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Redefining Leadership: Diverse and Global Perspectives

By Jean Lau Chin, EdD, ABPP

As our communities become increasingly global, and countries throughout the world become increasingly diverse, we must examine leadership and psychology within a global and diverse perspective. A digital age of rapid change, instantaneous communication, and increased mobility characterises the 21st Century. Good and effective leadership is essential if we are to promote international business, global economic, social and psychological well-being, and intercultural peace and harmony. Are we ready to meet the challenge?

Forbes 2015 of The World's Most Powerful People lists nine women out of 73—a mere 12%; this contrasts with *Fortune's list of 2015 World's Greatest Leaders*, of which 26% are women. Why this difference? *Fortune's* list show more women as leaders because their criteria was about transformational and significant change reflecting *influence* while *Forbes's* list show fewer women as leaders because their criteria was about *power* to influence and control resources.

Issues of power often result in different and double standards used to evaluate women and minorities less favourably that are rooted in stereotypes about social identities even when actual leadership behaviours are the same. Because leadership models are strongly influenced by Western norms and reflect the leadership largely of white, heterosexual men (Den Hartog, 2004), female leaders are often viewed as weak and indecisive, Asian leaders as modest and passive, Latino leaders as emotional and unstable, and Black leaders as angry and confrontational.

Rost (1991, p. 102) redefines leadership with

Why isn't there more diversity among our Barron's 2016 list consists of 30 men; and 1 is Brazilian. executives in US Labor Statistics, the 500 companies by race/ethnicity though Whites make up 100 companies most able to influence? Discriminations, discrimi-



persuasion". Graen & Uhl-Bien (1995) expands this to the exchange that occurs between leaders and members as opposed to leader traits while Rodrigues (2001) calls attention to the shift from individual leaders to teams, processes, and member diversity. Chin & Trimble (2014) integrates this to propose a diversity leadership model that emphasizes diversity difference, inclusion and change. It emphasizes the values, world views, and diversity of leaders and followers which interact with one another. It emphasizes the centrality and intersectionality of multiple social identities, lived experiences and social and organisational contexts.

mentality by Western countries based on military power. This placed leadership in a global context of power, exploitation, and privilege designed to exploit national resources (e.g., copper, fisheries, labor, lumber, or oil) of the countries being conquered. The Industrial

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At times, a traumatic event may evoke repressed and unresolved memories of trauma and stress from one's past, such as an unresolved bereavement, accident, or emotional crisis. PTSD may also appear years after the actual trauma. For instance, a Holocaust survivor can suddenly feel flooded and overwhelmed by traumatic memories of the war in later life. In a way, one can consider this a positive sign. Individuals find a way to delay reactions to stress in order to get on with life and to cope, but find that these memories arise much later in life when we feel more secure and able to "open the box" and address the trauma more effectively. Hence, it is not a question of whether to address the traumatic memories, but when.

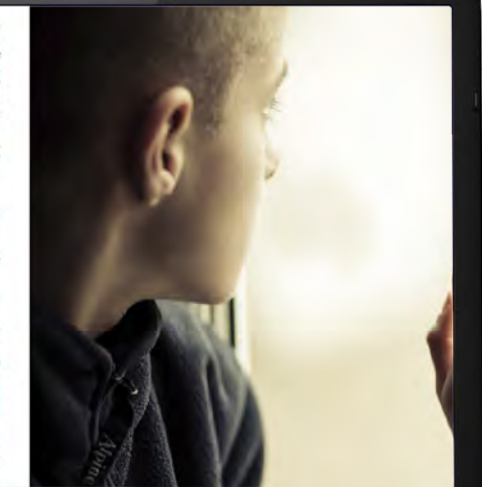
It turns out that people are much more resilient than we think. Most people will undergo a period of stress and anxiety following a traumatic incident, but manage to resume full functioning within one year, providing that they have some support, manage to engage positively with work and personal life, and adhere to healthy perceptions of coping. If the specific reactions to trauma continue over six months it is recommended to seek professional advice. With treatment, the vast majority of PTSD sufferers manage to resume expected functioning and regain

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In private practice, David's approach is eclectic, evidence-based, and professional. He is trained and proficient in Biofeedback, Clinical Hypnosis, family therapy, long term psychodynamic approaches as well as brief, defined CBT approaches in treatment for individuals with PTSD, Chronic Pain, Anxiety and OCD, Interpersonal Difficulties, and Problems in Functioning. He regularly provides psychological reports related to litigation that involves Accident Compensation, Criminal Injuries Compensation, Malpractice, Cognitive Abilities, and Pain.

David provides workshops and lectures for Medical Education Training, UCL, Birkbeck University, The Institute of Psychiatry, and Private Education. The popular topics include Chronic Pain,



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