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Research Article

Developing Global Leadership Activities: Integrating Psychological and Spiritual Dimensions

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Abstract

This study aims to investigate the factors and mechanisms involved in creating psychological and spiritual images of global leaders, as well as their impact on leadership effectiveness. The research methodology involves a comprehensive review of existing literature and practical cases featuring real examples of global leadership. The study seeks to elucidate how psychological and spiritual dimensions contribute to the formation of leaders' identities and influence their decision-making and interactions in a global context. The expected findings of this research are anticipated to shed light on the complexities of leadership development and inform strategies for nurturing effective global leaders with a holistic understanding of human psychology and spirituality. By delving into the interplay of psychological and spiritual dimensions in developing global leadership activities, this study offers a novel perspective that contributes to the broader understanding of leadership effectiveness and paves the way for nurturing leaders with a more comprehensive worldview. By analyzing real examples from advanced economies of the world, such as Starbucks, Microsoft, Patagonia, and Unilever corporations, effective recommendations are drawn for Uzbek business owners, entrepreneurs, and global management practitioners from emerging economies in Central Asia. Leadership practices of these businesses are summarized by selected directions in a step-by-step manner.

Keywords

Global Leaders, Psychological Development, Spiritual Development, Leadership Identity, Psychological Images,
Spiritual Images, Leadership Effectiveness

1. Introduction

In today's increasingly interconnected and diverse global business environment, effective leadership has emerged as a critical factor for organizational success. While traditional leadership theories have typically emphasized skill sets and knowledge, there is a growing recognition of the significance of psychological and spiritual factors in enhancing global leadership effectiveness. This meta-analysis aims to investigate the impact of psychological and spiritual factors on the effectiveness of global leaders. By synthesizing existing research, this study aims to contribute to a deeper understanding of the intricate interplay between psychological and spiritual dimensions of leadership and their influence on global organizational outcomes. This understanding can offer valuable insights for Uzbek organizations that are working towards nurturing and empowering effective global leaders in an ever-evolving and dynamic global landscape. The primary ob-

jective of this manuscript is to derive practical recommendations by analyzing advanced corporations. The significance of the research problem lies in the fact that global management represents a specialized field focusing on the governance of global enterprises and multinational corporations operating within international networks. Such business units yield practical implications for the effective implementation and realization of global leadership activities that integrate psychological and spiritual dimensions within the emerging global economy, particularly in Central Asia. Over the past century, global management has been refined and explored by numerous scholars and researchers who have conducted comprehensive analyses of its practical and theoretical aspects. As a result, the role of professionals, global leaders, and global managers is paramount in the domain of global management, given their active involvement and ongoing progress within the field. Distinguished from traditional managers, global managers are entrusted with effectively navigating diverse societies shaped by different cultures, religions, and socio-economic needs, making it imperative for them to proficiently oversee the company's global operations concerning product and service delivery. Essentially, global managers must not only have an understanding of universal human psychology but also employ unique methodologies to positively influence the activities of employees within diverse societies. This manuscript aims to provide essential answers through vivid examples from corporations, addressing questions related to emerging economies such as Central Asia, notably Uzbek business organizations' leadership development. The focus is on effectively synthesizing psychological and spiritual elements within global financial, economic, and social activities.

In This Context, the following aspects hold significance for global managers and Leaders:

1) Embracing a global mindset;
2) Valuing cultural and spiritual diversity;
3) Ensuring technological advancement;
4) Establishing partnerships and alliances;
5) Identifying leadership attributes within the global management framework.

Studying global leaders' psychological and spiritual images is important for several reasons (Figure 1):
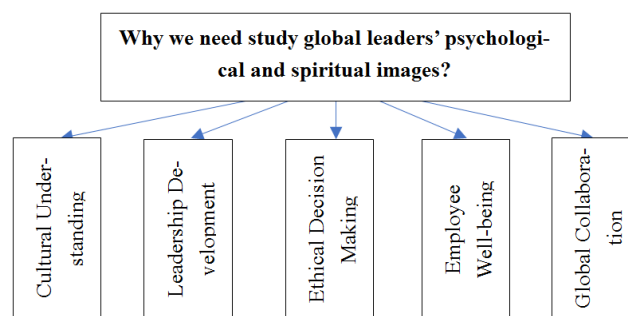

Figure 1. *Global leaders' psychological and spiritual face.*

Cultural Understanding: It helps in understanding the diverse psychological and spiritual perspectives of individuals from different cultural backgrounds. This understanding is crucial for global leaders who operate in diverse multicultural environments. *Leadership Development:* Exploring psychological and spiritual aspects contributes to the holistic development of global leaders. By understanding these dimensions, leaders can effectively connect with and motivate their teams, fostering a more inclusive and supportive work environment. *Ethical Decision Making:* Examining spiritual images can contribute to ethical decision-making processes within global leadership. Understanding different spiritual perspectives can lead to more thoughtful and considerate decision-making, taking into account the values and beliefs of diverse stakeholders. *Employee Well-being:* Understanding the psychological and spiritual aspects of leadership can help create work environments that support the mental and emotional well-being of employees. This can lead to higher job satisfaction, improved performance, and better employee retention.

Global Collaboration: Studying these dimensions can facilitate effective collaboration and communication across global teams. It can help global leaders bridge cultural gaps and build stronger, more cohesive teams. In essence, studying Global Leaders' Psychological and Spiritual Images is important for promoting effective, culturally sensitive, and inclusive global leadership practices. Studying and understanding global leaders' psychological and spiritual well-being is important because it directly impacts their effectiveness in navigating the complexities of global leadership. Here are some key problems related to psychological and spiritual aspects that warrant attention (Figure 2):

Figure 2. Some problems in the global leaders' activity.

By acknowledging and addressing these psychological and spiritual aspects, global leadership can be studied and realized more effectively, leading to healthier, more successful, and fulfilled global leaders.

2. Literature Review

The spiritual and psychological aspect of global leadership is the most important and integral part of a leader's role. In the process of historical development, significant changes in social and economic activities have led to serious advancements in leadership methods and the demands placed on the leader. This situation is of great importance not only in European countries, but also in the developing Asian countries. If we turn our attention to the history of Eastern education, we can see evidence of the importance of ethical teachings based on Islamic principles in ancient works and wisdom. It clearly demonstrates the significant importance of human upbringing in Islamic literature. This is because the fundamental principles emphasized in these works are related to the individual's spiritual and physical maturity. Great thinkers from our ancestors such as Imam Bukhari, Imam Maturidi, Hakim at-Tirmidhi, Ahmad Yassavi, and Bahauddin Naqshband significantly contributed to the advancement of universal civilization with their vast knowledge. Al-Biruni, Ibn Sina, and Alisher Navoi considered knowledge, action, and etiquette to be interconnected attributes of wisdom [3]. According to their ideas, a person's behavior, character, and knowledge are closely related, and the more knowledgeable a

person is, the better and more perfect their character will be. Deeply understanding these great works, we can benefit not only for personal development, but also for enhancing the spiritual aspect of leadership. One of Asian great scholars is Mavlono Sodiq Qoshqariy (XV century), who in his work "Odobiya" has explained more than 400 rules of being a teacher (leader). Emphasizing the most important ones is crucial [1]:

1. The teacher must first be clean in body and soul. The teacher needs to eat and drink halal. Otherwise, their words will be empty.

2. The teacher should be humble. It is necessary for the teacher to be less arrogant, so that ordinary people can approach him and not feel uncomfortable.

3. The teacher should have a lively heart. A person with a pure heart is spiritual and understands people well, optimizes life, and loves his profession. In this case, it is stated that the teacher should not be able to deceive people like a child, as it is about understanding his psychology, and it indicates that in his conscience, he should not be able to become a cruel person.

4. The teacher should be observant. That is, the teacher must be aware of the warmth and emotions of the students, their movements, and the speech of thought.

Yusuf Khos Hojib [1, 2] is also one of the outstanding representatives of the East, and in his work "Kutadgu Bilig," he emphasizes the constant improvement of positive qualities in a person and the necessity for a person to be attentive to their own upbringing. In it, there are a total of 17 virtues such

as wisdom, reflection, loyalty, patriotism, kindness, eloquence, respect for elders, honor for juniors, self-respect, openness, intelligence, knowledge, and good character, which play a significant role in shaping the spiritual aspect of leaders and servants. When speaking of a human being, Alisher Navoi says [5]: "He is the crown jewel of all creatures. He needs an honorable, pure, and beautiful life." In his works, Alisher Navoi elevates the spiritual power, height, beauty, and humanity of a person to the highest peaks. His views that humanism, sincere love, loyalty, and generosity are the means to develop contemporary people's knowledge and moral maturity are serving as an effective factor in promoting civilization. Abu Nasr Muhammad ibn Uzlugh Tarkhan, known by his pen name Farabi [2], was a great thinker and scholarly figure of Central Asia. Having a deep understanding of Greek philosophy, and contributing commentary to it, as well as synthesizing and advancing the knowledge of his time, he earned the titles "al-Muallim al-Thani" ("The Second Teacher," after Aristotle) and "The Second Teacher of the East." In the world history of thought, Farabi occupies an important place in social, political, and ethical ideas. His works such as "On Attaining Happiness," "The Opinions of the Residents of Virtuous Cities," "Treatise on the Paths to Happiness," "Sayings of Great Men," "Great Book on Music," "Policy of the Citizens," and others [4] are dedicated to society, governance, ethics, and education. Such works by Eastern scholars constitute the historical treasures of Eastern spirituality, and their number is quite significant. The issues of spiritual, cultural, and intellectual development in foreign countries are among the relevant topics of today, and the research of some scholars in this field will be discussed below. "Leaders Eat Last: Why Some Teams Pull Together and Others Don't" by Simon Sinek explores the impact of psychological factors on leadership effectiveness. As European scientist, Sinek emphasizes the importance of trust and cooperation within teams, arguing that effective leaders prioritize the well-being of their team members. This fosters a sense of psychological safety and belonging, ultimately leading to greater team cohesion and performance. [6] "Global Leadership: The Next Generation" by Marshall Goldsmith, Cathy Greenberg, and Alastair Robertson delves into the evolving landscape of global leadership. The book highlights the need for leaders to possess psychological resilience and adaptability in cross-cultural settings. It emphasizes the significance of emotional intelligence and self-awareness in navigating the complexities of global leadership roles. [7] "Spiritual Intelligence: The Ultimate Intelligence" by Danah Zohar and Ian Marshall introduces the concept of spiritual intelligence and its impact on leadership effectiveness. The authors argue that leaders with high spiritual intelligence exhibit qualities such as compassion, empathy, and a sense of purpose. These qualities are crucial for inspiring and motivating teams in a global context. [8] "Global Mindset: Cultivating a Worldwide Perspective for Success" by Linda D. Brimm explores the psychological aspect of developing a global mindset. The book

emphasizes the importance of cultural intelligence and open-mindedness for effective global leadership. Brimm discusses the psychological factors that contribute to successful navigation of diverse global business environments. [9] "Leadership in Global Organizations: A Cross-Cultural Perspective" by Mark E. Mendenhall and Gary R. Oddou highlights the psychological and cultural dimensions of leadership in a global context. The book emphasizes the significance of understanding and adapting to diverse cultural norms and value systems. It provides insights into the psychological challenges and opportunities faced by leaders operating in cross-cultural environments. [10] "Developing Global Leaders" by Nancy J. Adler and Allison Gundersen focuses on the psychological and developmental aspects of global leadership. The book discusses the importance of self-awareness, cultural agility, and emotional intelligence for effective global leadership. It offers practical strategies for nurturing these psychological competencies in aspiring global leaders. [11] "The Art of Possibility: Transforming Professional and Personal Life" by Rosamund Stone Zander and Benjamin Zander explores the psychological dimensions of leadership and personal transformation. The book emphasizes the power of adopting a positive and expansive mindset. It encourages leaders to embrace a psychological framework that fosters creativity, empathy, and collaboration, enhancing their effectiveness in a global leadership context. [12] "Global Leadership: Research, Practice, and Development" by Mark E. Mendenhall, Joyce S. Osland, Allan Bird, Gary R. Oddou, and Michael J. Stevens synthesizes research on the psychological and behavioral aspects of global leadership. The book provides insights into the development and practice of effective leadership in diverse global contexts. It offers valuable findings regarding psychological factors that contribute to successful global leadership. [13] "The Culture Map: Decoding How People Think, Lead, and Get Things Done Across Cultures" by Erin Meyer explores the psychological underpinnings of cross-cultural leadership. The book delves into the impact of cultural differences on leadership styles and behaviors. It sheds light on the psychological factors that influence communication, decision-making, and collaboration across diverse cultural contexts. [14] "Global Leadership: 21st Century Challenges" by George Yip and Bruce Mc. Kern analyzes the psychological and strategic challenges facing global leaders in the 21st century. The book highlights the need for adaptive and visionary leadership. It offers insights into the psychological competencies required to navigate the complex and rapidly changing global business landscape. [15] "The Global Leadership Challenge" by J. Stewart Black and Allen J. Morrison addresses the psychological and behavioral challenges encountered by global leaders. The book emphasizes the importance of resilience, flexibility, and intercultural competence. It provides practical guidance for leaders seeking to enhance their psychological readiness for global leadership roles. [16] "Spiritual Capital: Wealth We Can Live by" by Danah Zohar explores the psychological and spiritual dimen-

sions of leadership effectiveness. The book highlights the impact of values, ethics, and purpose-driven leadership. It offers valuable insights into the psychological foundations of sustainable and ethical global leadership. [17]

3. Discussions and Results

Analyzing real-life examples can offer valuable insights into the spiritual and psychological dimensions of global leadership, as well as effective strategies for addressing global issues. Let's review the following case studies and draw conclusions on the importance of global leadership and how to implement it in real life.

3.1. Case Study: Authenticity and Integrity in Leadership

Authenticity and integrity are foundational qualities that define effective leadership in today's global context. Leaders who embody these traits inspire trust, foster meaningful connections, and drive positive change within their organizations and communities. In this case study, we will explore real-world examples of leaders who have successfully integrated authenticity and integrity into their leadership practices, demonstrating the profound impact of these qualities on individuals, organizations, and societies.

3.1.1. Example: Howard Schultz and Starbucks Corporation

Howard Schultz[1,] the former CEO of Starbucks Corporation, exemplifies leadership authenticity and integrity through his transformative vision for the company. Schultz's journey with Starbucks began when he joined the company as Director of Retail Operations and Marketing in 1982. Recognizing the potential of Starbucks' unique coffeehouse experience, Schultz traveled to Italy, where he was inspired by the country's vibrant café culture. Motivated by this experience, Schultz envisioned a company where the authentic Italian coffeehouse ambiance would be combined with a sense of community and connection, thus creating a "third place" between home and work. Schultz's authenticity as a leader was evident as he passionately communicated his vision for Starbucks. He believed in the power of a deeply connected and socially responsible organization. In 2008, during the global financial crisis, Schultz returned as CEO to lead Starbucks through a period of significant challenges. He demonstrated integrity by making difficult decisions to address the economic downturn, including closing stores and restructuring operations. Despite these challenges, Schultz remained committed to maintaining the company's core values and prioritizing the well-being of Starbucks employees. Under Schultz's leadership, Starbucks implemented groundbreaking

initiatives focused on ethical sourcing, environmental sustainability, and employee welfare. The company's commitment to fair trade practices, community engagement, and diversity and inclusion initiatives reflected Schultz's authentic and integrity-driven approach to leadership. By fostering a culture of openness and transparency, Schultz empowered employees to voice their ideas and concerns, ultimately contributing to the company's success. The impact of Schultz's leadership authenticity and integrity extended beyond the walls of Starbucks. Through initiatives such as the Starbucks College Achievement Plan, which provided eligible employees the opportunity to earn a bachelor's degree through Arizona State University's online program, Schultz demonstrated his commitment to empowering and investing in the well-being of Starbucks partners (employees). Furthermore, Schultz's advocacy for ethical business practices and community engagement set a precedent for corporate social responsibility in the global business landscape.

The Result: The authentic and integrity-driven leadership of Howard Schultz propelled Starbucks to become a globally recognized and respected brand, demonstrating the tangible benefits of integrating these qualities into leadership practices. Under his guidance, Starbucks experienced significant growth and expansion while maintaining its commitment to ethical practices and social impact. Schultz's leadership legacy continues to inspire other leaders to prioritize authenticity, integrity, and social responsibility in their own organizations.

Final thoughts. The case of Howard Schultz and Starbucks Corporation serves as a compelling example of how authenticity and integrity in leadership can drive organizational success and positive societal impact. Schultz's unwavering commitment to his vision, coupled with his ethical decision-making and dedication to the well-being of employees and communities, underscores the transformative power of authenticity and integrity in leadership. Through this case study, we observe how these qualities can inspire trust, foster innovation, and cultivate a culture of purpose-driven excellence within an organization, ultimately shaping a positive global influence.

3.1.2. Case Study: Compassionate Communication in Cross-Cultural Leadership

In today's interconnected world, effective cross-cultural leadership requires more than just technical skills and business acumen—it demands compassionate communication that transcends cultural barriers and fosters understanding and collaboration. Leaders who prioritize compassionate communication can bridge differences, build relationships, and navigate complex cultural dynamics with empathy and respect. In this case study, we will examine real-world examples of leaders who have successfully employed compassionate communication in cross-cultural contexts, highlighting the transformative impact of empathy and openness in driving positive outcomes for individuals and organizations.

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[1]Encyclopedia Britannica, Christopher O'Leary

3.1.3. Example: Satya Nadella and Microsoft Corporation

Satya Nadella[2] the CEO of Microsoft Corporation, exemplifies compassionate communication in cross-cultural leadership through his inclusive and empathetic approach to leading a diverse global workforce. Nadella, an Indian-born executive, took the helm of Microsoft in 2014, inheriting a company facing challenges amid a rapidly changing technology landscape and evolving organizational culture. Recognizing the importance of fostering a sense of belonging and inclusion among employees from different cultural backgrounds, Nadella prioritized compassionate communication as a key component of his leadership strategy. One notable example of Nadella's compassionate communication was his response to a controversial statement he made during a conference in 2014 about women asking not to ask for pay raises but to have faith that the system will reward them. Following backlash and criticism, Nadella publicly acknowledged his mistake and issued a heartfelt apology, demonstrating vulnerability and humility in his leadership style. By openly addressing the issue with transparency and empathy, Nadella reinforced his commitment to creating a culture of trust and respect within Microsoft. Nadella's emphasis on empathy and understanding in cross-cultural communication has been instrumental in fostering collaboration and innovation within Microsoft. Under his leadership, the company has embraced a growth mindset that values diversity of thought and encourages employees to bring their authentic selves to work. Through initiatives such as "One Week[3]," an annual event that brings together employees from around the world to collaborate on innovative projects, Nadella has created a platform for cross-cultural exchange and mutual learning. Furthermore, Nadella's commitment to compassionate communication extends to Microsoft's external partnerships and engagements. By actively listening to feedback from customers, partners, and stakeholders across diverse regions and markets, Nadella has demonstrated his willingness to engage with different perspectives and adapt to varying cultural norms. This approach has enabled Microsoft to enhance its global presence and relevance by tailoring products and services to meet the unique needs of diverse audiences.

The Result: Satya Nadella's embrace of compassionate communication in cross-cultural leadership has had a profound impact on Microsoft's organizational culture, employee engagement, and global competitiveness. By fostering a climate of empathy, openness, and inclusivity, Nadella has empowered employees to collaborate effectively, drive innovation, and deliver customer-centric solutions that resonate with diverse audiences. The culture of compassion and understanding that Nadella has cultivated at Microsoft has not only strengthened internal cohesion but also enhanced the company's reputation as a socially responsible and culturally sensitive organization.

Final thoughts. The case of Satya Nadella and Microsoft Corporation highlights the transformative power of compassionate communication in cross-cultural leadership. Nadella's commitment to empathy, vulnerability, and inclusivity has enabled Microsoft to thrive in a fast-paced and diverse global marketplace, demonstrating the importance of building relationships based on trust, respect, and understanding. By prioritizing compassionate communication, leaders can bridge cultural divides, foster collaboration, and create a culture of belonging that empowers individuals to excel and organizations to succeed in an increasingly interconnected world.

3.1.4. Case Study: Purpose-Driven Leadership for Social Impact

Purpose-driven leadership is a transformative approach that emphasizes aligning organizational goals with a broader social mission to create positive impact beyond financial success. Leaders who adopt a purpose-driven mindset prioritize social responsibility, sustainability, and ethical decision-making to drive meaningful change in society. In this case study, we will explore real-world examples of purpose-driven leadership for social impact, showcasing how visionary leaders have leveraged their platforms to address pressing social issues and inspire others to make a difference.

3.1.5. Example: Patagonia and Yvon Chouinard Patagonia

The outdoor apparel company founded by Yvon Chouinard[4], serves as a beacon of purpose-driven leadership for social impact. Chouinard, an environmental activist and passionate advocate for sustainability, has infused Patagonia's DNA with a commitment to environmental stewardship and social responsibility. Under his leadership, Patagonia has become a pioneer in corporate social responsibility, setting new standards for ethical business practices and environmental conservation. One key example of Patagonia's purpose-driven leadership is its "1% for the Planet" initiative, launched in 2002. Through this program, Patagonia commits to donating 1% of its sales to environmental organizations working to protect and preserve the planet. By dedicating a portion of its revenue to support environmental causes, Patagonia demonstrates its unwavering commitment to giving back and making a positive impact on the world. Furthermore, Patagonia's commitment to sustainability extends to its product design and manufacturing processes. The company prioritizes using recycled materials, reducing waste, and minimizing its carbon footprint to mitigate environmental harm. By leading by example and implementing sustainable practices throughout its supply chain, Patagonia not only reduces its environmental impact but also sets a precedent for

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[2] Hollar, Sherman (1 December 2020). "Satya Nadella - Biography & Facts". Encyclopedia Britannica. Archived from the original on 2 February 2022. Retrieved 9 September 2021.

[3] Quartz Daily Brief. How do you turn around the culture of a 130,000-person company? Ask Satya Nadella. 2019, Feb.

[4] Los Angeles Times, By Jaimie Ding/Staff Writer, Sept. 2022

other companies to follow suit. Yvon Chouinard's visionary leadership at Patagonia goes beyond profit margins and market share—it is driven by a deep sense of purpose to protect the planet and inspire others to take action. His ethos of environmental activism and conscious capitalism has influenced a generation of consumers and businesses to prioritize sustainability and social impact in their decision-making processes.

The Result: Patagonia's commitment to purpose-driven leadership has yielded tangible results in terms of both business success and social impact. By staying true to its values and mission, Patagonia has cultivated a loyal customer base of environmentally conscious consumers who align with the brand's ethos of sustainability and ethical business practices. This loyalty has translated into strong brand reputation, increased market share, and sustained growth for the company. Moreover, Patagonia's influence extends beyond its own operations, inspiring industry-wide shifts towards more sustainable and socially responsible practices. By demonstrating that a business can be profitable while also prioritizing social and environmental values, Patagonia has set a precedent for other companies to reevaluate their priorities and embrace purpose-driven leadership for long-term success. In addition to its business impact, Patagonia's social impact through its environmental initiatives and advocacy efforts has been significant. The company's support for conservation organizations, climate action campaigns, and sustainable supply chain practices has contributed to positive change in protecting natural resources, combating climate change, and promoting environmental awareness globally.

Final thoughts. The case of Patagonia and Yvon Chouinard exemplifies the transformative power of purpose-driven leadership for social impact. By aligning business objectives with a broader mission of environmental stewardship and sustainability, Patagonia has demonstrated that profit and purpose are not mutually exclusive. Purpose-driven leadership has enabled Patagonia to differentiate itself in a competitive market, build a strong brand identity, and create lasting value for society and the planet. Leaders who prioritize purpose-driven leadership can drive positive change, inspire collective action, and leave a lasting legacy that transcends financial success. By integrating social responsibility, sustainability, and ethical values into their organizational culture and decision-making processes, leaders can harness the full potential of business as a force for good in the world. Patagonia's journey serves as a testament to the transformative impact of purpose-driven leadership and the enduring value of making a difference beyond the bottom line.

3.1.6. Case Study: Ethical Responsibility in Sustainable Leadership

Ethical responsibility is a key component of sustainable leadership, ensuring that organizational decisions and actions prioritize the well-being of society, the environment, and future generations. Leaders who value ethical responsibility understand the interconnectedness of their decisions and strive to make choices that uphold integrity, transparency, and accountability. In this case study, we will explore real-world examples of ethical responsibility in sustainable leadership, showcasing how leaders have integrated ethical considerations into their decision-making processes to drive positive social and environmental impact.

3.1.7. Example: Unilever and Paul Polman Unilever

A multinational consumer goods company, under the leadership of Paul Polman[5], exemplifies ethical responsibility in sustainable leadership. Polman, who served as CEO of Unilever from 2009 to 2018, was a champion of sustainability, corporate social responsibility, and ethical business practices. During his tenure, Polman implemented a series of initiatives to promote sustainability, reduce environmental impact, and drive positive change within the organization and beyond. One key example of Unilever's commitment to ethical responsibility is its Sustainable Living Plan, launched in 2010 under Polman's leadership. The plan outlined ambitious sustainability goals, including reducing the company's environmental footprint, improving the health and well-being of consumers, and enhancing livelihoods for employees and communities. By setting clear targets and holding itself accountable to these commitments, Unilever demonstrated its ethical responsibility to address pressing social and environmental challenges. Furthermore, Unilever prioritized transparency and responsible sourcing in its supply chain operations under Polman's leadership. The company focused on eliminating deforestation, promoting fair labor practices, and supporting smallholder farmers to ensure ethical and sustainable sourcing of raw materials. By working closely with suppliers and stakeholders to uphold ethical standards, Unilever strengthened its commitment to ethical responsibility throughout its global operations. Paul Polman's ethical leadership at Unilever extended beyond internal initiatives to inspire industry-wide change and collaboration. He actively engaged with governments, NGOs, and other stakeholders to advocate for sustainable development, climate action, and social responsibility in the business sector. Polman's advocacy for ethical responsibility and sustainability contributed to shaping the global conversation around corporate governance, accountability, and the role of businesses in addressing societal challenges.

The Result: Unilever's focus on ethical responsibility in sustainable leadership has yielded positive outcomes in terms of both business performance and societal impact. By integrating sustainability into its core business strategy, Unilever has achieved operational efficiencies, cost savings, and innovation opportunities while reducing its environmental footprint. The company's commitment to ethical responsibility has also enhanced its brand reputation, consumer trust, and employee engagement, driving long-term value creation.

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[5] European CEO/Unilever CEO Paul Polman is redefining sustainable business/

Moreover, Unilever's sustainable practices and ethical initiatives have had a tangible impact on the communities and environments where it operates. By promoting responsible sourcing, supporting local economies, and investing in social projects, Unilever has contributed to poverty alleviation, gender equality, and environmental conservation in regions around the world. The company's efforts to uplift marginalized communities and empower small-scale producers reflect its ethical responsibility to create shared value for all stakeholders. In addition to its business and social impact, Unilever's leadership in ethical responsibility has influenced the broader business community and catalyzed industry-wide change. By demonstrating that sustainable practices and ethical business conduct can drive profitability and purpose, Unilever has inspired other companies to adopt similar principles and commit to responsible leadership. The ripple effect of Unilever's ethical responsibility has led to a shift towards more sustainable and socially responsible practices across industries.

Final thoughts. The case of Unilever and Paul Polman underscores the critical importance of ethical responsibility in sustainable leadership. By aligning business goals with ethical values, Unilever has demonstrated that profitability and social responsibility are not mutually exclusive but rather complementary objectives. Ethical responsibility in sustainable leadership enables organizations to create long-term value, foster stakeholder trust, and drive positive impact for society and the planet. Leaders who prioritize ethical responsibility can lead by example, influence systemic change, and inspire a new era of purpose-driven business. By integrating ethical considerations, sustainability principles, and accountability mechanisms into their decision-making processes, leaders can navigate complex challenges, build resilient organizations, and contribute to a more sustainable future for all. Unilever's journey serves as a powerful example of the transformative potential of ethical responsibility in sustainable leadership and the enduring value of making ethical choices that benefit society, the environment, and future generations.

4. Conclusion and Recommendation

By delving into the ethical, sociological, and spiritual aspects of integrating global leadership activities, we can draw conclusions and provide practical guidance that will be beneficial for global managers in emerging economies, such as Uzbekistan. Let's summarize each case individually and address their fundamental issues.

When analyzing Howard Schultz and Starbucks Corporation as an illustration of authenticity and integrity in leadership, numerous recommendations and conclusions can be drawn for leadership practices in Uzbekistan, and emerging economies (Figure 3):

Commitment to Values	• One of the key aspects of Schultz's leadership at Starbucks was his unwavering commitment to the core values of the company. Leaders in Uzbekistan can enhance their leadership practice by clearly defining and embodying the values that guide their decisions and actions.
Transparent Communication	• Schultz was known for his transparent communication style with both employees and customers. Leaders in Uzbekistan can foster a culture of open communication where feedback is welcomed and employees feel comfortable expressing their thoughts and ideas.
Empowering Employees	• Schultz empowered Starbucks employees by offering competitive benefits, promoting from within, and creating a positive work environment. Leaders in Uzbekistan can adopt a similar approach by investing in employee development, recognizing their contributions, and providing opportunities for growth.
Community Engagement	• Starbucks under Schultz's leadership was actively involved in social responsibility initiatives and community engagement efforts. Leaders in Uzbekistan can prioritize corporate social responsibility and make a positive impact on their local communities.

Figure 3. Summaries from Howard Schultz and Starbuck Corporation leadership practice.

Ultimately, the leadership strategies employed by Howard Schultz and Starbucks Corporation serve as a significant model for leaders in Uzbekistan to adopt. By emphasizing authenticity, integrity, values-based leadership, transparent communication, employee empowerment, and community engagement, leaders in Uzbekistan can cultivate a positive work culture and foster sustainable success for their organizations (Figure 3). Examining Satya Nadella's leadership style at Microsoft as an embodiment of compassionate communication in cross-cultural leadership reveals insights that can be applied to leadership practices in Uzbekistan (Figure 4):

Cultural Sensitivity	•Nadella has demonstrated a deep understanding of cultural differences and the importance of respecting and embracing diversity within the organization. Leaders in Uzbekistan can benefit from developing cultural intelligence and fostering an inclusive work environment that celebrates differences.
Empathy	•Nadella's leadership is characterized by empathy and a genuine concern for the well-being of his employees. Leaders in Uzbekistan can prioritize empathy in their communication with team members, showing understanding and support in both personal and professional matters.
Active Listening	•Nadella is known for his active listening skills, which help him understand different perspectives and build strong relationships with employees from diverse backgrounds. Leaders in Uzbekistan can enhance their leadership practice by listening attentively to their team members and valuing their input.
Cross-Cultural Collaboration	•Nadella has successfully fostered cross-cultural collaboration within Microsoft, leveraging the diverse talents and experiences of employees from around the world. Leaders in Uzbekistan can encourage teamwork across cultural boundaries, promoting a collaborative spirit and knowledge sharing.

Figure 4. Summaries from Satya Nadella's leadership style practice at Microsoft.

To conclude, Satya Nadella's approach to compassionate communication at Microsoft offers a valuable blueprint for leaders in Uzbekistan. Prioritizing cultural sensitivity, empathy, active listening, and cross-cultural collaboration enables leaders to establish a more inclusive and harmonious work environment that encourages understanding, respect, and unity among diverse teams. Delving into the model of purpose-driven leadership for social impact exemplified by Patagonia and Yvon Chouinard provides pertinent recommendations and conclusions for leadership practices in Uzbekistan (Figure 5). In essence, the purpose-driven leadership showcased by Patagonia and Yvon Chouinard presents valuable guidance for leaders in Uzbekistan aiming to effect meaningful change in society. Embracing social responsibility, authenticity, stakeholder engagement, and a

long-term vision empowers leaders to lead with purpose and instigate positive transformations that benefit both their organizations and the broader community. The example of ethical responsibility in sustainable leadership epitomized by Unilever and Paul Polman yields important lessons applicable to leadership practices in Uzbekistan (Figure 6). Ultimately, the ethical responsibility demonstrated by Unilever and Paul Polman provides valuable insights for leaders in Uzbekistan striving to make a positive impact on society. By prioritizing sustainability practices, ethical sourcing, innovation for social good, as well as transparency and accountability, leaders can drive sustainable change within their organizations and contribute to an increasingly ethical and responsible business environment in Uzbekistan.

Social Responsibility	•Patagonia's commitment to environmental sustainability and ethical business practices serves as a prime example of social responsibility in leadership. Leaders in Uzbekistan can prioritize corporate social responsibility initiatives that benefit the community and promote sustainable development.
Authenticity	•Yvon Chouinard's genuine passion for environmental conservation and ethical sourcing is a key driver of Patagonia's purpose-driven leadership. Leaders in Uzbekistan can emulate this authenticity by aligning their values with their leadership approach and demonstrating a sincere commitment to making a positive social impact.
Stakeholder Engagement	•Patagonia actively engages with customers, employees, suppliers, and communities to drive positive change and create shared value. Leaders in Uzbekistan can enhance their leadership practice by fostering meaningful relationships with stakeholders and leveraging their collective efforts to address social challenges.
Long-Term Vision	•Patagonia's focus on long-term sustainability and social impact over short-term profits exemplifies a forward-thinking leadership approach. Leaders in Uzbekistan can adopt a similar long-term vision, prioritizing social and environmental goals that contribute to the well-being of future generations.

Figure 5. Summaries from Patagonia and Yvon Chouinard' leadership practice.

Figure 6. Summaries from Unilever and Paul Polman' leadership practice.

5. Summary

In conclusion, the manuscript has delved into the intricate process of creating psychological and spiritual images of global leaders. Through an in-depth exploration of the factors and mechanisms involved in the development of these images, as well as their significance on leadership effectiveness, this research has provided valuable insights into the complexities of leadership in a global context. The synthesis of existing literature and empirical data has highlighted the crucial role that psychological and spiritual dimensions play in shaping leaders' identities and decision-making processes. Understanding and integrating these dimensions can lead to the cultivation of more effective global leaders with a nuanced understanding of human psychology and spirituality.

6. Recommendations

For global leaders hailing from Central Asian countries like Uzbekistan, it is essential to recognize the importance of integrating psychological and spiritual dimensions into their leadership approach. As they navigate the complexities of a globalized world, these leaders can benefit from embracing a holistic framework that takes into account both the psychological aspects of leadership, such as emotional intelligence and self-awareness, and the spiritual dimensions, including values, ethics, and purpose. Furthermore, global leaders from Central Asian countries can enhance their effectiveness by fostering cultural intelligence and understanding the diverse perspectives present in a global context. Embracing diversity, promoting inclusivity, and engaging in cross-cultural communication are essential components for successful leadership on a global scale. In conclusion, by incorporating psychological and spiritual dimensions into their leadership practices, global leaders from Central Asian countries, such as Uzbeki-stan, can cultivate a deeper understanding of themselves and others, ultimately leading to more impactful and sustainable leadership outcomes in today's interconnected world.

Abbreviations

NGO	Nongovernmental Organization
CEO	Chief Executive Officer
DNK	Deoxyribonucleic Acid

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Author Contributions

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Conflicts of Interest

The author declares no conflicts of interest.

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Biography

Iqboljon Odashev, born in 1985 in the Andijan region of Uzbekistan, completed his education at the Art Boarding School before enrolling at the National University named after Mirzo Ulugbek. He earned both bachelor's and master's degrees in management from the university. Furthering his studies at the Academy of Public Administration, he specialized in social management. Beginning his professional career at Alfa Invest Insurance as General Manager in 2008, Iqboljon later transitioned to the role of General Specialist and Technical Editor at the Institute for Macroeconomic and Regional Studies in 2018. Throughout his career, he authored a book, two book chapters, and over 30 scientific manuscripts in economics, finance, and management, contributing significantly to academic discourse. Actively engaged in international conferences, Iqboljon is committed to advancing knowledge in his areas of expertise, cementing his reputation as a respected professional in the fields of economics, management, and finance.

Research Fields

Iqboljon Odashev's research fields are management science, global management, economy, finance, insurance.