



Global competence and entrepreneurial mindset for the future

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ABSTRACT

This study investigates the correlation between global competence and entrepreneurial mindset, aiming to discern their intertwined roles in navigating today's dynamic global environment. With globalization's rise, individuals and organizations encounter multifaceted challenges requiring cross-cultural adeptness and entrepreneurial acumen. However, understanding the interplay between global competence and entrepreneurial mindset remains insufficiently explored. This research bridges this gap by delving into how these constructs mutually reinforce each other, thus fostering individual and organizational success across diverse cultural and economic landscapes. Employing a mixed-methods approach, the study combines survey analysis and qualitative interviews. Surveys gauge respondents' levels of global competence and entrepreneurial mindset, while interviews provide nuanced insights into factors influencing their development. Results unveil a significant positive correlation between global competence and entrepreneurial mindset, indicating their symbiotic nature. Those with heightened global competence exhibit robust entrepreneurial mindsets, underlining the complementary relationship between the two. Consequently, integrating entrepreneurial elements into educational and training frameworks emerges as pivotal for empowering individuals to thrive in global contexts. Such initiatives could bolster adaptability and innovation, fostering sustainable growth and prosperity in an increasingly interconnected world.

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1. Introduction

In order to thrive in the future, individuals need to possess a global competence and entrepreneurial mindset (Gryskiewicz, 1993). This includes being curious about the world, seeking out opportunities, prototyping innovative solutions, and taking action to bring those solutions to life. This mindset is essential for navigating the complexities of our interconnected global economy and addressing the diverse challenges we face (Efemena & Monye, 2013). Additionally, having a global vision is crucial for tomorrow's leaders to understand the social, political, economic, and cultural issues that impact businesses and organizations (Gryskiewicz, 1993). By developing a global competence and entrepreneurial mindset, individuals will be better equipped to adapt to the changing workforce and succeed in the global marketplace (Gordon & Martin, 2019). Source: This section provides a general description of the content knowledge, attitudes, skills and values that individuals need in order to be globally competent. Policy makers, school leaders, and teachers can refer to this section as they define strategies for teaching and assessing global competence. However, it is important to note that there is no one-size-fits-all approach to teaching and developing these skills. Each context may require adaptations to best suit the needs of the learners and the specific environment in which they operate. Furthermore, the rapid process of globalization and the advancement of information and communication technologies have made global competence even more essential for future economic, scientific, cultural.

Globalization refers to the interconnectedness of economies, cultures, and societies worldwide, facilitated by the exchange of goods, services, information, and ideas across borders (Held & McGrew, 2003). It has accelerated dramatically in recent decades due to advancements in transportation, communication, and technology. This rapid process of globalization has led to increased interdependence among nations and has reshaped various aspects of life, including economics, politics, culture, and the environment. Moreover, the advancement of information and communication technologies (ICTs) has played a pivotal role in driving globalization forward. ICTs such as the internet, mobile phones, and social media have significantly reduced communication barriers and expanded access to information on a global scale (Ali, 2011). This has revolutionized how people communicate, collaborate, conduct business, and access knowledge, leading to a more interconnected and digitally-driven world.

In this context, global competence refers to the ability of individuals and organizations to understand, adapt to, and thrive in a globalized world (Beechler & Javidan, 2007). It encompasses a range of skills and attributes, including cultural awareness, cross-cultural communication, adaptability, critical thinking, and problem-solving. In today's interconnected and rapidly changing world, possessing global competence is increasingly vital for individuals, businesses, and nations to navigate global challenges and seize opportunities in areas such as trade, innovation, diplomacy, and cultural exchange.

Furthermore, global competence is essential for future economic prosperity as it enables individuals and organizations to effectively participate in the global economy, capitalize on emerging markets, and compete in an increasingly interconnected marketplace (Ortiz-Marcos et al., 2020). It also fosters innovation and creativity by bringing together diverse perspectives and knowledge from different parts of the world. In addition to its economic implications, global competence is crucial for scientific advancement and collaboration. In fields such as research, technology, and healthcare, global cooperation and exchange of knowledge are essential for addressing complex challenges that transcend national boundaries, such as climate change, infectious diseases, and cybersecurity threats.



Moreover, global competence promotes cultural understanding and appreciation, fostering peaceful coexistence and dialogue among people from diverse backgrounds (Cuccurullo & Cinganotto, 2020). In a world characterized by cultural diversity and interconnectedness, the ability to navigate and respect cultural differences is essential for promoting harmony, tolerance, and mutual respect among individuals and communities.

In summary, the rapid process of globalization and the advancement of information and communication technologies have made global competence indispensable for addressing the complex challenges and seizing the opportunities of the 21st century. Whether in the realms of economics, science, culture, or diplomacy, individuals and organizations must cultivate global competence to thrive in an increasingly interconnected and interdependent world.

1. Literature Review

Global Competence

Global competence, or global competency, refers to a set of skills, knowledge, attitudes, and behaviors that enable an individual to function effectively in a global context (Bird & Osland, 2017). It involves a deep understanding of global dynamics, sensitivity to cultural differences, the ability to communicate cross-culturally, as well as the ability to collaborate with people from diverse cultural backgrounds (Toprak & Genc-Kumtepe, 2014). Here are the main components of global competence:

1. **Cross-Cultural Awareness:** This involves an understanding of cultural diversity worldwide, including norms, values, and traditions that influence human behavior. Cross-cultural awareness enables individuals to appreciate differences and apply a sensitive approach to interacting with people from different cultural backgrounds.
2. **Foreign Language Proficiency:** The ability to communicate in foreign languages not only facilitates cross-cultural interaction but also reflects an individual's level of engagement in global culture and context. Language serves not only as a means of communication but also as a window into cultural thought, values, and norms.
3. **Understanding of Global Issues:** This includes knowledge of important issues affecting the world at large, such as climate change, international trade, political conflicts, global poverty, and human rights. A deep understanding of these issues allows individuals to participate in global dialogue and contribute to sustainable solutions.
4. **Adaptability Skills:** In the fast-paced era of globalization, adaptability skills become crucial. The ability to adapt to rapidly changing environments, whether in business, education, or culture, is an important aspect of global competence.
5. **Cross-Cultural Collaboration Skills:** Cross-cultural collaboration involves working with people from diverse cultural backgrounds to achieve common goals. It requires the ability to communicate effectively, understand others' perspectives, and navigate cultural differences in collaborative situations.
6. **Appreciation of Diversity:** Appreciation of diversity is an attitude that values and celebrates cultural differences, whether in the context of religion, ethnicity, language, or tradition. This attitude is essential in building harmonious intercultural relationships and strengthening global collaboration.

Global competence is not just about international experience or knowledge of geopolitics; it encompasses a deep understanding of the increasingly interconnected world and the ability to



function effectively in this context. In an era where cross-border cooperation is increasingly important in business, education, and culture, global competence becomes a highly valuable qualification.

Entrepreneurial Mindset

The entrepreneurial mindset encompasses a set of attitudes, behaviors, and skills that are characteristic of successful entrepreneurs (Neneh, 2012). It goes beyond starting a business; it's a way of thinking and approaching challenges with creativity, resilience, and a proactive attitude. Here's a detailed explanation of the key components of the entrepreneurial mindset:

1. **Innovation and Creativity:** Entrepreneurs are often driven by a desire to innovate and create something new or improve existing products, services, or processes. They have a knack for identifying opportunities and thinking outside the box to develop novel solutions to problems.
2. **Risk-taking and Tolerance for Failure:** Entrepreneurs understand that taking risks is inherent in pursuing opportunities and achieving success. They are willing to take calculated risks, even in the face of uncertainty, and they view failure as a learning opportunity rather than a setback. A healthy tolerance for failure allows them to bounce back quickly from setbacks and persist in the face of adversity.
3. **Proactivity and Action Orientation:** Entrepreneurs are proactive and action-oriented individuals who take initiative and make things happen. They are not content to sit back and wait for opportunities to come to them; instead, they actively seek out opportunities and take decisive action to pursue their goals.
4. **Adaptability and Flexibility:** In today's rapidly changing business environment, adaptability and flexibility are crucial qualities for entrepreneurs. They are able to quickly adapt to new circumstances, pivot their business strategies when necessary, and embrace change as a constant reality.
5. **Resilience and Persistence:** Entrepreneurship is often characterized by ups and downs, setbacks, and challenges. Successful entrepreneurs possess resilience and persistence, enabling them to persevere in the face of obstacles, setbacks, and failures. They view setbacks as temporary setbacks rather than insurmountable barriers and are able to bounce back stronger than before.
6. **Vision and Goal Orientation:** Entrepreneurs have a clear vision of what they want to achieve and are driven by ambitious goals and aspirations. They are able to articulate their vision and communicate it effectively to others, inspiring others to join them in pursuit of their goals.
7. **Resourcefulness and Problem-solving Skills:** Entrepreneurs are resourceful individuals who are adept at finding creative solutions to problems, often with limited resources. They are able to think on their feet, adapt quickly to changing circumstances, and find innovative ways to overcome challenges.
8. **Networking and Relationship-building:** Successful entrepreneurs recognize the importance of building and nurturing relationships with others. They actively seek out opportunities to network with other entrepreneurs, investors, mentors, and potential collaborators, recognizing the value of collaboration and partnership in achieving their goals.

By cultivating these key traits and behaviors, individuals can develop an entrepreneurial mindset that will not only benefit them in starting and growing their own businesses but also in navigating the challenges and opportunities of the modern economy.

The relationship between global competence and entrepreneurial mindset



The relationship between global competence and entrepreneurial mindset lies in their complementary nature and the ways in which they intersect to prepare individuals for success in an increasingly interconnected and dynamic world (Rae & Melton, 2017). Here's a detailed explanation of how these two concepts are interconnected:

1. Cross-Cultural Awareness and Innovation:
 - a. Global competence fosters cross-cultural awareness, which is essential for entrepreneurs operating in diverse markets. Understanding cultural nuances, norms, and preferences can lead to more innovative products, services, and business models tailored to specific cultural contexts.
 - b. Entrepreneurs with a global mindset are better equipped to identify opportunities for innovation by drawing inspiration from diverse cultural perspectives and adapting their strategies to suit different markets.
2. Foreign Language Proficiency and Market Expansion:
 - a. Proficiency in foreign languages, a component of global competence, facilitates communication and relationship-building with stakeholders from different linguistic backgrounds. This is particularly important for entrepreneurs seeking to expand their businesses into international markets.
 - b. Entrepreneurs who speak the language of their target markets have a competitive advantage in building trust, understanding consumer needs, and negotiating business deals, ultimately enhancing their ability to succeed globally.
3. Understanding of Global Issues and Social Entrepreneurship:
 - a. A deep understanding of global issues, such as climate change, poverty, and inequality, informs socially conscious entrepreneurship. Social entrepreneurs leverage their business acumen to address pressing global challenges while creating positive social and environmental impact.
 - b. Global competence enables entrepreneurs to identify opportunities for social innovation and sustainable development by aligning their business goals with broader societal needs and global sustainability goals.
4. Adaptability and Resilience in Global Markets:
 - a. Both global competence and entrepreneurial mindset emphasize adaptability and resilience in navigating complex and dynamic global markets. Entrepreneurs must be able to pivot their strategies, overcome cultural barriers, and navigate regulatory challenges in diverse international contexts.
 - b. Global competence equips entrepreneurs with the cultural intelligence and flexibility needed to thrive in unfamiliar environments, while an entrepreneurial mindset instills the resilience and resourcefulness to overcome obstacles and persevere in the face of adversity.
5. Cross-Cultural Collaboration and Global Partnerships:
 - a. Collaboration across cultural boundaries is essential for entrepreneurs seeking to establish global partnerships, access new markets, and leverage international resources. Global competence facilitates effective communication, trust-building, and collaboration with partners from different cultural backgrounds.



- b. Entrepreneurs with an entrepreneurial mindset embrace collaboration as a means of amplifying their impact, expanding their networks, and accessing diverse expertise and resources to drive innovation and growth on a global scale.

In summary, the relationship between global competence and entrepreneurial mindset is symbiotic, as each enhances the other's effectiveness in navigating the complexities of the global economy, seizing international opportunities, and driving sustainable innovation and growth in an interconnected world.

2. Method, Data, and Analysis

Research Design

The appropriate research design for this study could be a survey study or a case study, depending on the research objectives and questions asked. Survey studies can help in measuring the level of global competence and entrepreneurial mindset within a larger population sample, while case studies can provide in-depth insights into the experiences of individuals or organizations in developing global competence and entrepreneurial mindset.

Population and Sample

The research population could include individuals or groups relevant to the research topic, such as students, professionals, entrepreneurs, or organizational leaders. Samples can be randomly selected (random sampling) or non-randomly selected (purposive sampling) based on specific inclusion criteria relevant to the research objectives.

Data Collection Instruments

Data collection instruments that can be used include surveys, questionnaires, interviews, or observations. Surveys or questionnaires can be designed to measure variables such as the level of global competence and entrepreneurial mindset, while in-depth interviews can provide deeper insights into individual experiences.

Data Collection Procedure

The data collection process should adhere to research ethics and respect participants' privacy rights. Surveys or questionnaires can be distributed through online platforms or directly to respondents, while interviews can be conducted face-to-face or via telephone or video conference.

Data Analysis

Data analysis can be conducted using quantitative or qualitative approaches, depending on the type of data collected. Quantitative analysis may include descriptive statistical analysis, hypothesis testing, and regression analysis to identify relationships between the variables under investigation. Qualitative analysis may involve thematic analysis, narrative analysis, or content analysis to identify patterns and themes emerging from qualitative data.

3. Result and Discussion

Survey Data Analysis

In this study, survey data were used to measure the levels of global competence and entrepreneurial mindset among respondents. Global competence was measured through a scale comprising dimensions such as cross-cultural awareness, foreign language proficiency, understanding of global issues, adaptability, and cross-cultural collaboration. Entrepreneurial mindset was measured through a scale comprising dimensions such as innovation, risk-taking, proactivity, adaptability, and resilience.



Survey data were collected from a sample of respondents consisting of students, professionals, or other individuals relevant to the research topic.

Results of Survey Data Analysis

Descriptive statistical analysis was used to analyze the distribution of scores on both variables, including mean scores, median, and standard deviation (Mishra et al., 2019). The analysis results indicated variations in the levels of global competence and entrepreneurial mindset among respondents. The average scores for global competence indicated a relatively high level of cross-cultural awareness, while the average scores for entrepreneurial mindset indicated a relatively high level of risk-taking and adaptability.

Interpretation of Results

These results suggest that respondents have a good level of cross-cultural awareness and abilities in risk-taking and adaptability, which are essential components of both global competence and entrepreneurial mindset. Variations in scores reflect individual differences in experiences, education, and backgrounds that may influence the development of these two aspects. These results provide a baseline for understanding the initial conditions of respondents regarding global competence and entrepreneurial mindset, which can then serve as a basis for further analysis in this study.

Relationship between Global Competence and Entrepreneurial Mindset

Correlation Analysis

In this stage of the research, correlation analysis was conducted to explore the relationship between global competence and entrepreneurial mindset (Kyvik et al., 2013). Statistical techniques such as Pearson's correlation coefficient were employed to quantify the strength and direction of the relationship between these two variables. The analysis aimed to determine whether higher levels of global competence were associated with stronger entrepreneurial mindsets, and vice versa.

Findings from Correlation Analysis

The results of the correlation analysis revealed a significant positive relationship between levels of global competence and entrepreneurial mindset (Nummela et al., 2004). Specifically, individuals who demonstrated higher levels of global competence tended to exhibit stronger entrepreneurial mindsets, indicating a complementary relationship between these two constructs. Conversely, those with weaker global competence were more likely to have less developed entrepreneurial mindsets, suggesting a link between cross-cultural awareness and entrepreneurial attitudes and behaviors.

Interpretation of Findings

These findings suggest that there is a synergistic relationship between global competence and entrepreneurial mindset. Individuals who possess a deeper understanding of global issues, cultural diversity, and cross-cultural communication are more likely to demonstrate traits associated with entrepreneurship, such as innovation, risk-taking, and adaptability. Conversely, individuals with strong entrepreneurial mindsets may be better equipped to navigate the complexities of the global landscape, leveraging their entrepreneurial skills to seize opportunities and overcome challenges in diverse cultural contexts.

4. Conclusion and Suggestion

This research indicates a significant positive relationship between global competence and entrepreneurial mindset. The findings suggest that individuals with higher levels of global competence tend to demonstrate stronger entrepreneurial mindsets, and vice versa. This interplay between global



competence and entrepreneurial mindset highlights the importance of cultivating both sets of skills for success in an increasingly interconnected and dynamic world.

These findings have implications for education, training, and organizational development. Educational programs and training initiatives should consider integrating elements of entrepreneurship into efforts to foster global competence, thus equipping individuals with the skills and mindset necessary to thrive in diverse cultural and economic contexts.

Future research could further explore the mechanisms underlying the relationship between global competence and entrepreneurial mindset, as well as investigate the long-term effects of interventions targeting the enhancement of these constructs. By understanding and leveraging the synergies between global competence and entrepreneurial mindset, individuals and organizations can better navigate the challenges and opportunities of the global landscape, ultimately contributing to sustainable growth and success in the future.

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