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LEADERSHIP

ADVANCES IN GLOBAL LEADERSHIP

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ADVANCES IN GLOBAL LEADERSHIP VOLUME 14

ADVANCES IN GLOBAL LEADERSHIP

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Emerald Publishing Limited
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2022

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British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-80071-838-8 (Print)

ISBN: 978-1-80071-837-1 (Online)

ISBN: 978-1-80071-839-5 (Epub)

ISSN: 1535-1203 (Series)



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INVESTOR IN PEOPLE

Edited research volumes are often a labor of love, which is certainly true for this book. While a team of four has formally edited this volume, an army of reviewers, family members, and friends facilitated and inspired the process, for which we are extremely grateful. This year our special dedications are as follows.

- *Joyce: To Rachel Carson, marine biologist and author whose written words launched the environmental movement in the US and advanced the global movement*
- *Sebastian: To Carlos Sánchez-Runde, my dear colleague and mentor at IESE – you are deeply missed.*
- *Betina: Dla mojej kochanej mamy. Dziękuję za wszystko! To the AGL super-team of editors, thank you for being such wonderful partners in crime!*
- *Mark: To the widely forgotten global leader, Albert Schweitzer – a global leader in his time who should never be forgotten.*

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NEW ADVANCES IN GLOBAL LEADERSHIP: INTRODUCTION TO VOLUME 14

As *AGL* editors, we identify a major research gap in each annual Call for Papers and then cross our fingers in hope of receiving relevant papers that advance the field. For volume 14, our Call for Papers emphasized global leadership effectiveness. This a topic that all would agree is crucial; yet, few researchers in the field have tackled global leadership effectiveness directly. In part, our Call for Papers for this volume stated:

In addition to foundational research, however, Volume 14 calls specifically for research specializing on **global leadership effectiveness** to enable greater understanding of the factors at the individual, group and organizational levels that drive global leadership success. According to Google Scholar, there are 2,790,000 references related to “leadership effectiveness,” almost all of which refer to traditional leadership. Surprisingly, however, the term ‘leadership effectiveness’ is missing from many leading textbooks on conventional leadership. In general, effectiveness can be an elusive topic on which neither organizations nor scholars completely agree, and reviews have attested to the wealth of different criteria to assess traditional leadership effectiveness (Hiller, DeChurch, Murase, & Doty, 2011).

(Advances in Global Leadership, Call for Papers, Volume 14)

We are delighted with the submissions we received for Volume 14 in response to the Call for Papers and hope they will spark future research on global leadership effectiveness and find their way into scholarly publications and global leadership textbooks.

Also, as a reminder, 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 14 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 papers in this volume are briefly introduced below.

Part I: Conceptual and Empirical Findings

The global crisis engendered by the COVID-19 pandemic highlighted the need for competent global leaders in many arenas. Thus, Volume 13, the 2020 edition of *AGL*, began with invited essays by 25 authors on the role of global leadership in the pandemic. That collection contained many intriguing ideas for practitioners and researchers alike. Nancy Adler and Sonja Sackmann proposed a different, but equally valuable perspective on the pandemic for Volume 14, which appears in *Chapter 1*. They compiled 19 reports by 15 authors who analyzed the effective and ineffective COVID-19 initiatives by national leaders against the backdrop of country and cultural differences. The overview by Adler and Sackmann also provides a fascinating look at the varied and changing factors that impact national leaders' effectiveness and encourages us to look beyond leadership to fully understand local contexts.

In *Chapter 2*, Marketa Rickley and Madelynn Stackhouse drew on 53 empirical studies to provide the first systematic review of the global leadership effectiveness literature. The authors adopt a multilevel perspective to map the landscape of global leadership effectiveness with the aim of increasing definitional clarity and reviewing extant research at the individual, group, and organizational levels. Based on their review, Rickley and Stackhouse propose a construct definition and develop an integrative framework of the content domain and nomological network of global leadership effectiveness. Their integrated framework identifies relevant areas for future research on global leadership effectiveness.

In *Chapter 3*, Heather Swenddal, Mathews Nkhoma, and Sarah Gumbley advance our understanding of the process of boundary spanning, a key role of global leaders. The authors draw on the identity literature and their illustrative study from the higher education context to introduce the concept of identity custodianship. This is an aspect of boundary spanning that is seldom found in global leadership research. As identity custodians, global leaders engage in acts of *saying, showing, and staging* to protect and reinforce conceptualizations of their organizations' identities, thereby providing sensegiving information and soliciting members' organizational identification. As such, it is a critical element in global leaders' behavioral repertoire for achieving unity and cohesion in a context of distant and dispersed global followers. Not only does the article leverage the growing literature on identity for the global leadership domain, but it also shifts our focus to the critical actions that global leaders take to advance work and organizational goals.

Katherine Cotter reports on two studies from her dissertation research in *Chapter 4*. After reviewing other theories of global leadership development and carrying out qualitative interviews with global leaders, she created a theory of the development of global leader self-complexity that occurred as a result of

international experience that involved interaction with locals and the local culture. Katherine then tested that theory in a large quantitative study of over 600 global leaders. Her findings clarify *what* develops in terms of self-complexity among global leaders as a result of their international experience and details *how* that development occurs.

In *Chapter 5*, Karina Jensen presents the findings of her qualitative inquiry on the role of leadership behaviors in global innovation projects. Given the importance of innovation to sustaining competitive advantage, the purpose of this study was to demonstrate how specific GL behaviors enhance both innovation routines and team motivation. Her investigation of 105 global leaders at 36 multinational companies provides a comprehensive picture of the factors global leaders need to consider while navigating various stages of innovation projects.

Part II: The Practitioner's Corner

In keeping with our practice of interviewing pioneers in the field of global leadership, *Chapter 6* features an interview with Paula Caligiuri by Joyce Osland. With Ibraiz Tarique, Paula carried out the first empirical research program on global leadership effectiveness. She continues to research and write in the area of cultural agility, a component of global leadership effectiveness, and global leadership development. Paula is a strong believer in disseminating her research results to practitioners.

Another interview showcases Betina Szkudlarek's extensive work and leadership in the area of refugee workforce integration in *Chapter 7*. Although we have collaborated with Betina for many years on various research projects, we had no idea of the extent and impact of her refugee research and activism until Joyce Osland heard her keynote presentation at a conference and immediately asked to do an interview. As an example of servant leadership, Betina chooses research topics by asking a wide range of practitioners and stakeholders what kind of research they need to make policy decisions and employ refugees, etc. Thus, her team's findings have a real impact on policymaking and practice. Her interview provides managers, scholars, and educators with recommendations they can use to make a difference in advancing refugee integration and employment.

Chapter 8 presents an interview with Milena Pighi, Head of Corporate Social Responsibility for the BMW Group, by Betina Szkudlarek. Milena discusses the broad scope of the group's engagement in social impact, guided by the three pillars of sustainability – people, planet and profit – and their aim to make substantial progress toward the United Nations Sustainable Development Goals. BMW's global leadership role is based on its commitment to taking responsibility for the entire value chain of the company and the communities in which it operates. Milena describes how responsible global leadership is translated into tangible actions and assessment at BMW.

In *Chapter 9*, our focus moves to the classroom and Annelise Ly's description of a carefully designed course that builds and assesses three targeted global leadership competencies. She uses team-based learning (TBL) methodology to develop self-awareness, effective communication and teamwork, and critical

thinking. Because Annelise also leverages the multicultural nature of her student population, her “glocal” classroom provides an alternative to study abroad and immersion programs. TBL is a particularly suitable approach when global mobility is limited or impossible, as we’ve seen during the COVID-19 pandemic.

Finally, in *Chapter 10*, the editors summarize the unique contributions of each chapter in greater depth and point out key relationships to global leadership effectiveness. This chapter is designed to highlight emerging and promising areas of future research on global leadership effectiveness and to lay a path for other scholars.

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ACKNOWLEDGMENTS

We'd like to acknowledge the work and commitment of those who made important behind-the-scenes contributions to this volume. We are indebted to Niall Kennedy, our publisher at Emerald Group Publishing, Inc., and to Kousalya Thangarasu and Kavya Ramu, and the entire production team for the support we have received. Lance Sy Lato merits special recognition for his role in organizing many of the infinite details involved in final manuscript preparation.

Joyce Osland gratefully acknowledges the funding that made seven volumes of AGL possible from the Lucas Foundation and the Lucas Endowed Chair in Global Leadership at San Jose State University. Mark Mendenhall is grateful for the support of the Gary W. Rollins College of Business and the J. Burton Frierson Chair of Excellence in Business Leadership at the University of Tennessee, Chattanooga.