

## **Transnational Leadership: The Role of Field Dependence/Independence**

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**Abstract:** The continued integration of the world economy has driven the multinational companies (MNC's) to deepen their efforts in regard to the globalisation of their activities and the internationalisation of their human resources. But this shift of strategic orientation has not been supported by adequate shifts in business and managerial practices. Leadership development remains mostly characterised by Anglo-Saxon theories which emphasise individualistic behaviour. This paper offers a summary of relevant leadership theories, expounds on their shortcomings and proposes a new and cross-culturally adequate approach which focuses on cognitive functioning, especially in regard to field dependence and field independence theory.