

ADVANCES IN GLOBAL  
LEADERSHIP

# ADVANCES IN GLOBAL LEADERSHIP

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ADVANCES IN GLOBAL LEADERSHIP  
VOLUME 13

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# NEW ADVANCES IN GLOBAL LEADERSHIP: INTRODUCTION TO VOLUME 13

This year was unusual in many respects. Little did we expect that our call for interdisciplinary research on Global Leadership would be of such relevance in the world's continuing attempt to battle the COVID-19 pandemic. As stated in our call for papers, we were:

...especially interested in *what other disciplines can contribute to better understand, conceptualize and develop global leadership*. Drawing on other disciplines not only helps a field of research to mature further, but it also helps embed it within the nomological network of related domains.

Beyond theory building and conceptual advancement, we have learnt in the last months that there is a great deal of important knowledge to be drawn and absorbed from multidisciplinary fields, as global leaders address complex, interdependent, and thorny challenges. In this regard, our call for papers could not have been more timely or relevant. As the world situation evolved with respect to COVID-19, so did our thinking as to what this volume should look like. For this reason, the typical papers found in Volume 13 are enhanced by two novel contributions. The first is comprised of contemporary reflections by leading Global Leadership scholars as well as global leaders who had to boldly face the reality of managing unprecedented large-scale problems and by practitioners who help and coach global leaders. In our invitation, we asked them to distill their thinking on the global leadership challenges faced by individuals and communities, as they tackle COVID-19 situations that are novel, complex, and filled with paradox. The resulting brief essays by 25 authors are fascinating snapshots in time, since only history and research will tell which leadership lessons and examples stand the test of time. The essays contain numerous insights that should prove useful for scholars and practitioners alike. The final chapter in this book, written by the editors, is our attempt to categorize and discuss these themes for future research purposes. The second novel contribution in Volume 13 resulted from another targeted invitation, this time to a global collaboration consultant. Demonstrating

his preference and talent for collaboration, this evolved into a multidisciplinary, collective writing effort by 21 thinkers and doers from around the world. After describing five success stories focusing on collaboration in crises for this volume of *AGL*, they extracted key lessons on global collaboration that, once again, are useful to both researchers and practitioners.

While the term “global leadership” has been defined in many ways, thereby blurring the conceptual boundaries of the distinct fields of global and comparative leadership, *AGL* adheres to the following narrower definition of global leadership:

The process and actions through which an individual influences a range of internal and external constituents from multiple national cultures and jurisdictions in a context characterized by significant levels of task and relationship complexity (Reiche, Bird, Mendenhall, & Osland, 2017, p. 556).

As is our practice, Volume 13 combines traditional research papers in Part I with practitioner-focused research, insights, and interviews in Part II, and a conclusion that identifies future research directions. The chapters in this volume are briefly introduced below.

## **PART I: CONCEPTUAL AND EMPIRICAL FINDINGS**

Part I begins with *Chapter 1*, the invited essays by 25 authors, entitled “Perspectives on Global Leadership and the COVID-19 Crisis.” Each essay is listed chronologically to reflect how the pandemic unfolded and influenced their thinking. The authors were given two weeks to write on the role of global leadership in the pandemic. The results range from very practical advice for working virtually, ideas and reflections on how global leaders are handling the crisis to proposed new concepts in global leadership. It is a fascinating and inspiring collection by thought leaders from all sectors.

In *Chapter 2*, “Identifying with Leaders from Another Race: The Impact of Pre-existing Leadership Assumptions and Eye Fixations,” Iain Densten explores the role of perceptive cues shaped by implicit leadership ideas and eye fixations in determining how followers identify with a leader from another race. The study draws on a sample of 55 Southeast Asian female participants who viewed a 27-second video of a Caucasian female leader. Specifically, Densten demonstrates that both preexisting leadership prototypes and antiprototypes, as well as eye movements, influenced how the participants answered the Identity Leadership Inventory, which measures prototypicality, advancement, entrepreneurship, and impresarioship. The study provides a compelling example of how global leaders’ effectiveness may be shaped by their followers’ culturally imprinted preferences. Given the increase in virtual interactions, it also points to the role of global leaders’ nonverbal communication behaviors in shaping followers’ evaluations of leader identities.

*Chapter 3*, “The 4 Cs of MNE Strategic Responses to Global Governance,” is a conceptual account by Sheila Puffer, David Wesley, Luis Alfonso Dau, and Elizabeth M. Moore. The researchers consider how MNEs address challenges to their ways of conducting business by intergovernmental organizations, international nongovernmental organizations, and nongovernmental organizations, all of which intend to shape global policy agendas. As such, Puffer and colleagues draw on global governance theory from political science, the responsible leadership literature, and the construct of situational strength to propose a typology of how firms can take strategic action. The framework distinguishes between both reactive versus proactive and combative versus collaborative orientations, leading to four distinct strategic responses: Collaborator, Complier, Counteractor, and Combatant. Importantly, the typology highlights how the situational strength of global governance organizations can impact MNEs’ choice of strategic responses and the likely implications this choice involves.

In *Chapter 4*, “What Makes for Successful Repatriate Knowledge Transfer? Implications for Repatriate Management and Global Leadership,” Joyce Osland, Betina Szkudlarek, Gary Oddou, Norihito Furuya, and Juergen Deller investigate the knowledge transfer experience of 47 repatriates returning from their international assignments to Germany, Japan, and the United States. This exploratory qualitative study portrays knowledge transfer as an iterative, interactive process whose success depends largely on the repatriate’s initiative, learning agility, transfer skills, adaptability, and capacity for influencing work unit members. Their findings highlight the role of six transfer skills that repatriates linked to effective transfer. The authors introduce an interactive model of the microprocess of repatriate knowledge transfer. In addition to contributing to theory building about the knowledge transfer process, the study’s results are of special relevance to global leaders who are either direct transferors of knowledge across cultural boundaries or who facilitate the process of knowledge transfer by other organizational members.

In *Chapter 5*, “How Global Leaders Learn from International Experience: Reviewing and Advancing Global Leadership Development,” Natalia Fey maps and analyzes the extant literature in her dissertation research to explore why an international experience has been linked to global leadership development, dating from the field’s initiation. Her database search found 42 articles that focused on international assignments, international corporate training programs, or short-term business travel that related to global leadership development. She analyzed the studies’ individual and organizational enablers as well as learning mechanisms. Her integration of the results indicates exactly what and how global leaders learn and lays a clear path for researchers who want to advance this important field of study.

## **PART II: THE PRACTITIONERS, CORNER**

*Chapter 6* features “Global Collaboration in Crises,” a global collaboration of 25 consultants and managers from around the world who integrate their

experience and wisdom on the topic of best practices in collaborative leadership in crisis contexts by first sharing minicase exemplars and then deriving “lessons learned” that global leaders can apply in their own lives. By exploring the collaborative dynamics of global/diverse teams in response to COVID-19, ecological crises, the Tohoku earthquake of 2011, the 2008 financial crisis, and Apartheid in South Africa, this large team of authors delineate practices that likely can be applied across crisis contexts and operate as “rules of thumb” for global leaders who wonder “What should I be primarily focusing on?” when a crisis erupts.

For *Chapter 7*, “An Interview with Hal Gregersen: The Art of Questioning in Global Leadership,” Mark Mendenhall interviewed Dr. Hal Gregersen, one of the pioneers in the field of global leadership. He was a coauthor of the seminal work, “Global Explorers: The Next Generation of Leaders” in 1999 that provided the field with one of the early competency frameworks. Since that time, he has studied innovation and the important role that questioning processes play in innovation and leadership. In their interview, they explore the role questioning plays in global leadership and the influence of curiosity in the questioning process. Dr. Gregersen provides insights on how global leaders can build a “questioning culture” in their organizations, why some global leaders are questioning-oriented and some are not, how they can enhance their capability to question more robustly, and the importance of focusing on “keystone questions” to empower one’s leadership.

*Chapter 8*, “How Does an Anthropologist Teach Global Leadership to Engineers? An Interview with Julia Gluesing,” features a gifted teacher-scholar who has spent over 30 years working in the automotive industry as a consultant, trainer, researcher, and teacher. Dr. Gluesing was interviewed by Joyce Osland who was particularly curious about the impact of her anthropology background and her career trajectory on her teaching. Dr. Gluesing spoke about her highly successful and unique approach to teaching engineers specifically. In this master class on teaching, she also shared her techniques for teaching culture and global leadership, along with a list of helpful resources.

In *Chapter 9*, “Practitioner Reflections from 25 Years of Developing Global Leadership,” Dr. Mark Frederick, a highly experienced consultant, describes how the field has changed and evolved. He helped develop the global leadership services at IOR (International Orientation Resources) in the field’s early days and eventually developed his own independent consulting practice. Mark explains the nuts and bolts of global leadership consulting, down to explaining how to choose the best assessment for each situation and structure virtual executive coaching sessions. He also shares best practices from global leadership development programs in leading companies. His knowledge and extensive experience are extremely useful for consultants as well as academics who teach and research global leadership development.

*Chapter 10*, “Reflections on Developing a Global Leadership Course,” authored by Davina Vora, explains all the considerations and details involved in setting up a global leadership course for the first time at a public, regional, US university. Although the number of global leadership courses are growing,

creating the first course of its kind on a campus involves pedagogy, logistics, marketing, and sometimes politics. Dr. Vora describes the need for fit with her students and institution. She explains the philosophy behind her course design as well as course assignments. This chapter ends with suggestions, recommendations, and lessons learned. This chapter is a very helpful guide to anyone tasked with developing a new course in global leadership.

Finally, in *Chapter 11*, “At the Heart and Beyond: What Can Global Leadership Researchers Learn from Perspectives on the COVID-19 Pandemic?,” the editors discuss common themes and emerging areas for future research that arise from the invited essays on the COVID-19 pandemic. Specifically, this chapter calls for strengthening the link of the global leadership domain with related research fields, expanding the set of necessary global leadership competencies, moving toward a more collective and collaborative understanding of global leadership, further enhancing the growing field of responsible global leadership, examining the various competing tensions that global leaders need to balance, and encouraging global leadership scholars to engage in greater reflexivity.

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Edited research volumes are often a labor of love, which is certainly true for this book. And while a team of four have formally edited this volume, an army of family members and friends facilitated and inspired the process. This volume is therefore dedicated to all the individuals who continue to support us, but whose names rarely surface through the official publication process.

- Joyce: To Asbjorn, Jessica, Joe, Michael, Anna, Katrina, Scott, and the grands: Zoe, Lucy, Jacob, Gavin, Izzy, and June.
- Betina: To my best friends Kasia and Vera whose support, wisdom, and love is always with me.

- Mark: To my wonderful grandchildren: Will, Amy, Tommy, James, Timothy, Ellie, and Mark.
- Sebastian: To my family, whose strength and support has been remarkable during these taxing times.

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# OBITUARY AND MEMORIAL—BILL MOBLEY

Dr. William Hodges Mobley (November 15, 1941–March 25, 2020)



Dr. William Hodges Mobley, age 78, former President of Texas A&M University (1988–1993) and Former Chancellor of the Texas A&M University System (1993–1994) passed away in Austin, Texas on March 25, 2020 after an 18-month battle with cancer. He dedicated his life to nurturing talents in both the educational and business world.

During his service at Texas A&M, he was a strong proponent for diversity and for integrity in athletics. He promoted minority recruitment and expansion of international educational opportunities for students and faculty. Dr. Mobley was also instrumental in the initial planning of the George H. W. Bush Presidential Library at Texas A&M University.

Dr. Mobley spent the last twenty-five years developing executive talent in the United States and Asia. He founded the Global Research Consortium and the Hong Kong and Shanghai offices of Personnel Decisions International (PDI). As the founder and member of the board of directors of Mobley Group Pacific Ltd, he resided in Hong Kong and Shanghai, China, working with both academic institutions and international corporations to provide support for senior regional and national CEOs and Managing Directors in developing their plans for succession. He advised and coached executives on management and organizational skills. From 2002 to 2009, he served as Professor of Management at China Europe International Business School and became the first Professor Emeritus at CEIBS. A well-respected scholar, he published in leading journals on motivation,

leadership and organizational culture. He was the founder and executive editor of the first seven volumes of the *Advances in Global Leadership* series.

He earned his PhD in industrial and organizational psychology from the University of Maryland in 1971. He was a Fellow of the American Psychological Association (APA), Society for Industrial and Organizational Psychology (SIOP), and the Association for Psychological Science (APS), and a member of the Academy of Management (AOM) and the International Association for Applied Psychology (IAAP). He was awarded honorary degrees from several universities. In 2015, he was honored with the *Distinguished Psychologist in Management* award by the Society of Psychologists in Management.

Because Bill played such an important role in developing the field of global leadership and produced seven volumes of *Advances in Global Leadership*, we invited his co-editors to participate in this memorial.

Bill Mobley was a brilliant and talented man who had a real gift for people. He was able to connect with people and point them toward a shared goal, paving the way for their success. It was his leadership philosophy. He was a visionary who could get others excited about his vision, and then participate willingly in its execution, and always with good humor and encouragement. What I remember most about Bill was shared laughter and shared ideas.

M. Jocelyne Gessner Bay, PhD (*AGL*, vol. 1)  
Director of Organizational Effectiveness  
Bay & Associates

I had the good fortune to know Bill Mobley for many years starting in graduate school at the University of Maryland. All of the graduate students immediately knew that Bill was going to be a star. He was smart, engaging, and always helpful. Years later I had the pleasure of co-editing one of his *Advances in Global Leadership* books. His insight into the field of global leadership helped me gain new perspectives and ways of thinking about the influence of societal culture on leadership—an endeavor that has carried me well throughout my career. In short, Bill's career included being a role model for leaders as well as a great leadership scholar.

Peter W. Dorfman (*AGL*, vol. 3)  
Professor Emeritus  
New Mexico State University  
Past President of GLOBE

Bill was my manager, mentor, co-author, and friend. I was extremely fortunate to have met Bill at the start of my career and to be guided and supported by him ever since. He was the person who inspired me, like he did to many others, to step into the fascinating field of organisational psychology. Bill's incredible intellect, generosity and energy has left a deep impact on many scholars, students, and business leaders across the world. He was not only a prominent scholar in global leadership, but also a legendary example of a global leader himself.

Ying (Lena) Wang (*AGL*, vol. 5–8)  
Senior Lecturer  
RMIT University, Australia

In 2007, I started working with Bill co-editing the *Advances in Global Leadership*. I was very fortunate to see with my own eyes how Bill was a true global leader who inspired and nurtured the talents of all around him. His legacy will live on.

Ming (Lily) Li (*AGL*, vol. 5–11)  
Senior Lecturer in International Human Resource Management  
University of Liverpool Management School

I was honored that Bill entrusted *Advances in Global Leadership* to us. He did a wonderful job of seeking out and publishing authors from all over the world. Thanks to Bill and his co-editors, *AGL* is the publication outlet that is home to the largest number of articles related to leadership in a global context. He was truly a renaissance man.

Joyce Osland (*AGL*, vol. 8–13)  
Senior Editor  
*Advances in Global Leadership*