solutions”. (M3)

In alignment with the commitment to fostering an inclusive work environment, one manager highlighted the presence of diversity and inclusion training across the entire company.

“We have this diversity and inclusion training, which is different from my department's cross-cultural training. But this is for the entire establishment. So, it's part of the policies that my company has to promote diversity. So, we also have very flexible and robust work policies that accommodate all those diverse needs and so on and so forth.” (M4)

Because team-building initiatives extend beyond formal engagements, infusing social activities with work culture is another strategy widely adopted by international managers in this study. A notable example provided by a manager (M1) involves interactions through games. For instance, the Indians on the team get to share trivia about Indian culture, which other team members are encouraged to participate in and learn from this activity.

Similarly, another manager goes to great lengths to understand his team members by immersing himself in the cultural nuances of their origin. He shared, "For example, the South African is a Zulu. Sometimes I had to watch a lot of Zulu movies to understand how they're raised." (M2)

To further promote a sense of belonging, team members are encouraged to wear their cultural attire freely, reflecting the organization's commitment to tolerance and diversity (M3,4). Additionally, another manager highlighted the initiative of hiring a chef to cater to the diverse culinary preferences of the team, aiming to create a welcoming and comfortable environment (M4)

But beyond these social measures, another manager (M3) emphasized the organization's commitment to diversity through a hiring policy that prioritizes inclusivity and the presence of employee resource groups within the organization to ensure that every employee feels valued and included. These holistic initiatives collectively contribute to a workplace culture that acknowledges diversity and actively promotes an environment where every team member's unique background is celebrated and embraced.

Outcomes from Adopted Initiatives

The strategic initiatives implemented by international managers have yielded significant positive outcomes (Heffernan & Bosetti, 2020). Several managers reported notable team efficiency and productivity improvements, identified through employee surveys and other key performance indicators.

As mentioned by a manager, “KPIs are set in terms of the weight of your team goals to individual goals and secondly how diverse you are” (M4)

Speed of Delivery and Task Execution

International managers attested to having witnessed a commendable improvement in the speed of task execution and responsiveness to internal memos. (M1, M7, M8, M12)

Peer Evaluations and Performance Reviews

Several managers emphasized the positive impact of initiatives on peer evaluations and performance reviews based on organizational values. (M6, M4, M9, M14)

Employee Satisfaction Survey

Managers, through employee surveys and performance assessments, have recognized that diversity has become a driving force behind enhanced efficiency in their work. (M1, M15, M11, M9, M3, M2, M7)

CONCLUSION

The study concludes that international managers face significant challenges in managing culturally diverse teams, particularly differences in work styles and ethics, communication barriers,

and cultural orientations. These differences can impede communication, team cohesion, and operational efficiency. However, adaptive managerial practices, including clear communication, cross-cultural training, participatory leadership, and inclusive team-building, were perceived to facilitate collaboration, responsiveness, productivity, and employee satisfaction. The study therefore emphasizes that effective management of culturally diverse teams requires cultural awareness, adaptive communication, inclusivity, and respect for cultural differences. Given the qualitative design and small purposive sample, the findings should be interpreted contextually rather than generalized broadly.

Based on the findings, the study recommends that organizations strengthen cross-cultural training and cultural competence development among international managers to improve their capacity to understand and manage cultural differences. Organizations should also adopt clear and adaptive communication practices that accommodate linguistic and cultural variations and reduce workplace misunderstandings. Participatory and inclusive leadership approaches should be encouraged to promote employee involvement, trust, mutual respect, and team cohesion. In addition, organizations should implement structured team-building and intercultural conflict-management mechanisms to strengthen collaboration and address cultural tensions effectively. Finally, organizations should regularly evaluate the effectiveness of diversity-management initiatives, while future researchers should employ longitudinal and mixed-method approaches with larger and more diverse samples to establish the long-term effectiveness and broader applicability of these practices.

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ЛІДЕРСТВО ЗА МЕЖАМИ КОРДОНІВ В УМОВАХ КУЛЬТУРНИХ ТРАНСФОРМАЦІЙ: ПЕРСПЕКТИВА ГЛОБАЛЬНОГО ЛІДЕРСТВА НА ОСНОВІ РЕФЛЕКСИВНОГО ТЕМАТИЧНОГО АНАЛІЗУ

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В умовах дедалі більшої глобалізації робочого середовища міжнародні менеджери відіграють важливу роль в управлінні командами, до складу яких входять працівники з різним культурним, мовним і професійним досвідом. У статті досліджено проблеми, з якими стикаються міжнародні менеджери під час управління культурно різноманітними командами, а також стратегії, які вони застосовують для забезпечення ефективної співпраці, командної згуртованості та організаційної гармонії.

У дослідженні застосовано якісний дизайн. Проведено глибинні онлайн-інтерв'ю з 15 міжнародними менеджерами, відібраними методом цілеспрямованої вибірки та представленими різними галузями, зокрема фінансовими послугами, телекомунікаціями, сільським господарством і маркетингом. Дані інтерв'ю проаналізовано за допомогою тематичного аналізу з метою виявлення повторюваних закономірностей, тем, підтем і управлінських реакцій на кроскультурні виклики.

Результати дослідження засвідчили наявність трьох основних категорій викликів: відмінності у стилях роботи та трудовій етиці, комунікаційні бар'єри та культурні орієнтації. Менеджери зазначили, що відмінності у ставленні до управління часом, рівні володіння мовою та сприйнятті авторитету часто перешкоджають командній згуртованості й операційній ефективності. У відповідь на ці виклики менеджери застосовували такі стратегії, як спрощення комунікації, проведення тренінгів із кроскультурної взаємодії, використання партисипативних підходів до управління та організація командоутворювальних заходів, спрямованих на забезпечення інклюзивності й підвищення культурної обізнаності. За оцінками менеджерів, ці стратегії сприяли підвищенню продуктивності команд, оперативності реагування, рівня співпраці та задоволеності працівників.

Дослідження має певні обмеження, зумовлені невеликою цілеспрямованою вибіркою з 15 міжнародних менеджерів та використанням якісних даних, отриманих на основі самозвітів, що може обмежувати узагальнення результатів на інші організаційні та національні контексти. Перспективи подальших досліджень полягають у застосуванні лонгітюдних і змішаних методів для оцінювання довгострокової ефективності та ширшої застосовності інструментів управління кроскультурними відмінностями. Результати дослідження можуть бути використані організаціями та міжнародними менеджерами для підвищення ефективності роботи культурно різноманітних команд. Організаціям доцільно посилювати кроскультурну підготовку працівників, застосовувати адаптивні комунікаційні практики, заохочувати партисипативне лідерство та розвивати інклюзивні механізми командоутворення для ефективного управління культурними відмінностями та підвищення результативності команд. Дослідження підкреслює важливість культурної обізнаності, інклюзивності, взаємної поваги та ефективної міжкультурної комунікації для формування гармонійних відносин у робочому середовищі. Ефективне управління культурним різноманіттям може сприяти зменшенню міжособистісних конфліктів, підвищенню інклюзивності працівників і формуванню більш згуртованого мультикультурного робочого середовища. Дослідження доповнює наукові напрацювання у сфері кроскультурного менеджменту, надаючи якісні докази того, як міжнародні менеджери виявляють та вирішують проблеми, пов'язані з культурним різноманіттям команд, у різних галузях. Цінність дослідження полягає у встановленні взаємозв'язку між конкретними кроскультурними викликами та практичними управлінськими реакціями, що забезпечує комплексне розуміння адаптивного лідерства та сталого співробітництва в мультикультурному робочому середовищі.

Ключові слова: кордони, культура, складність, управління, лідерство.