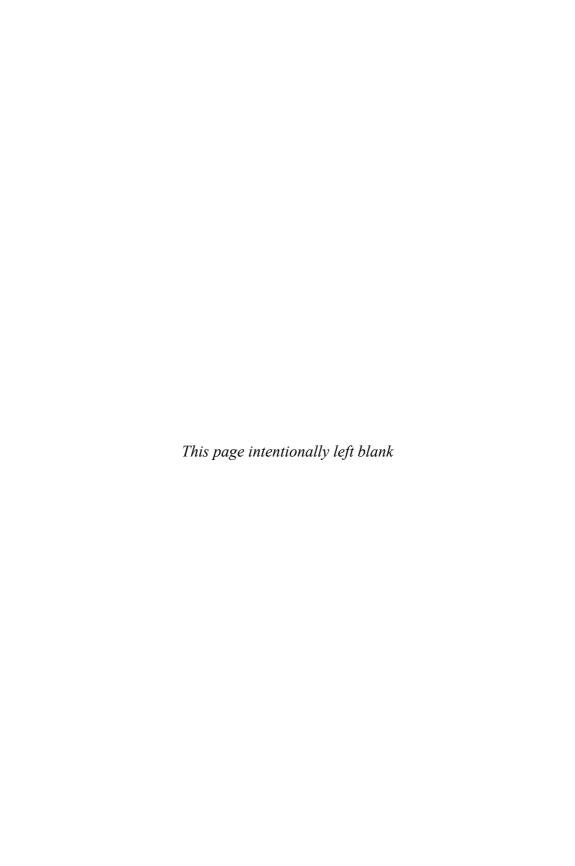


THE STUDY AND PRACTICE OF GLOBAL LEADERSHIP



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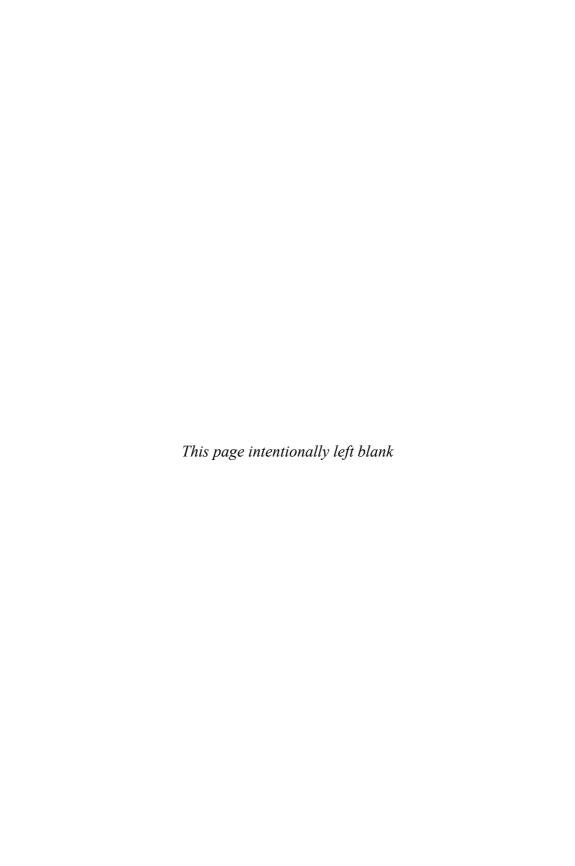


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This book is dedicated to Dr Gamaliel Perruci. His legacy lives in his students, family and friends, and his wonderfully insightful books, like this one. Gama was a courageous and kind leader, and we are fortunate to have had him in our lives. Gama's mantra was "give back the gift." And he certainly did through his service as board chair for the International Leadership Association. This book was his last gift to the leadership field. In his native Portuguese, we say: 'Muito Obrigado, Gama!'



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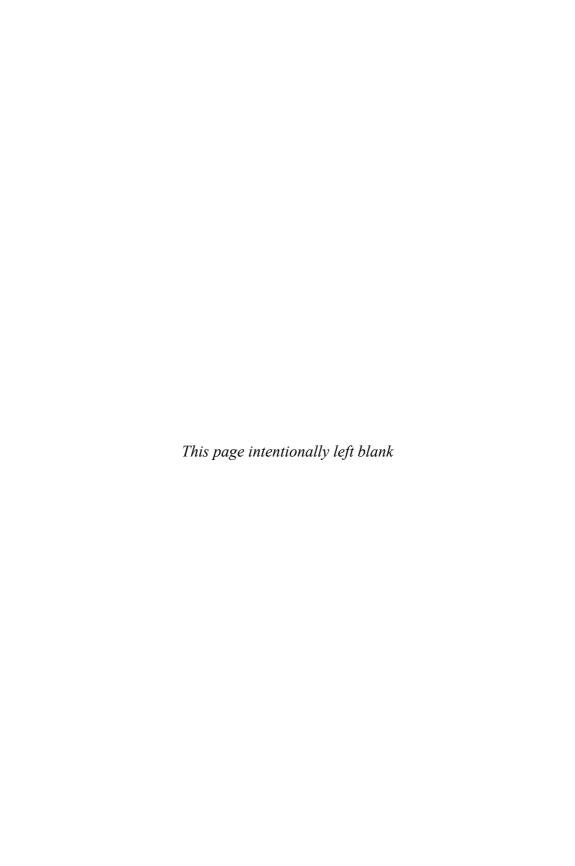
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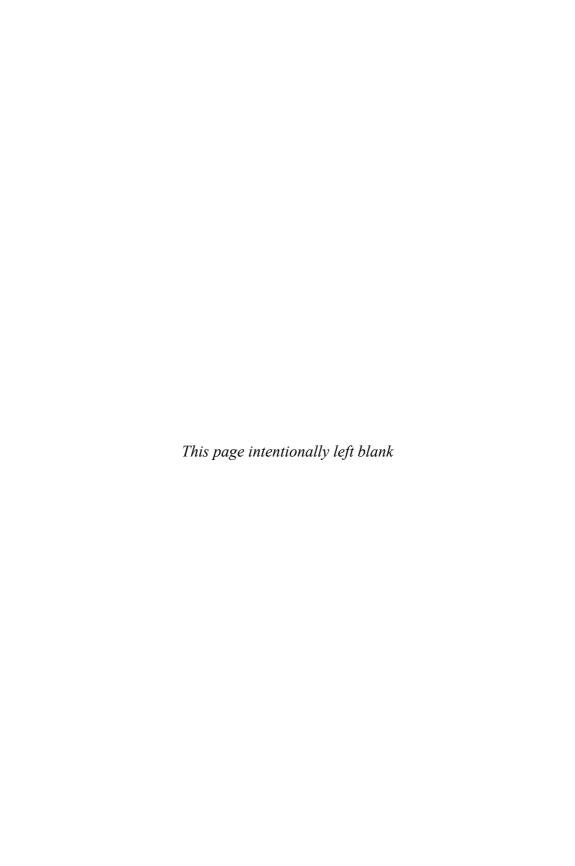
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INTRODUCTION

When we first began this book project, little did we know that it would be deeply impacted by a global epidemic. At the time, globalization seemed to be a giant seemingly unstoppable force changing the international state system (Stearns, 2020). Then the COVID-19 virus hit, borders closed, and the global market collapsed.

It would be tempting to see recent global health events as undoing all of our understanding of globalization in the past decades. However, even a global pandemic cannot hide the reality of a highly interconnected world. It took a ship running aground in the Suez Canal in March 2021 for us to be reminded that the world continues to be highly dependent on global trade and that the web of interconnectedness still shapes Global Leadership. The ship, Ever Given, was owned by a Japanese company, registered in Panama, operated by a Taiwanese transportation organization, managed by a Germany company, and at the time it ran aground, staffed by a crew of 25 Indians. For almost a full week (March 23–29), the Ever Given traffic jam dominated global news and led to – by one estimate – \$900 million in "damages," including lost revenue and compensation for the labor and equipment used to free the ship (Farzan, 2021).

The global pandemic also accelerated the use of communication technology to challenge closed borders. Despite lockdowns, Zoom became a verb, and working remotely gained wide acceptance (Haag, 2021). While the pandemic disrupted air travel, organizations found ways to collaborate across borders in new and significant ways. It will be interesting to see whether the traditional view of working in the office will go back to "normal" after the global pandemic ends.

This book serves as a reminder that Global Leadership will continue to be relevant as an area of study and practice. The topics in this edited volume are broken down into three sections. First, we will examine how globalization is impacting human relations in the new millennium. xx Introduction

Leadership is examined as a process that has five components – leaders, followers, goals, context, and norms (McManus & Perruci, 2019). As a human phenomenon, it involves leaders and followers pursuing a goal. Since the 1950s, we have recognized that the organizational context shapes the character of the leader-follower relationship (Northouse, 2013). At the end of the twentieth century, our focus turned to the new global context that globalization has brought about. We are now paying close attention to the different cultural norms and values that are influencing the leader-follower relationship (Mendenhall et al., 2018). We can no longer assume that leaders and followers will be using the same cultural map when making decisions. Managing intercultural conflict has become a key issue in Global Leadership (Perruci, 2019).

We are now searching for a new shared narrative of leadership. Global leaders must find ways to increase the level of collaboration across the cultural divide. Technology can help by creating opportunities for collaboration. However, leaders still need to use communication skills to form effective bonds with their followers. We may need new modes of communication that will foster a sense of community among the leadership participants. In this volume, we suggest that maybe we are experiencing the rise of the "homo ubuntu," a reference to the traditional African perspective of communitarianism.

Globalization is also giving rise to new sources of identity, as leaders seek to connect with their followers at the transnational level. Issues, such as climate change, resonate with individuals across continents. Leaders who have a global mindset are more apt to closely connect with followers from different cultures who share similar concerns about these issues. In this book, we do not assume that the development of this global mindset happens accidentally. That is the product of the study and practice of Global Leadership.

In the second section of the book, we focus on the study of Global Leadership. In recent decades, Western higher-education institutions have expanded the number of programs that are designed to prepare leaders for this new global context. Western-based leadership programs have been exported to different parts of the world. In this book, we highlight such an initiative in China. We also stress the importance of students having an international experience that allows them to expand their global-leadership skills. While the main focus has been on undergraduate study-abroad experiences, this

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book takes a different view by examining the impact that study abroad has on graduate students. The study of Global Leadership is not solely a Western phenomenon. In this book, we explore the rise of leadership education in Japan, as an example of a non-Western development shaped by the rise of globalization.

The third section of the book focuses on the practice of Global Leadership. When examining the practice of large corporations from different cultural traditions, we notice that some common practices emerge that transcend local cultural traditions. However, the data also show that leadership also continues to reflect the national setting. In other words, we should not be ready to discard the local/national context because of globalization. The picture that emerges from this analysis is a complex combination of the new with the old. Global leaders must develop new skills that can incorporate an intercultural perspective as the "new language" of Global Leadership. We need to develop adaptive transformational systems, while at the same time exhibiting a complex "global consciousness."

We use key issues as illustrative of how the Global Leadership agenda is shifting away from the Western-dominated individualistic perspective. Globalization is dramatically expanding the movement of both capital and human resources. Immigration is not just highlighted by refugee crises, but also the way technology is driving the rise of new industries that are shifting talent at a transnational level. Global women leaders also are emerging as important players on the global leadership stage. We conclude the book by highlighting some of the leadership challenges that global leaders will face in this century. We call this new crisis context "leadership at the edge of experience."

The general picture that should emerge from the chapters in this edited volume is one of hope. While the challenges are immense, we do not disregard human ingenuity and our ability to transform our human systems to adapt to the new reality. For those who see the end of the global pandemic as a return back to "normality," the following pages may come across as dissonant. When crises arise, the world is transformed – by design and by inevitability – to the extent that we never go back to the way it once was. Rather, a new world emerges, and we once again learn its "new language" and come to see it as the new normal (Ashton & Toland, 2021). For those who thrive whenever we move into a new normal, this book will serve as a path forward to explore the possibilities that await us!

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