In global teams, success grows from balancing our differences and shared strengths

Teams are becoming more diverse, bringing new perspectives but also challenges for the workplace. The key lies in dynamic balancing.



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IESE's Yih-Teen Lee says leaders must learn to balance conflicting worldviews — not by choosing one over the other, but by acknowledging both at the same time. This leadership philosophy, inspired by the Chinese principle of "seeking commonality while preserving difference," is about finding an equilibrium between the team's shared purpose and individuals' cultural uniqueness. This helps employees feel validated in their differences and committed to creating a shared system of norms to better collaborate.

SOURCE: "The role of duality and dynamic balancing in global leadership" by Yih-Teen Lee and Nana Yaa A. Gyamfi, published in the book *Advances in Global Leadership* (2025).

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