

Awarding Body: Arden University, UK

Programme Name: eMBA (Data & Analytics)

Module Name (and Part if applicable): Leading Global Organizations

Assessment Title: Leading Global Teams and Organisations – Analytical Report

Student Number: STU251727

Tutor Name: Keith Wong

Word Count: 3000 words

Please refer to the Word Count Policy on your Module Page for guidance

A. Academic Journal Review: Leadership and Motivation Theories - Summary of the Research

A. Rationale of Conducting the Study

The journal paper by Kanat-Maymon, Elimelech, and Roth (2020) explores the relationship between work motivations and leadership styles, aiming to bridge the gap between motivational antecedents and leadership outcomes. While leadership theories have extensively documented the impact of leadership styles on subordinate motivation, the authors argue that little attention has been given to the motivational drivers behind leadership behaviours themselves. By integrating Self-Determination Theory (SDT) and the Full Range Leadership Theory (FRLT), the study seeks to provide a comprehensive framework that traces work motivation throughout the leadership process. This approach is particularly relevant in contemporary organizational contexts, where understanding the interplay between motivation and leadership can inform strategies to enhance employee engagement and performance.

B. Methods Utilized in the Research and Hypothesis

The authors employed a 2-2-1 multilevel mediational model to test their hypotheses. The study involved 61 supervisors and their 244 subordinates, enabling a robust analysis of the relationships between supervisors' work motivations, leadership styles, and subordinates' motivations. Supervisors' autonomous work motivation was linked to transformational leadership, while controlled motivation correlated with transactional leadership. Passive-avoidant leadership was associated with amotivation. The mediational model allowed the researchers to trace the motivational processes that naturally direct supervisors towards specific leadership styles and their subsequent impact on subordinates.

The study makes significant theoretical and practical contributions to these theories. The integration of SDT and FRLT provides a nuanced understanding of how supervisors' motivations influence their leadership styles and, in turn, affect subordinates' motivations. This dual perspective highlights the importance of fostering autonomous motivation among leaders to promote transformational leadership, which is associated with positive organizational outcomes. Additionally, the findings underscore the detrimental effects of passive-avoidant leadership, offering actionable insights for leadership development.

programs. The research also contributes to the broader discourse on motivation and leadership by emphasizing the interconnectedness of these constructs.



C. Key Theories and Their Differences

(i) Self-Determination Theory (SDT)

SDT hypothesizes that motivation exists on a gamut, ranging from autonomous motivation (intrinsic and self-endorsed) to controlled motivation (extrinsic and externally regulated) and amotivation (lack of motivation). Autonomous motivation is associated with higher engagement, creativity, and well-being, while controlled motivation often leads to compliance without genuine commitment. SDT emphasizes the role of psychological needs—autonomy, competence, and relatedness—in fostering intrinsic motivation.

(ii) Full Range Leadership Theory (FRLT)

FRLT categorizes leadership styles into three meta-categories: transformational, transactional, and passive-avoidant. Transformational leadership involves inspiring and motivating subordinates to achieve their potential, fostering innovation and commitment. Transactional leadership focuses on exchanges and rewards for performance, emphasizing structure and compliance. Passive-avoidant leadership, characterized by a lack of engagement and responsibility, is detrimental to organizational outcomes.

Comparison of Theories

Full Range Leadership Theory (FRLT) and Self-Determination Theory (SDT) offer distinct yet complementary perspectives on leadership and motivation. Their application in the banking sector provides insights into how top institutions manage their teams to drive organisational success. This detailed comparison evaluates the two theories by referencing practices from leading global banks, highlighting their impact on leadership styles, employee motivation, and overall organisational outcomes.

Full Range Leadership Theory categorises leadership behaviours into three styles: transformational, transactional, and passive-avoidant. Transformational leadership involves inspiring and motivating employees to transcend their own interests for the collective good of the organisation, fostering creativity, and nurturing commitment. Transactional leadership, by contrast, focuses on exchanges and rewards for meeting performance goals, establishing

clear metrics and structured workflows. Passive-avoidant leadership represents the absence of active management and is generally associated with negative organisational outcomes.



Self-Determination Theory examines intrinsic motivation, proposing that employee engagement thrives when three psychological needs—autonomy, competence, and relatedness—are fulfilled. Autonomy involves granting employees the freedom to make decisions and take ownership of their roles. Competence reflects the necessity for individuals to feel effective and skilled in their work. Relatedness signifies the importance of connection and trust among colleagues, creating a supportive work environment. SDT emphasises intrinsic motivation over extrinsic drivers, such as financial rewards.

In the banking industry, transformational leadership is an integral aspect of FRLT—this is evident in institutions like JP Morgan Chase. The bank’s leadership promotes innovation and collaboration, exemplified by its commitment to digital transformation projects, such as AI-driven credit analysis. Jamie Dimon, its long-serving CEO, has repeatedly underscored the importance of fostering a culture of resilience and innovation. JP Morgan’s transformational leadership style encourages employees to embrace technological advancements and align their efforts with the bank’s strategic goals. This approach motivates employees to innovate and develop solutions that drive customer satisfaction and long-term organisational success.

Passive-avoidant leadership, as described in FRLT, has limited relevance in high-performing banks. Institutions such as HSBC have demonstrated the risks associated with passive leadership styles, which can result in disengaged teams and missed opportunities for innovation. HSBC’s pivot toward transformational and transactional leadership in recent years highlights the importance of active management in fostering a productive and competitive workforce.

Self-Determination Theory’s emphasis on intrinsic motivation is reflected in Goldman Sachs’ employee engagement strategies. The firm prioritises autonomy by empowering employees to lead initiatives within its Global Markets Division, fostering a sense of ownership and purpose. Competence is nurtured through programs like Goldman Sachs University, which equips employees with the skills needed to navigate complex financial landscapes. Affiliation is fostered through mentorship opportunities and collaborative projects, ensuring employees feel connected and valued. These SDT-driven practices have contributed to Goldman Sachs’ reputation as an employer of choice, enhancing employee satisfaction and retention.

Similarly, Standard Chartered Bank demonstrates SDT principles through its focus on inclusivity and regional autonomy. Employees within its Group Chief Data Office are encouraged to design and implement BI and AI solutions that address local market needs while contributing to global strategies. By promoting autonomy, Standard Chartered aligns employee motivations with organisational goals, ensuring innovation and engagement. The

bank also fosters competence through targeted upskilling programs, such as data analytics workshops, and relatedness through cross-border collaborations.

When comparing the two theories, FRLT provides a comprehensive framework for understanding leadership behaviours, offering flexibility to adapt styles based on situational needs. For example, transformational leadership aligns with the innovation-driven strategies at JP Morgan Chase, while transactional leadership supports operational efficiency at Citigroup. In contrast, SDT focuses on the psychological factors that drive motivation, emphasising the importance of fulfilling employees' intrinsic needs for autonomy, competence, and relatedness. At Goldman Sachs and Standard Chartered, SDT-driven practices foster employee engagement and loyalty, creating an environment where individuals are motivated to contribute their best efforts.

D. Connecting Theories with Module Content

The study specifically focuses on SDT and FRLT due to their complementary nature in explaining the dynamics of motivation and leadership. SDT provides a foundational understanding of motivational processes, while FRLT offers a practical framework for categorizing leadership behaviours. This targeted approach aligns with the module content, which emphasizes the importance of integrating theoretical frameworks to address complex organizational challenges. By focusing on these theories, the study avoids the pitfalls of over generality and provides actionable insights that can be directly applied to leadership development and motivation strategies.

E. Implementation in Standard Chartered Bank Group BI COE

In my last role, as the Head of Business Intelligence & AI Platform Engineering, the insights from this study would have been instrumental in shaping leadership and motivation strategies within the BI Centre of Excellence (COE). Transformational leadership, driven by autonomous motivation, may have fostered a culture of innovation and collaboration, which is critical for the success of BI initiatives. For instance, leaders who are intrinsically motivated to explore new technologies and methodologies can inspire their teams to embrace change and contribute to the organization's digital transformation goals.

Conversely, the study highlights the risks associated with transactional and passive-avoidant leadership. In the context of BI COE, transactional leadership could have been effective for routine tasks but may have stifled creativity and innovation. Passive-avoidant leadership, on the other hand, could have led to disengagement and hindered the team's ability to deliver impactful solutions. By fostering autonomous motivation among leaders and promoting transformational leadership, my earlier unit that I handled BI COE would have been able to enhance employee engagement, drive innovation, and helped achieve strategic objectives in a much better and quick manner.

F. Evaluating Theoretical Frameworks and Empirical Evidence

The integration of SDT and FRLT in the study provides a comprehensive framework for understanding the interplay between motivation and leadership. The empirical evidence supports the theoretical propositions, demonstrating the mediational role of leadership styles in linking supervisors' motivations to subordinates' motivations. This dual perspective offers valuable insights for contemporary leadership and management practices, particularly in dynamic and complex organizational contexts.

However, the study also raises questions about the generalization of its findings. The sample size, while sufficient for the mediational model, may not capture the diversity of leadership and motivational dynamics across different industries and cultural contexts. Additionally, the reliance on self-reported data introduces the potential for bias and noise in data captured which is not eliminated, which could affect the validity of the results. These limitations highlight the need for further research to explore the applicability of the findings in broader organizational settings.

B. Knowledge Implementation Task (KIT)

Report: Analysing Standard Chartered Singapore's Management Practices for Global Teams

Introduction

As one of the leading international financial institutions, Standard Chartered Bank (SCB) has always cultivated a robust management framework to lead and manage its global teams. Situated in Singapore, the Group Chief Data Office is central to the bank's efforts to incorporate Business Intelligence (BI) and Artificial Intelligence (AI) into its operational structure. This report evaluates SCB's cultural and leadership practices, applying academic theories such as Self-Determination Theory (SDT) and Full Range Leadership Theory (FRLT) as introduced in the Academic Journal Review. The analysis aims to provide insights into how the firm navigates technological advancements and cultural diversity while proposing recommendations for effective organisational design and development. SCB's ability to maintain cohesion among geographically diverse teams amidst technological transformation and cultural complexities highlights the importance of leadership and communication skills in such a dynamic organisational environment.

A. Cultural Context at Standard Chartered Singapore

The organisational culture at SCB Singapore exemplifies its commitment to fostering innovation, inclusivity, and collaboration across regional and global teams. With a diverse workforce spanning numerous nationalities, SCB actively promotes multicultural harmony while ensuring alignment with its global corporate values. The bank's emphasis on ethical decision-making, customer-centric operations, and diversity initiatives positions it as a socially responsible institution. In the Group Chief Data Office, this cultural ethos is further strengthened through cross-border collaboration on BI and AI projects. Employees are encouraged to contribute to innovative solutions while adhering to compliance standards and operational excellence.

A matrix structure characterises SCB's organisational framework, balancing centralised authority with decentralised regional responsibilities. This approach allows the bank to respond effectively to local market dynamics while maintaining uniformity across global operations. In the Group Chief Data Office, this balance ensures that global strategies for AI and BI are adaptable to regional demands, fostering innovation and collaboration across borders.

The culture within SCB also emphasises autonomy, competence, and connectivity, aligning well with SDT principles. Leaders empower employees by assigning ownership of projects using agile practices for implementation, encouraging skill development, and providing opportunities for cross-functional interactions. However, cultural diversity introduces challenges, such as navigating differences in work practices, communication styles, and

expectations among employees from varied backgrounds. This necessitates effective leadership strategies to bridge gaps and maintain cohesion.



Leadership Practices in the Group Chief Data Office

SCB Singapore employs leadership practices that resonate with both SDT and FRLT. SDT's focus on intrinsic motivation is evident in how the bank empowers employees by fostering autonomy and relatedness. For example, in the Group Chief Data Office, employees are provided opportunities to lead data-driven projects independently, enabling them to align their intrinsic motivations with organisational objectives. Leaders encourage competence by ensuring employees have access to ongoing training programs tailored to advanced analytics, machine learning, and AI applications. Furthermore, the organisation facilitates relatedness by promoting collaboration among teams across geographies, creating an environment where employees feel connected and valued.

FRLT categorises leadership behaviours into transformational, transactional, and passive-avoidant styles. SCB's leadership primarily aligns with transformational practices, inspiring teams with a shared vision and encouraging creativity. Within the Group Chief Data Office, transformational leadership is evident in how leaders mentor employees on innovative problem-solving approaches, ensuring alignment with SCB's strategic objectives. Leaders actively communicate the importance of BI and AI initiatives, motivating teams to contribute towards the bank's digital transformation goals.

Transactional leadership, which focuses on structured exchanges and performance-based rewards, is applied in routine tasks to ensure compliance and accountability. While passive-avoidant leadership behaviours are generally discouraged at SCB, challenges arise in bridging cultural differences and ensuring consistent engagement across global teams. Passive leadership behaviours can hinder collaborative efforts, particularly when regional teams feel disconnected from centralised leadership.

The integration of SDT and FRLT within SCB's leadership framework underscores the interplay between intrinsic motivation and leadership styles in achieving organisational goals. By fostering intrinsic motivation and aligning it with transformational leadership practices, SCB's Group Chief Data Office ensures employees are engaged, innovative, and aligned with corporate priorities.

Organisational Design and Development: Implications and Recommendations

SCB's organisational design prioritises adaptability to technological advancements and cultural diversity. However, as the digital landscape evolves, continuous refinement is necessary to address emerging challenges and maintain a competitive edge. This requires integrating leadership theories and aligning strategies with changing organisational needs.

One implication of technological transformation is the shift in leadership dynamics. The adoption of AI and BI technologies introduces new tools for data-driven decision-making but also necessitates a balance between automation and human-centred leadership practices. Leaders must adapt by embracing AI capabilities while maintaining interpersonal

engagement, which is critical for fostering collaboration and trust. To achieve this, SCB should invest in leadership development programs that equip managers with the skills to navigate digital transformation effectively. Training modules on adaptive leadership, emotional intelligence, and technological proficiency would enhance leaders' ability to inspire teams while leveraging advanced analytics tools.

Cultural diversity presents another layer of complexity in managing global teams. The multicultural workforce at SCB requires leaders to develop cross-cultural competencies to foster inclusivity and collaboration. SDT principles, such as relatedness, can help bridge cultural gaps by encouraging shared values and trust among diverse teams. Likewise, transformational leadership practices can ensure alignment with SCB's organisational goals while empowering teams to adapt strategies to local contexts. SCB should implement cross-cultural training programs to strengthen leaders' communication skills and cultural awareness, ensuring that global teams feel connected and engaged.

Organisational design should also focus on decentralising decision-making to foster innovation and align regional strategies with global priorities. For instance, creating regional task forces within the Group Chief Data Office could enable teams to address local needs while contributing to global BI and AI projects. This decentralised approach aligns with SDT's emphasis on autonomy while reinforcing FRLT's collaborative leadership principles.

To promote employee engagement and innovation, SCB should establish platforms for autonomous project development. Initiatives like "Innovation Labs" within the Group Chief Data Office could encourage employees to experiment with AI applications that address organisational challenges. By recognising and rewarding successful projects, SCB can foster a culture of competence and creativity, ensuring alignment with corporate objectives.

Evaluation Framework for Organisational Strategies

To assess the effectiveness of the recommended strategies, SCB should implement key performance indicators (KPIs) that measure leadership effectiveness, employee engagement, and operational efficiency. Employee engagement surveys could provide insights into levels of intrinsic motivation, satisfaction, and alignment with organisational goals. Leadership performance reviews could evaluate the impact of transformational training programs, assessing improvements in emotional intelligence and cross-cultural adaptability. Innovation metrics, such as the number and quality of AI-driven projects initiated, could reflect the integration of technologies into SCB's business processes.

Cultural adaptability metrics would assess improvements in collaboration and communication among multicultural teams, identifying areas where inclusivity and engagement have been enhanced. Operational efficiency metrics would measure advancements in data-driven decision-making enabled by BI and AI technologies, highlighting SCB's ability to navigate technological transformation while maintaining cohesion among global teams.

Alignment with Module Objectives

The strategies outlined in this report align with the module's learning outcomes by addressing the impact of cultural differences, technological advancements, and globalisation on management practices. Cross-cultural leadership training programs reflect the need to navigate cultural influences effectively, ensuring inclusivity in global teams. The emphasis on transformational leadership aligns with socially intelligent and proactive management practices, fostering collaboration and trust. The integration of BI and AI technologies demonstrates SCB's ability to adapt to digital transformation while maintaining human-centred leadership dynamics.

The evaluation of organisational design and development highlights SCB's commitment to aligning global strategies with local objectives, ensuring consistency and adaptability in a complex organisational environment. By fostering innovation, inclusivity, and employee engagement, SCB positions itself as a leader in the financial industry.

Conclusion

The study by Kanat-Maymon, Elimelech, and Roth (2020) offers a nuanced understanding of the relationship between motivation and leadership, integrating SDT and FRLT to provide actionable insights for organizational practices. By emphasizing the importance of autonomous motivation and transformational leadership, the study aligns with the goals of Standard Chartered Bank Group BI COE to foster innovation and collaboration. While the findings are compelling, the limitations underscore the need for further research to enhance the generalizability and validity of the results. Overall, the study serves as a valuable resource for evaluating leadership and motivation theories in a contemporary context.

Standard Chartered Singapore's Group Chief Data Office exemplifies the principles of innovation, inclusivity, and collaboration in managing global teams. By implementing SDT and FRLT theories, the organisation fosters a culture of intrinsic motivation and transformational leadership that aligns with its strategic goals. The recommendations provided in this report address the challenges posed by changing technologies and cultural diversity, offering actionable strategies to refine organisational design and development. Through continuous evaluation and adaptation, SCB can navigate the complexities of a rapidly changing business landscape while maintaining its commitment to operational excellence.

In conclusion, both reports explore the complex interplay of leadership, motivation, cultural diversity, and technological advancements within dynamic organisational environments. By examining Standard Chartered Singapore's practices through the lens of Self-Determination Theory (SDT) and Full Range Leadership Theory (FRLT), these analyses highlight the critical role of leadership in fostering innovation, inclusivity, and employee engagement across global teams.

In the first report, the emphasis is on addressing cultural diversity and technological evolution, with a focus on developing leadership that inspires creativity and aligns employee motivations with organisational goals. The recommendations include enhancing transformational leadership, empowering autonomous motivation, integrating advanced BI and AI technologies, and fostering inclusivity through cross-cultural collaboration. These strategies are designed to adapt Standard Chartered's organisational framework to the rapidly changing digital and cultural landscape, ensuring that the bank remains a leader in the financial industry.

The second report builds on these insights by deepening the evaluation of Standard Chartered's cultures and practices. It examines how intrinsic motivation and transformational leadership contribute to innovation and cohesion within the Group Chief Data Office, especially in the context of global team management. Key recommendations, such as leadership training in emotional intelligence and adaptive thinking, promoting autonomous innovation labs, and decentralising decision-making, underscore the importance of balancing technological adoption with human-centric leadership approaches.

Together, these analyses reinforce the importance of combining theoretical frameworks with practical strategies to navigate the complexities of globalisation, multicultural workforces, and technological advancements. Standard Chartered's ability to implement these recommendations will position the organisation for sustainable success, driving operational excellence while maintaining its core values of innovation, collaboration, and inclusivity.