



Global Leadership Adaptability Through Servant Leadership and Cultural Humility: A Conceptual Framework

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Abstract

Background: Adaptability is a requisite and indispensable trait for future global leaders. Remaining adaptable through times of change is a mechanism through which leaders can be best prepared to navigate evolving environments and ever-changing circumstances.

Objectives: The authors aim to explore the relationships between global leadership mindset and adaptability by applying servant leadership and cultural humility perspectives. **Approach:** Leadership theories and approaches to leadership and adaptability will be discussed relative to leadership traits, skills, and knowledge and their potential relation to the degree of leadership adaptability. A global leader with cultural humility develops cultural awareness and tends to interact and adapt effectively with people of different cultures. By combining servant leadership and cultural humility, mindsets will enhance the development of global leadership adaptability. Being adaptable as a leader allows for creativity and innovation while navigating cultural disparities.

Conclusion: Global leaders must be resilient, relevant, and vigilant. They must be prepared to address crises while simultaneously fostering stability and progress for the survival of humanity. Their transformative actions should inspire effective change. The proposed conceptual framework integrates servant leadership and cultural humility perspectives and fosters a global leadership mindset. This mindset enhances leadership adaptability to address contemporary challenges.

Keywords: Leadership Adaptability; Global Leadership; Leadership Traits; Leadership Effectiveness; Globalization; Servant Leadership; Global Leadership Mindset, Empathy

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Introduction

Change is complex and disruptive in today's world. Global pandemics, climate change, demographic shifts, economic flux, healthcare progression, and natural disasters with catastrophic consequences are a few of the dramatic transitions in recent years. In the work arena, increased globalization, multinational corporate restructurings, downsizings, innovative hybrid work patterns, information technology, and digital evolution and revolution prompted leaders to consider new leadership approaches. They had no option but to adapt to an unprecedented change, sometimes unexpectedly and with varying degrees of ambiguity. Self-awareness and the ability to adapt quickly in times of ambiguity are leadership assets and the foundation for effectiveness.

Adaptable leaders remain humble, and recognize the urgency of having the necessary attitudes and leadership traits (such as empathy, trust, ethics, self-reflection, objectivity, modesty, and cultural competency) to effectively manage change in authentic, accountable, and human-focus tactics. They can adapt to and manage change successfully (Aldhaferi, 2021; Campos-Moreira et al., 2020; Caldwell et al., 2017; Lin, 2016a; Pless et al., 2011). Organizational demands and pressure to address difficulties drive the processes and relationships between navigating change and addressing complex issues (Mahsud et al., 2010; Klus & Muller, 2020; Jameson 2020).

Today, more than ever, global leaders must be readily adaptable, flexible, and agile. Twenty-first-century leadership requires a fresh mindset with global, servant leadership, and cultural humility perspectives (Alvesson et al., 2017; Chin & Trimble, 2015) while being prepared to switch styles based on the circumstances and the people involved (Gill & Booth, 2003). The authors explored the potential link between leadership traits and adaptability proficiency while summarizing current concepts related to adaptability. Cultural humility is both a mindset and a process. It enables individuals to approach others humbly, actively listen to their opinions and suggestions, and demonstrate respectful inquiry and empathy (Robinson, Masters, & Ansari, 2020). The potential degree of connection between leadership traits, cultural humility, and a leader's initiative in adapting quickly and willingly is explored. The authors outline a relationship between leadership traits and adaptation proficiency and provide an overview of contemporary adaptability concepts.

Recent studies have concentrated mainly on leadership adaptability in complex and unexpected situations such as global pandemics and the ways that leaders encountered such unforeseen deviations with hasty and mostly short-term results (Henry, 2022; Paxton & Van Stralen, 2015; Taylor, 2023; Uhl-Bien & Arena, 2018; Waldman et al., 2020). The authors highlight the relationship between leadership adaptability, the degree of empathy-driven service, and the practice of cultural humility. Servant leadership (as service to others) is a theoretical framework that showcases the leadership characteristics of someone who aims to put others first, enhancing their human and institutional performance and developing their capacity to serve others better (Collins, 2022; Lin, 2004; Mondy, 2023; Prime & Salib, 2014; Sharma, 2023; Onyalla, 2018; Waldman et al., 2020; White, 2022; Van Dierendonck & Nuijten, 2011).

Lin's (2016a) speech, "Embracing and Cultivating Humility," at the Asia Organization Development Summit, emphasized that recent studies have revealed "the importance of leadership's humility in fostering workers' motivation, sense of belonging, inclusive culture, capacity for learning, self-awareness, opportunities for employee's growth, awareness of our own and organization limitations, and so on." (Lin, 2016a, p. 137). The concept of cultural humility is closely linked to the cultural relativism mindset. As Lin pointed out in her 2010 commencement speech:

When we embrace the concept of cultural relativism, we are bound to become more objective in understanding the nature of our interactions with others, and we will become less ethnocentric: the attitude where one tends to think his or her cultural practice is the best among all...Ethnocentrism, the opposite of cultural relativism, will hinder the communication of all kinds. It can become a stumbling block for interpersonal relations and, at a macro level, international relations. Effective communication must start with an attitude that embraces cultural relativism (Lin, 2010; Lin, 2016b, p. 330).

Humility is one of the most critical traits of servant leadership. Campos-Moreira and her colleagues (Campos-Moreira et al., 2020; Wellen, 2023) proposed a culturally responsive leadership framework (CRLF) to improve organizational outcomes equitably. The CRLF framework includes three elements: taking organizational socio-cultural aspects into account, creating inclusive environments to help facilitate distributed decision-making, and a leader's willingness to learn from all people and to adapt to inadequate and inequitable situations.

Effective global leaders must continually perform with an open mindset in a complex and diverse environment. A significant leadership role aims to lead while fostering a changing culture, thus inspiring organizational transformation and effectiveness (Altemeyer, 1988; Bass, 1999; Yahaya, 2011). Recognizing the ways that culture impacts leadership can promote critical self-awareness, making a leader more resilient and committed. Previous leadership studies showed the profound impact individuals willing to change can have on the lives of those they lead and serve. These adaptable leaders, driven by cultural humility, exhibit specific personality traits that enhance their adaptability. Their willingness to change stems from a commitment to serve others. Specifically, their inclination to change because it serves others and contributes to the betterment of others (Chughtai, 2016; Khatri & Dutta, 2018; McLeod & Lotardo, 2023). Leaders must focus on empathy, compassion, and trust. This form of global leadership is critical for long-term effectiveness, empowering others to adapt and navigate diverse situations characterized by complexity, indistinctness, and ambiguity in diverse cultural settings. (Cumberland et al., 2016; Mahsud et al., 2010; Chandynaavuthn et al., 2022; Pless et al., 2011; Kozai, 2023; Hartog et al., 1999).

The authors highlight servant leadership and use methods that give meaning to social and behavioral patterns of effective and influential global leadership (DePoy &

Gitlin, 2020). The authors highlight the significance of comprehending diverse cultural leadership approaches and perspectives through this new conceptual framework. The proposed conceptual framework, *Global Leadership Adaptability through Servant Leadership and Cultural Humility*, integrates servant leadership and cultural humility perspectives, as well as fosters a global leadership mindset.

Global ethics is a new term in the arena of global leadership. Global ethics is a form of responsibility toward our humanity. Social responsibility, religion, power, and politics drive social and ethical behavior, which can be defined differently amongst diverse cultures and societies. Recent studies allow researchers to analyze the approaches that strengthen institutions, their culture, and personal traits. Still, there needs to be a shared understanding of how global ethics is perceived and practiced in shaping authentic and genuine leaders (Onyalla, 2018). The challenge, as some argue, is that, generally, humans pursue their interests and own comforts first, and while egocentric, they force their agendas on others despite the costs (Glauner, 2018). Global ethics are defined, perceived, and acted upon on the values and normalized behaviors of the host culture, making ethics more complex and inconsistent (Buller et al., 2010).

A New Conceptual Framework

Global Leadership Adaptability Through Servant Leadership and Cultural Humility

Global leadership development has received broad attention in today's changing world (Vijayakumar et al., 2018). *Global leadership* is an awareness of the world as a system— its values, communities, and identities – and a person's place within it. Thunderbird School of Global Management states, "Global leading incorporates the traits of the traditional leader with a Global Mindset. Developing a Global Mindset starts with communicating a clear vision, thinking strategically, and inspiring cooperation. To be a global leader, you must navigate the challenges and harness the opportunities that arise within a dynamic, international ecosystem" (Thunderbird, 2023). Global leadership applies the systems practice of effectively leading and being on teams in a global business or organizational setting. Global leadership invites opportunities to work with others in collaborative, reciprocal, and sustainable ways to achieve a common goal of solving complex problems globally. Globalization increases the acknowledgment of today's leadership, which must be culturally responsive and aware of the interdependence of our global and culturally diverse communities. Global leadership must be able to inspire and influence the thinking, attitudes, and behavior of people representing diverse cultural and institutional systems (Mendenhall, 2008; Sakchalathorn, 2014). Global leadership is an interdisciplinary study of leadership within the fabric of diverse cultures and industries.

Leadership theory is critical to understanding and analyzing different frameworks, perspectives, models, and concepts that explain leadership practices and their effectiveness or inefficiencies. The theories examined focused on individual and organizational leadership adaptability (Northouse, 2016). Northouse (2016) pointed out

three strengths of adaptive leadership: (1) It takes a process approach to the study of leadership. “Adaptive leadership underscores that leadership is not a trait or characteristic of the leader, but rather a complex interactional event that occurs between leaders and followers in different situations” (Northouse, 2016, p. 275); (2) Adaptive leadership stands out because it is follower centered; and (3) Adaptive leadership directs attention to the use of leadership to help followers deal with conflicting values that emerge in changing work environments and social contests. The key is to consider how *adaptive theory* is applied and how leadership adaptability is critical to the well-being of those following and the success of the society or team. This leadership approach involves analyzing, interrupting, and transforming to create abilities that align with an organization's ambitions and objectives (Heifetz et al., 2009).

Leadership adaptability enables leaders to stay current, learn present skills necessary to successfully engage in best practices, and develop precise traits to handle complexities in surroundings. To be a *global leader*, the leader must experience complete cultural immersion by living and working in a different (or international) cultural environment. Influential global leaders must be prepared to switch styles based on the situation and the people involved. Global leaders are organizational executives whose responsibilities require leading a company's business and people in a diverse cultural setting with possibly different languages, religions, and even time zones (Northouse, 2016).

Adaptability is critical for future global leaders (Gateley PLC, 2020, Nöthel et al., 2023). Global leadership's adaptability requires a particular mindset. Adaptability is the ability to adjust to new situations, learn from feedback, and cope with ambiguity. Adaptability requires leaders to utilize multiple sources of feedback, such as self-assessment, peer review, team surveys, and performance indicators, and humbly absorb recommendations and suggestions from others. It is a mechanism through which leaders can be best prepared to navigate constantly changing environments and shifting circumstances. Being adaptable as a leader also allows for innovation, growth, and the ability to navigate cultural differences and imbalances continually.

Organizational adaptability involves responding at a quick pace to allow the organization to thrive (Birkinshaw & Gibson, 2004; Harraf et al., 2015; Sherehiy et al., 2007; Uhl-Bien & Arena, 2018). Leaders who observe others and adapt their leadership value the perceptions of their teams and enable those to influence them as such, allowing spaces for feedback and reinforcement while reshaping leadership behaviors. Reshaping leadership behaviors implies that leaders who receive more positive feedback are more inclined to continue exhibiting adaptive behaviors and adapt their leadership accordingly (Nöthel et al., 2023).

Servant Leadership is a philosophy in which the leader aims to serve (Greenleaf, 1970). Servant Leadership is humble. Servant Leadership's priority is serving and responding to others' needs. Leadership requires leaders dedicated to serving organization members through empathic listening and community-building. Servant leadership researchers often associate this type of leadership with shared leadership

approaches and love, which signifies empowerment and humility but frequently conflicts with specific cultural groups and societies globally and is not as welcomed (Kwasi, 2019). Servant Leadership is viewed as a leadership style or characteristic developed by one's morals and true priorities to meet the needs of those they serve (employees or other stakeholders), putting themselves secondary (Canavesi & Minelli, 2021) to develop their potential in the most efficient ways possible (Merino, 2016). Those are all competencies that can be modified to accommodate the needs of others in any cultural setting because this type of leader will always put others first. Servant leadership complements transformational leadership because they share a few common principles, such as aiming to inspire those they lead. They are rooted in empathy, integrity, and collaborative growth.

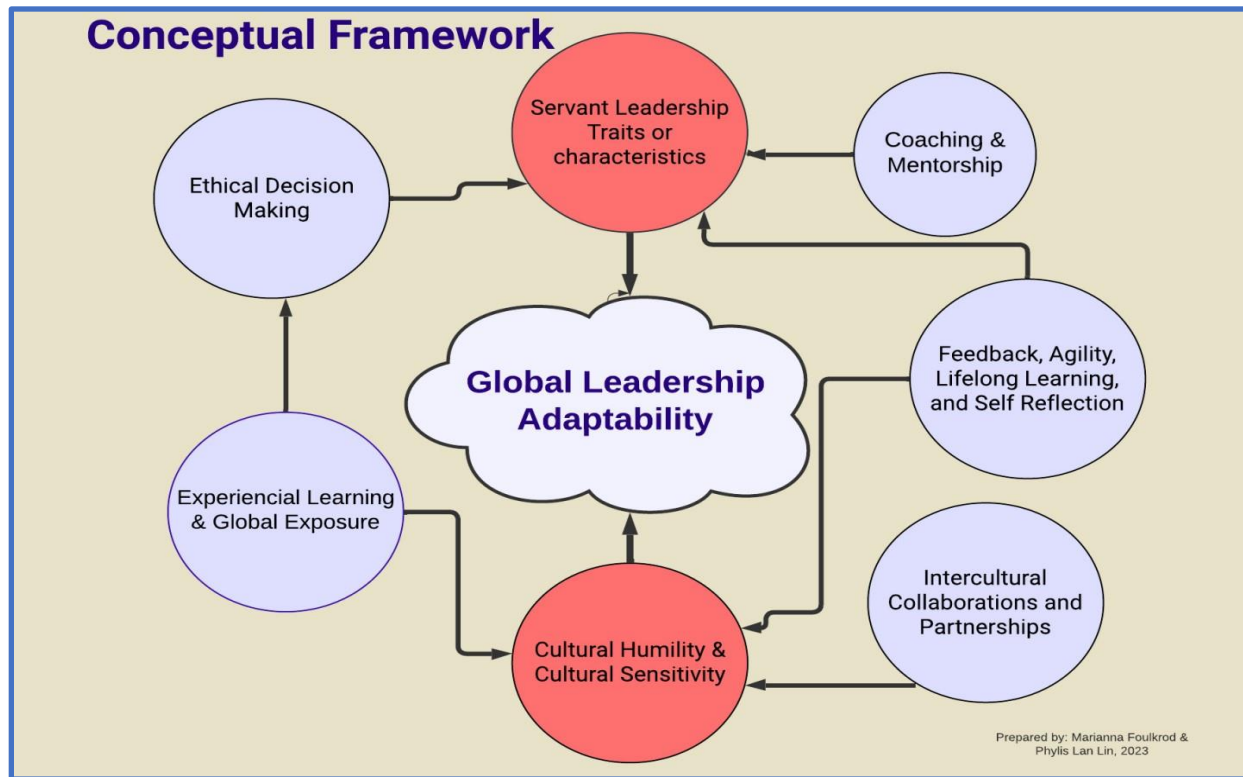
Van Dierendonck and Nuijten (2011) developed eight servant leadership traits constructed by analyzing leadership literature and discussions with servant leaders. Those eight servant leadership traits are (1) empowerment, (2) accountability, (3) standing back, (4) humility, (5) authenticity, (6) courage, (7) interpersonal acceptance, and (8) stewardship. The authors rely on the servant leadership scale (SLS) developed by Van Dierendonck and Nuijten (2011) since the scale was validated.

Several authors have defined *cultural humility* (Campos-Moreira, 2020; Hurley et al., 2019; Peng, et al., 2023; Sfetcu, 2021; Yeager & Beuer-Wu, 2013). Humility refers to a state of being humble with an open-minded attitude. It refers to an ongoing process of self-reflection, self-awareness, and willingness to listen to others—cultural humility honors and values other's beliefs, folkways, and morals. *Cultural humility* entails both personal (intentional development, self-reflection, and self-awareness) and interpersonal (empathic communication and mindful listening to others and taking others into account) processes. It is a relationship and goal-building process. Cultural humility is a foundation for developing an environment that promotes an appreciation for understanding and respecting other cultures. Cultivating cultural humility is fundamental to the ethical foundation of global leadership (Lin, 2010; Sandell & Tupy, 2015; Wellen, 2023). Humility fosters an environment of trust, empathy, and respect—three essential ingredients or leadership traits to lead any successful team. Humility involves the stance of others and service orientation. Robinson, Masters, and Ansari (2020) developed the 5Rs (reflection, respect, regard, relevance, resiliency) conceptual model of cultural humility for healthcare leaders. The 5Rs model can be applied to work relations in any setting, especially a setting that engages diverse cultures. The 5Rs entail leaders' personality traits and the work process, which strengthens professional-client relationships and enhances leadership effectiveness in providing services. Cultural humility is driven by empathy.

Empathy is the most critical leadership characteristic. It makes a leader efficient and effective and can be the distinction between satisfactory and extraordinary leadership (Deliu, 2019). Developing empathy allows leaders to answer their ethical questions and improve their lives while promoting a global type of citizenship that echoes current societies and global behaviors (Martin, 2010). Many researchers study empathy at an individual level and consider it a personal and central characteristic indicating a leader's ability to process and experience other people's feelings and sensitivities. Global values

such as humaneness, treatment of humans, peace and justice, and partnerships are just some values that should be accepted and applied (Martin, 2010).

Figure 1
 Servant Leadership and Cultural Humility: Global Leadership Adaptability



Source: Author's Illustration, 2023

The above diagram shows a conceptual framework for Developing Global Leadership Adaptability for the present exploration: Servant leadership traits or characteristics and cultural humility (cultural sensitivity) will enhance global leadership adaptability. Components of cultural humility include experiential learning and global exposure, intercultural collaborations and partnerships, feedback, agility, lifelong learning, and self-reflection. Coaching, mentorship, ethical decision-making, and feedback from followers will reinforce servant leadership traits or characteristics.

Findings of past and recent research provide insights into understanding the internal factors at a deeper level (such as personality traits) and external factors (such as perceptions and approaches of others) that influence leadership adaptability and response to such needs. This research is the first phase in understanding how the leader's traits view and promote adaptability, particularly from empathetic and non-dictatorial leadership approaches. Understanding such potential correlations, whether

negative or positive, is vital for leadership professionals who continue to develop new global training and tools while preparing future leaders to evolve and adapt their approaches and behaviors over time while firming up their emotional intelligence, communication, and leadership adaptability (Adaptability Quotient—ability, traits, and environment) and fostering a more collaborative, peaceful, and inclusive environment.

Key Questions for Future Empirical Studies

Based on the conceptual framework addressed in this paper, four key variables that influence a leader's degree of adaptability are servant leadership traits, cultural humility, leadership adaptability, and leadership effectiveness. A follow-up empirical study will focus on the following four areas:

1. Measuring leadership adaptability
2. Servant leadership and the degree of global leadership adaptability
3. Cultural humility and the degree of global leadership adaptability
4. Global Leadership Adaptability and Adaptive Leadership Behavior (Adaptive Leadership Behavior Scale, Nöthel et al., 2023).

In studying leadership and global servant leadership, considering different cultural settings and practices is essential for effective communication. Therefore, future studies investigating cultural groups' similarities and differences are crucial. It is hoped that the future study broadly represents leadership adaptability, approaches, behaviors, and perspectives. Triangulation is critical to an effective cross-validation of the findings, and results from different data sources or methods will be compared to ensure reliability and credibility. Considerations to ensure that this study complies with ethical guidelines, particularly regarding participant consent, confidentiality, data storage, analysis, and how data will be used, are part of engaging the subjects in this research. The key has been to recognize the differences in cultural leadership approaches and how those define and determine leadership behavior. For example, culturally, the term “servant leadership” may be perceived differently in certain countries, influencing how leaders approach that type of leadership and whether they embrace it, apply it, or ignore it.

Four key questions through the lens of three critical variables (Servant Leadership, Cultural Humility, and Leadership Effectiveness) to measure leadership adaptability are:

1. How can we, as leaders, develop effective global leadership adaptability through cultural humility?
2. Do servant leadership traits enhance global leadership adaptability development?
3. To what extent is leadership effectiveness affected by a leader's adaptability?
4. How can we develop effective global leadership adaptability through servant leadership?

It is evident that global leadership involves multidimensional aspects and behaviors influenced by religious, political, social, economic, and cultural factors, and using a mixed-method approach not only brings light to the cross-cultural elements and contexts that influence leadership styles but also helps leaders develop a more holistic perspective, giving a more accurate or complete picture of global leadership tendencies in different cultural settings.

The degree of relatability and connection among personal traits and initiative taken to adapt to meet current demands is a dynamic leadership trait that drives the behaviors and mindsets of leaders and those they lead differently. Such initiative drives effectiveness and continuity. Research (Mendenhall, 2018) has shown that to be an effective global leader means to be willing to modify one's behaviors and learn the ways of the organization they lead while constantly adapting to meet current demands. To be an effective global leader, one must demonstrate multidisciplinary thinking, innovation, inspiration, and adjustability; in some cases, leaders must be able to influence others and follow their subordinates to gain compliance (Mendenhall, 2018). The literature compiled for the current exploration suggests that global leaders who exemplify servant leadership and cultural humility traits will lead their teams more effectively and be ready to cope more readily with challenges from cultural differences and other adverse threats in a foreign work environment.

Whether global leaders commit to moral codes while focusing on outcomes or consequences of their actions and decision process can often be questionable (Markkula Center for Applied Ethics, 2022). The risk of costs to unethical behavior is always eminent, but there is no solid and consistent infrastructure to hold companies accountable for costs that cause social harm. Global ethics and leadership adaptability are interconnected in that each can influence one another in one's moral principles and values, guiding leaders to adjust their behaviors, processes, and strategies. Moving towards global ethics means expanding values and modes of ethical behavior in global perspectives and creating common ethical frameworks based on universal principles for global ethics (Buller et al., 2010; Valentine et al., 2024). It is essential to understand the differences among global ethics in different countries and their respective approaches and identify globally accepting ethical values as it helps them prioritize their decisions and enhance their ethical sustainability (Blodgett & Dumas, 2012). Empathy (as one of the key traits for servant leadership and cultural humility) is the key to the foundation of influential global leaders and the solution to cultural ethnocentrism that overpowers appropriate ethical behavior. Commitment to leadership that promotes ethical behaviors common to all, such as integrity, respect, and fairmindedness, adds value and adequate progress to organizations (Deliu, 2019), and leaders need to be equipped to lead in such ways.

Approaches used to study leadership traits have supported the notion that crucial traits and other organizational behaviors should always be analyzed from the perspective of the construct of culture itself (Mendenhall, 2018). An individual's mindset also plays a role in their behaviors and approaches. Research links organizational leadership

responses to leadership mindset, which refers to how an individual's mental attitude influences how they construe and respond to situations (Dweck & Leggett, 1988; Paxton & Van Stralen, 2015). Researchers would argue that to be a global leader, the visionary leader must also be a responsible leader. A responsible leader is a person of good character with the correct values to be accountable. Being responsible is one of the core values of servant leadership. The leader also assesses the legitimacy of their claims and determines how their needs and expectations should be served (Waldman et al., 2020).

Generally, several overarching themes are common throughout leadership adaptability literature, including the importance of understanding the potential influence of a leader's power or status within an organization. There is a common core of competencies required by all leaders, such as being able to manage interpersonal relationships, being involved with their social environment, having emotional intelligence, having no judgment, being tolerant, self-confident, optokinetic, and emotionally resilient (Hanges et al., 2016). A global leader understands the dimensions of increased complexity in the international context that significantly impact how global leadership is perceived and understood. Multiplicity (types of issues leaders face), interdependence, cultural ambiguity, and adjustability to change (Lane et al., 2004) are the dimensions that add complexity to global leadership and its context.

Discussion

Understanding current leadership styles and how the degree of personal variables can influence leadership approaches is critical to proposing necessary adaptations to leadership approaches. The key variables are empathy, autocratic leadership traits, cultural competence, and alpha personality traits. The key term for this work is *empathy*, which drives a leader toward inclusiveness and altruistic responsiveness. Empathy is a prominent trait of servant leadership approaches and can be developed through cultural experiences (Greenleaf, 1970), and it strengthens effectiveness, commitment, and ethical approaches. In a quantitative correlative analysis, Manger (2012) explored the attributional association between servant leadership and global leadership, exposed attributes of servant leadership in association with global leadership, and the intercorrelations of different leadership dimensions generally confirming close relationships between them and their characteristics. Similarly, this paper also demonstrated the need to address the increased cultural diversification in fast-moving global markets by looking at a new type of leadership concerning servant leadership and its potential to meet pressing needs (Manger, 2012).

Cultural competency is the foundation for cultural humility which is the ability to know cultures, influencing leadership adaptability. However, the degree could differ depending on the variables examined. For example, key personality variables, such as integrity, consciousness, humbleness, and empathy, designate the degree to which a leader puts others first (Greenleaf, 1970). To be a global leader, one needs to be a responsible leader who demonstrates traits of multidisciplinary thinking, self-awareness, innovation, inspiration, and adjustability, and, in some cases, must be able to influence others and willing to follow their subordinates as needed to gain compliance (Mendenhall,

2018). Cultural humility's lifelong learning process is vital to effective global leadership in diverse cultural settings, and it entails a lifetime commitment, passion, empathy, critical and self-reflection.

Global leadership is dynamic and complex, and for global leadership professionals to be successful, they must continually adapt to new environments and new perspectives, whether global leaders are digital leaders or not (Jameson, 2020). The idea that one leadership style fits all is flawed, as there continues to be a massive negative outcome for leaders who stick with one style for different situations and circumstances. Global leaders who are adaptable, culturally competent, and servants first are better equipped to lead their organizations through transformative times, and their leadership can drive long-term sustainable success (Rooney, 2019).

Findings of past and recent research provide insights into understanding the internal factors at a deeper level (such as personality traits) and external factors (such as perceptions and approaches of others) that influence leadership adaptability and response to such needs. The data to be collected in phase two of this research will add value to the existing knowledge on examining and understanding how the leader's traits view and promote adaptability, particularly from empathetic and non-dictatorial leadership approaches. Understanding such potential correlations, whether negative or positive, is vital for leadership professionals who continue to develop new global training while preparing leaders to evolve and adapt their approaches and behaviors over time. The data collected by the current study aims to develop tools for future leaders to continue to enhance their emotional intelligence, communication, and leadership adaptability (Adaptability Quotient—ability, traits, and environment) while fostering a more collaborative, peaceful, and inclusive environment.

Conclusion

This exploration investigated the relationships among servant leadership, cultural humility, and leadership adaptability. It adds new knowledge to the essence of global leadership behaviors and their respective relationships to adaptability to help leadership professionals better understand the differences among global leadership behaviors and their respective approaches in relation to adaptability. There is a gap between organizational vision and employees regarding senior leadership practicing what they preach and not necessarily leading through empathetic and ethically appropriate ways (Sharma, 2023). Developing effective and enlightened global leaders is everyone's responsibility, but empathy and the attitude of cultural relativism are the root of the solution.

For future leaders to have the tools, traits, and coaching necessary to create social impact and transformation in their organizations and communities, their development must be a life-long learning process. Practices of intercultural perspectives of servant leadership and cultural humility will promote transformative growth for global leaders. Developing a global leadership mindset requires transformative learning and insight. An all-inclusive leadership style that values and appreciates global perceptions and behaviors is necessary for leadership efficiency in today's intricate world. Today's global

leaders must constantly be prepared to modify their approaches to accommodate complexity and evolution. This study investigates the relationships among servant leadership, cultural humility, and leadership adaptability. It shall add new knowledge to the essence of global leadership behaviors and their respective relationships to adaptability.

Global leadership experiences are linked to adapting an individual's behavior contrary to social norms, reshaping the culture nationally and internationally (Vitolla et al., 2021). While considering the cultural norms of their society, leadership institutions should also consider standard verbiage or a 'code of ethics that would reshape internal processes and regulations to improve processes and behaviors toward social well-being. Institutions globally must continue to have a global mindset as it helps them prioritize their decisions and enhance their ethical sustainability and empathy for others. Leadership strategy in times of change and ambiguity is about accommodating and adjusting skill sets to meet current needs and be consistent with future trends. Strategy and sharing that through effective communication with others is the key to solid leadership's effectiveness. Several universities are offering global leadership studies. However, global leadership is still considered an emerging field in leadership studies. This paper draws a conceptual framework for the study of global leadership adaptability. This article explores the mechanisms of *Global Leadership Adaptability through Servant Leadership and Cultural Humility*. This conceptual framework is expected to influence and strengthen the practice of global leadership and its effectiveness.

Whether humanitarian interventions become challenging or unethical is a matter of circumstances. Our human responsibility is to create a sustainable, peaceful, and equal world that works together in equilibrium, and adaptability is the key. Future research must focus on identifying emerging global ethics and values, exploring how this impacts the future of societies and today's world, and understanding how world issues should be treated and acted upon (Martin, 2010). The authors hope that this work will assist researchers in designing strategies to develop a global leadership mindset and adaptability through various platforms digitally and in person.

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