**Proposed Title:***Leadership, Globalization and the New Social Media*

**Problem Statement**

 The word globalization is an already accepted reality in our present being that it refers to the interdependent, intra-national, interconnectedness of politics, economics and cultures of the modern world. The economic and political realities of one state now influence and impact its neighbours and more far afield as trade and political relations have become more dynamic, more intense, more accountable and much more interdependent with each other. Additionally, the rise of the social media fuelled by the internet has made information and communication far more intense and instantaneous so that news reaches global audiences in minutes after it breaks. In such a setting, what challenges most impact leadership? How can technology be utilized to forward the task and aims of leadership and create leadership measures that can be of 'global' impact? This is the focus of the study - to investigate the inter-relations between these subjects as they impact public administration leadership.

**Research Questions**

 There are a number of research questions that can be used as the main areas of inquiry in such a study. Below, I have listed one main question and corollary questions in support of the main question. My aim is to investigate in an 'overview' approach to establish the importance of the topic. It is my hope that the results would yield a general picture of the topic which will allow me to identify more particular areas of research.

Main Question - How does globalization and the new social media fuelled by the internet and related technologies impact leadership and public administration?

Corollary 1 - What is globalization and how does it impact leadership?
Corollary 2 - How is leadership in public administration practiced? What are the most applicable theories?
Corollary 3 - What is the new social media and what is its impact to the present? How is social media utilized by society? How is the new social media indicative of globalization and what is this social media's role in expanding global leadership and public administration trends?
Corollary 4 - What are the most utilized technologies in today's public administration and by leaders and managers of organizations? How are they most utilized?
Corollary 5 - What are the ethical concerns of impact in the new globalized, social-media driven leadership practices?

**Relevance of Research**

 It is already a proven concern in public administration with regards to the impact of globalization. The interconnectedness of politics and economy, of nation-states and cultures has given rise to the question of power shift from the non-influential to the influential, from the powerless to the powerful. I believe however that much research has been undertaken with regards to the impact of globalization on public administration and leadership so that we can easily take the position that our nation is a globalized society raking in the benefits of being a globalized economy and power player in the world's stage. What I think we have taken into account less is the impact of new technologies. While the internet is now a standard communication technology globally, new technologies like smartphones and social media sites like Facebook, Instagram and Twitter have made social connections between people and companies truly 'on-demand' with connectedness and delivery of message faster, more savvy and instant. With just about majority of internet users now with smartphones, there is a need to re-evaluate how this new way of connecting impacts how globalization is operationalized and how this impacts the practice of leadership. The ethics of leadership and the demands of leadership remain the same but innovations in technology create challenges that must be met so as to establish leadership practices that are in context and in tune to the social condition of a 'Smartphones' world. A review of published materials has not turned up research that undertakes this topic in earnest way which to me justifies the relevance of the study as it fills a gap in the Public Administration research.

**Theory**

 I have decided to draw from psychology and use the theory of transformational leadership as a perspective in undertaking this study. There are a good number of leadership theories out there that can be of use but I believe that the social media has the power to directly impact people whereby Smartphones and other similar platforms allow leaders to directly contact their employees and subjugates at both on-time and off-time situations. This means therefore that vision and passion can be directly communicated to inspire and motivate, to enhance practice of certain elements of organizational culture important in enhancing participation and productivity. The theory proposes that people follow those who inspire them and the platform can be used to inject energy and enthusiasm at an individual level through symbolic interaction.

**Electronic Database**

 For my research, I believe that the database provided by the Social Science Research Network (SSRN) is most apt. Since my research straddles public administration, political science and other relevant social sciences like sociology and economics, this database allows me access to specific articles and studies that can be of impact to my research. Top papers from top schools and research institutions from all over the world have archived their materials in this database for rapid dissemination and I can access these materials quite easily. They include "over 493,400 scholarly working papers and forthcoming papers and an Electronic Paper Collection currently containing over 401,700 downloadable full text documents in Adobe Acrobat PDF format," (SSRN, 2013). Most impressive however is SSRN's academic nature in that it is run by a board of trustees who are all academics from such universities as Harvard, Columbia, Stanford and UCLA so that it has established full-access papers for free in a good number of topics. It has a very intuitive and easy design so therefore is easy to use. The main portal can be found here: http://www.ssrn.com/

**Resources**

The following are the initial research materials I have found to be of relevance to my proposed undertaking. These are by all means not the only ones as my research is dynamic and I am therefore open to looking out for relevant materials as I progress through my research.

1. Chui, M., Manyika, J., Bughin, J., Dobbs, R., Roxburgh, C., Sarrazin, H., Sands, G. & Westergreen, M. (2012). T*he Social Economy: Unlocking value and productivity through social technologies.* Mckinsey Global Institute.

-This is a ground breaking study undertaken by Mckinsey & Company to look at the economic impact of social technologies like smartphones, and social media platforms like Facebook and Twitter on the global online community of over 1.5 billion people. This study is of relevance to me as it provides details on the practice of social media usage from a cross-cultural platform providing a globalized discussion of the impact of said technologies.

2. Division for Public Economics and Public Administration (1998). *RETHINKING PUBLIC ADMINISTRATION:
AN OVERVIEW.* Department of Economic and Social Affairs, United Nations Public Administration Network. URL: <http://www.unpan.org/Portals/0/60yrhistory/documents/Publications/Rethinking%20public%20administration.PDF>

- It is important to have a global perspective of what leadership in public administration is as I undertake this research. Fortunately, this material by the UN's PAN provides that perspective which is not rooted from that of a singular nation but one that is relative to a global view. This is a very extensive 220-page material but covers a wide range of topics from governance systems to information resource management.

3. Gergen, K. (2001). "Chapter 9: Ethical Challenge of Global Organization,"

in *Social Construction in Contex*t. Sage. URL: <http://www.swarthmore.edu/Documents/faculty/gergen/The_Ethical_Challenge_of_Global_Organization.PDF>

- This particular chapter of Gergen's book is of relevance to me as it talks about the many ethical challenges global organizations face. Ethics in a globalized organization is one of my concerns in the study.

4. Margets, H. Z., John, P., Hale, S. & Reissfelder, S. (2013). "Leadership Without Leaders? Starters and Followers in Online Collective Action," in *SSRN*. URL:
<http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2224187>

- A SSRN directly published research, the material is useful for me because it talks about how social media is used to mobilise people. Essentially it details why social media is powerful and impactful so that it inspires people to action. It also talks about why in certain instances it fails to inspire which are points to consider when formulating leadership practices.

5. Petrie, N. (2011). *Future Trends in Leadership Development (A White Paper). Center for Creative Leadership.* URL: <http://www.ccl.org/leadership/PDF/research/futureTrends.PDF>

- This is one of the most recent white papers on leadership development trends. The author develops methods that are adapted and utilized in both public and private sectors in the US and around the world. The white paper asks the question - "what will the future of leadership development look like?" and proceeds to answer that by presenting likely trends.