# GLOBAL LEADERSHIP TALENT MANAGEMENT

Successful Selection of Global Leadership Talents as an Integrated Process

# GLOBAL LEADERSHIP TALENT MANAGEMENT

Successful Selection of Global Leadership Talents as an Integrated Process

BY

### JÜRGEN DETERS

Institute for Management and Organization (IMO) Leuphana University, Lueneburg, Germany



United Kingdom – North America – Japan India – Malaysia – China Emerald Publishing Limited Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2017

Copyright © 2017 Emerald Publishing Limited

#### Reprints and permissions service

Contact: permissions@emeraldinsight.com

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. Whilst Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

#### British Library Cataloguing in Publication Data

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

ISBN: 978-1-78714-544-3 (Print) ISBN: 978-1-78714-543-6 (Online) ISBN: 978-1-78743-032-7 (Epub)



Certificate Number 1985 ISO 14001

ISOQAR certified Management System, awarded to Emerald for adherence to Environmental standard ISO 14001:2004.



INVESTOR IN PEOPLE

## **List of Abbreviations**

AC	Assessment Center
ASCO	Australian Standard Classification of Occupations
CASA	Cultural Agility Self-Assessment
DIN	Deutsches Institut für Normung (German Institute for Standardization)
ed.; eds	Editor; editors
e.g.	<i>Exempli gratia</i> (for example)
et al.	<i>et alii</i> (masculine), <i>et aliae</i> (feminine), or <i>et alia</i> (neuter), in all cases meaning "and others"
EVP	Employee Value Proposition
GCI	Global Competencies Inventory
GLAC	Global Leadership Assessment Center
HR	Human Resource(s)
HRM	Human Resource Management
IAC	International Assessment Center
ibid.	<i>ibidem</i> (in the same place)
i.e.	<i>id est</i> (that is)
IES	Intercultural Effectiveness Scale
IFRS	International Financial Reporting Standards

ISO	International Organization for Standardization
ISO/TC	International Organization for Standardization/ Technical committee
IT	Information Technology
KPI	Key Performance Indicator
KSAOs	Knowledge, Skills, Abilities, and Other characteristics
MNE	Multinational Enterprise
PISA	Programme for International Student Assessment
SHRM	Society for Human Resource Management
sic	Sic erat scriptum (thus written)
SME	Small and Medium-Sized Enterprise
U.S. GAAP	United States Generally Accepted Accounting Principles

## **List of Figures**

#### Chapter 2

Figure 2.1	Definitions of Global Leader	11
Figure 2.2	Talent Acquisition Process	30
Chapter 4		
Figure 4.1	Advantages and Disadvantages of Major Competency Approaches	88
Figure 4.2	Competencies in the Selection Process of Global Leadership Talents	94
Figure 4.3	Competency Models as Key Instrument of HRM Integration.	96
Figure 4.4	Competency Fields for Global Leaders	108
Figure 4.5	Structure of a Global Competency Model	118
Figure 4.6	Global Leadership Competency Model	119
Chapter 5		
Figure 5.1	Trimodal Selection Approach	153
Figure 5.2	Biographical Questionnaire	158
Figure 5.3	Global Leadership Talent Selection Process	189

## **List of Tables**

### Chapter 4

Table 4.1	Example of a Five-Point Rating Scale for	
	Assessment Centers	103
Table 4.2	Example	104