

IAF BUSINESS INNOVATION SYMPOSIUM (E6)
Innovation: The Academics' Perspectives (3)

Author: Mr. Alev Sönmez
Blekinge Institute of Technology, Germany, alev.soenmez@gmail.com

INNOVATION-DRIVEN LEADERSHIP APPROACH IN THE AEROSPACE INDUSTRY AND THE
ROLE OF CULTURAL INTELLIGENCE & MULTICULTURALISM

Abstract

The Aerospace Industry is one of the most innovation-driven industries around the world. Sometimes the innovation levels decide on the survival rates of the companies. Additionally, globalizing businesses are hiring more international employees and work with global suppliers. This leads to the need for new innovation-related concepts as well as focusing on organizational innovations integrating cultural features within the innovation process. Global leaders play a key role in this process. This thesis focuses on Ambidextrous Leadership, which has been developed specifically for innovations. Considering the increasing multicultural workforce in global companies the supportive features of Multiculturalism and Cultural Intelligence need to be implemented along with Ambidextrous Leadership to achieve higher innovation rates. The research is based on the results of a survey completed by 100 global leaders from the Aerospace Industry all over the world. The analysis has been performed using Structural Equation Modeling (SEM), specifically using the Maximum Likelihood Estimation Method of the commercial software SPSS Amos. This research offers the noble approach in combining Ambidextrous Leadership, Cultural Intelligence, and Multiculturalism analyzing the Innovative Work Behavior in a single SEM model. The results of the analysis confirm the hypothesis of Cultural Intelligence playing a central role in this model acting as a full mediator for Multiculturalism's, and a partial mediator for Ambidextrous Leadership's effects on Innovative Work Behavior. This research also examines specific features of Cultural Intelligence highly correlating with Ambidextrous Leadership and Multiculturalism. The findings of this research have a high potential to revolutionize innovation-related leadership styles.