

Index

- AC. *See* Assessment Center (AC)
- Academic global competency models, 117, 118
- Acquisition, 5, 6
 - high-quality
 - acquisition process, 6
 - high-quality strategic talent acquisition approach, 7
 - strategic talent, 4–5
 - strategically oriented
 - global, 3
- See also* Global leadership talent acquisition
- Ad hoc process, 64
- Adaptability, 74, 83
 - cross-cultural, 168
 - intercultural adaptability tests, 167–171
- ALC. *See* Aviation Leadership Compass (ALC)
- Ambiguity, 1, 10, 33, 75, 82
- American National Standards Institute (ANSI), 41
- Annual talent review, 171–172
- Assessment Center (AC), 52, 64, 103–104
- Assessors, 25
 - characteristics, 184
 - diverse, 183
 - GLAC, 183
 - primary, 159
 - training for, 183–184
- Australian Standard
 - Classification of Occupations (ASCO), 109
- Aviation Leadership Compass (ALC), 115
- Balance of global and local needs principle, 29
- Behavior(s)
 - behavior-oriented interview, 179
 - types, 76–77
- Big Data, 44
- Big Five Model, 75
- Biographical questionnaire, 157–159, 171

- Career dialogue, 159, 171
- CASA. *See* Cultural agility self-assessment (CASA)
- “Coffee-machine-system”, 64
- Cognitive ability tests, 66, 75, 166–167
- Competency model, 78, 86–87, 90, 111–112
- competency dimensions, 94
 - guidelines for developing, 96–101
 - for selecting global leadership talents, 106
 - competency fields for global leaders, 108
 - corporate-specific leadership competency model, 110–111
 - global leadership competency models, 111–121
 - job-and local-specific requirements, 109–110
 - leaders emphasize, 106–107
 - tandem approach, 107–108
 - validity and, 70
 - cross-cultural training, 73–74
 - global competency modeling, 72–73
 - global job, 71–72
 - global leadership talents, 70–71
- Complexity, 10, 13, 33, 78, 81, 182
- Conscientiousness, 75, 83, 93, 166
- Consistency, 18–19, 41, 55, 92
- Construct validity, 70, 71, 139–140
- Content validity, 69
- Convergence approach, 41
- Corporate HR function in global talent management, 43
- Corporate organizational values, 50
- Corporate-specific leadership competency model, 110–111
- Cross-cultural experiences, 82
- and job-specific IAC, 180–181
 - and not job-specific IAC, 181
- training, 73–74
- Cultural agility self-assessment (CASA), 170
- Cultural difference assessments, 167–168
- Cultural fit principle, 29
- Culturally diverse upper management team, 3–4
- Culture-specific
- and job-specific IAC, 180
 - and not job-specific IAC, 180
- Deutsches Institut für Normung (DIN), 41
- Divergence approach, 41

- Dynamic competencies, 91
- Dynamic cross-cultural competencies, 82
- Economical quality criteria, 63
- Emotional stability, 75, 83, 157, 166
- Empirical evidence of
 - high-quality talent pool program, 26
- Employee value proposition (EVP), 23
- Employer branding, 19, 23
 - by differentiation principle, 28
 - promise, 140
- Ethnocentric
 - approach, 45
 - strategy, 35
- EVP. *See* Employee value proposition (EVP)
- Expatriates, 7, 13, 143
- Fairness, 95, 123–125, 127, 129, 151, 164
 - perception, 123
 - reasons, 36
- Flux, 10
- Formalized HR quality standards, 51
- GCI. *See* Global Competencies Inventory (GCI)
- Geocentric approach, 46, 49
- GLAC. *See* Global leadership assessment center (GLAC)
- Global Certified Leader, 55
- Global Competencies Inventory (GCI), 169, 170
- Global competency
 - modeling, 72–73, 151
 - tests, 165
- Global corporate culture and value system, 42
- Global employer brand, 24
- Global harmonization, 41, 43–44
- Global HR, 22
- Global integration, 17
- Global IT integration principle, 29
- Global leader making, 9, 10, 11
 - complexity, 10
 - domestic leader, 12
 - expatriates, 13
 - leadership, 9
 - responsibilities, 14
- Global leadership, 81
 - competencies, 77
 - assessments, 169–171
 - collection of success factors, 79–80
 - competencies category, 84–85
 - congruence of
 - competencies, 83–84
 - dimensions for global leadership programs, 80–81
 - performance, 77–78
 - “soft” qualities, 81–82
 - tests for, 164–166
 - potential appraisal, 159

- harmonized appraisal
 - framework, 161–164
 - process criteria, 160
 - technical knowledge, 160–161
 - selection, 1
 - acquisition, 5, 6
 - best practice, 8
 - culturally diverse upper management team, 3–4
 - high-quality acquisition process, 6
 - high-quality strategic talent acquisition approach, 7
 - holistic approach, 7
 - MNEs, 4
 - SME, 1
 - strategic talent acquisition, 4–5
 - strategically oriented global acquisition, 3
 - talent demand-supply gap, 2
 - tests, 167
 - cultural difference
 - assessments, 167–168
 - global leadership competency
 - assessments, 169–171
 - intercultural adaptability
 - assessments, 168–169
- Global leadership assessment center (GLAC), 150, 180
 - assessed competencies, 181–182
 - assessors, 182–183, 184
 - core competencies, 187–188
 - cross-cultural and job-specific IAC, 180–181
 - culture-specific and job-specific IAC, 180
 - global competency model, 186–187
 - language, 185
 - methodology, 186
 - simulations, exercises, and tasks, 184–185
- Global leadership competency models, 111, 119–121, 161–164
 - ALC leadership competency model, 115–116
 - competency management, 113–114
 - organization, 111–112
 - other competencies, 112–113
 - structure of, 118
 - universal competency model, 117
 - See also* High-quality competency model
- Global leadership talent acquisition, 17, 20, 30
 - holistic view benefits in, 17
 - global integration, 17
 - HR actions, 19
 - traditional HRM, 18
 - organizational effectiveness and efficiency in, 191–192

- success factors and
 - principles, 28–30
- Global leadership talent(s), 14
 - attracting and mobilizing, 22
 - EVP, 23
 - global employer brand, 24
 - global HR professionals, 24
 - platform functions, 25
 - inventories, 157
 - people development, 16
 - retaining, 27
 - selection, 25–27, 188, 189
 - fairness, 123–125
 - “hard” economic criteria, 122
 - justice in global talent
 - acquisition processes, 129–132
 - legal aspect, 132–133
 - psychological contract, 125–126
 - social validity, 126–129
 - structure of global leadership talent interview, 172–178
 - succession planning for, 20
 - global HR, 22
 - key positions, 21
 - strategic process, 20
 - talent acquisition, 14
 - views and definitions, 15–16
- “Global mindset”, 78
- Global organizations, 31, 39, 71, 160–161
- Global selection process
 - constitutes quality in, 61–63
- Global strategy, 39, 40
- Global talent acquisition
 - processes
 - fairness, 123–125
 - “hard” economic criteria, 122
 - justice in global talent
 - acquisition processes, 129–132
 - legal aspect, 132–133
 - psychological contract, 125–126
 - quality standards, 54
 - social validity, 126–129
- Global talent management, 17
 - process, 55
 - program evaluation, 30
- Global talent selection process, 139–141
- Globalization, 2, 5, 10, 36, 41, 54
- GLOBE Study, 9, 75–76
- Harmonization and guidelines
 - in global talent
 - acquisition process, 65
 - compensation systems for
 - higher leadership levels, 58–59
 - corporate benefits, 50–51
 - divergence approach, 41
 - effective global management, 47
 - geocentric approach, 49
 - global strategy, 40
 - harmonized HRM process, 50
 - HR
 - procedures, 58

- quality standards and
 - guidelines, 52, 56–57
 - systems and processes, 43
- HRM, 45
- IFRS, 53
- MNCs, 42
- multinational organizations, 48
- polycentrism, 46
- SMEs, 53–54
- standardization in
 - multinational organizations, 44
 - transparent processes, 55
- Harmonized appraisal framework, 161–164
- Harmonized global selection process, 55
- Harmonized global talent acquisition process, 146
 - clarifying value of
 - harmonized global selection systems, 147–148
 - controlling and evaluating global talent acquisition processes, 152
 - creating global HR team, 147
 - English as lingua franca, 146–147
 - global competency model, 151
 - high-quality selection process, 151
 - international experienced and trained HR professionals, 148–150
 - top management and line managers, 150
- Harmonized HRM process, 50
- High-quality
 - global leadership talent selection process, 152–154
 - selection system, 25, 62, 65, 151
 - strategic talent acquisition approach, 7
- High-quality competency model, 85
 - approaches, 88–89
 - competencies, 86–87
 - listings, 95–96
 - models, 86–87, 96, 106–121
 - in selection process, 94
 - development, 74
 - global leadership competencies, 77–85
 - guidelines for developing competency models, 96–101
 - options for rating scales, 101–106
 - personality and behavior of successful global leaders, 74–77
 - research results, 87–88
 - traits, 91–93
 - See also* Global leadership competency models

- High-quality personnel
 - selection, 143
 - factors for global leader in
 - foreign countries, 143
 - job-related predictors, 144
 - nonwork-related predictors, 144–145
 - person-related predictors, 143–144
 - personnel selection, 146
 - factors in holistic and
 - harmonized global talent acquisition process, 146–152
 - high-quality global leadership talent selection process, 152–154
 - preselection process, 154–159
 - selection process for global leadership talents, 188, 189
 - trimodal selection approach, 153
 - See also* Selection and nomination of candidates
- Holistic approach, 7, 29
- Holistic global talent
 - acquisition process, 146
 - clarifying value of
 - harmonized global selection systems, 147–148
 - controlling and evaluating global talent acquisition processes, 152
 - creating global HR team, 147
 - English as lingua franca, 146–147
 - global competency model, 151
 - high-quality selection process, 151
 - international experienced and trained HR professionals, 148–150
 - top management and line managers, 150
- Holistic process, 153
- HR. *See* Human Resource (HR)
- HRM. *See* Human Resource Management (HRM)
- Human Resource (HR), 1
 - function, 64
 - practices, 1
 - quality standards and guidelines, 52, 56–57
 - strategy, 18
 - systems and processes, 43
- Human Resource Management (HRM), 3, 45
 - harmonization, 53
 - policy, 40
- Human subjectivity, 66
- Hybrid approach, 89
- IES. *See* Intercultural Effectiveness Scale (IES)

- IFRS. *See* International Financial Reporting Standards (IFRS)
- Implementation, HR quality standards and guidelines, 56
- “In stock” talent pool programs, 32, 37
- “In-House Global Talent Pool”, advantages of, 31
 - ethnocentric strategy, 35
 - global organizations, 31
 - globalization, 36
 - market developments, 33
 - “on demand” pool strategy, 32, 33
 - requirements, 34
 - “in stock” talent pool programs, 37
- Individual career planning, 22
- Information Technology (IT), 24
- Integrated process, 17
- Integration, 13, 57, 58
 - corporate, 39
 - framework, 155
 - global, 17
 - of global talent acquisition, 18
 - person-based integration approach, 193
- Integrity tests, 165–167
- Intelligence tests, 66
- Interactional justice, 131
- Intercultural adaptability tests, 167
 - cultural difference assessments, 167–168
 - global leadership competency assessments, 169–171
 - intercultural adaptability assessments, 168–169
- Intercultural competence, 13, 77, 165, 170
- Intercultural Effectiveness Scale (IES), 168
- Interdependence, 10
- Internal fit principle, 28–29
- Internalization, 57
- International assignments, 71, 160–161
- International Financial Reporting Standards (IFRS), 44, 53
- International HRM strategy, 45
- International Organization for Standardization (ISO), 41
- International strategy, 39–40
- IT. *See* Information Technology (IT)
- Job-related predictors, 143, 144
- Job-specific IAC, 180
 - cross-cultural and, 180–181
 - cross-cultural and not job-specific IAC, 181
 - culture-specific and, 180
 - culture-specific and not job-specific IAC, 180
 - requirements, 109–110
- “Just-in-time” solutions, 10

- Justice in global talent acquisition processes, 129–132
- Key performance indicators (KPIs), 44
- “LEAD competency model”, 85
- Leadership, 9
 - “license”, 55
 - shortage leadership talent of, 2
- Local-specific requirements, 109–110
- Localization, 40
 - approach, 41
 - of HRM, 58
 - pressures, 57
- Management involvement
 - principle, 29
- Mental ability tests, 165
- Meta-analysis, 128, 132
- Minimum screening criteria, 155
- MNCs. *See* Multinational companies (MNCs)
- MNEs. *See* Multinational Enterprises (MNEs)
- Motivation letter, 157–159, 176
- Multidomestic strategy, 39
- Multimethod selection
 - approach, 151, 152
- Multimodal interview
 - components, 176–177
 - predictive validity, 176
- Multinational companies (MNCs), 42
- Multinational Enterprises (MNEs), 2, 4
- Multiperspective approach, 151, 152
- Multiple-job approach, 108
- Multiplicity, 10
- Native speakers, 146–147
- Negative reactions, 93
 - to selection procedures, 17
- Negotiation, 124
 - intercultural, 185
 - process, 124
- Non-native speakers, 146–147
- Nonwork cross-cultural experiences, 77, 82, 155
- Nonwork-related predictors, 144–145
- Objectivity, quality factor, 62, 65–67, 122, 154, 191
- “On demand” pool strategy, 32, 33
- On-size-fits-all approach, 108
- Organization-initiated cross-cultural experiences, 82
- Organizational
 - justice, 129
 - values, 50
- Overly simplistic approach, 73, 113
- People management, 17
- Performance
 - appraisal, 159
 - indicators, 71

- management, 159
- potential appraisal, 159
 - harmonized appraisal framework, 161–164
 - process criteria, 160
 - technical knowledge, 160–161
- review, 171
- Person-related predictors, 143–144
- Personality
 - characteristics, 83
 - inventories, 75
 - tests, 165–167
 - traits, 164–165
- Personnel selection, quality
 - standards in, 61
 - constitutes quality in global selection process, 61–63
 - global talent selection process and reciprocal approach, 139–141
 - high-quality competency model development, 74–121
 - predicting success of global leaders in selection process, 63–74
 - reciprocal exchange approach and steps, 133–139
 - selection of global leadership talents, 122–133
- PISA studies. *See* Programme for International Student Assessment studies (PISA studies)
- Platform functions, 25
- Polycentric approach, 45–46
- Polycentrism, 46
- Predictive validity, 67–69, 87, 140
 - of behavioral-based, semistructured interview, 173
 - global leadership selection systems, 74
 - of multimodal interviews for job performance, 176
- Predictors, 63, 69, 71, 72, 77, 156, 160
- Preselection process, 154
 - biographical questionnaire and motivation letter, 157–159
 - global leadership talent inventories, 157
 - minimum qualifications, 155
 - self-assessments, 155–157
 - self-selection, 155–157
- Procedural justice, 129, 131
- Process criteria, 160
- Programme for International Student Assessment studies (PISA studies), 44
- Psychological contract, 62, 125–126
- Psychometric quality criteria, 62, 65, 176
- Pyramid model, 81, 90

- Quality, 62
 - factor
 - objectivity, 65–67
 - reliability, 74
 - validity, 67–74
 - standards in personnel
 - selection, 53, 61
 - constitutes quality in global
 - selection process, 61–63
 - global talent selection
 - process and reciprocal approach, 139–141
 - high-quality competency
 - model development, 74–121
 - predicting success of
 - global leaders in selection process, 63–74
 - reciprocal exchange
 - approach and steps, 133–139
 - selection of global
 - leadership talents, 122–133
- Rating scales, options for, 101, 104
 - five-point rating scale, 102–105
 - for assessment centers, 103
 - HR professionals, 105–106
- Reciprocal
 - approach, 139–141
 - principle, 123–124
 - quality criteria, 62
- Reciprocal exchange process
 - global leadership talents
 - selection as, 122
 - “hard” economic criteria, 122
 - fairness, 123–125
 - justice in global talent
 - acquisition processes, 129–132
 - legal aspect, 132–133
 - psychological contract, 125–126
 - social validity, 126–129
 - and steps to optimizing
 - talent acquisition process, 133
 - global leadership talent
 - pool, 133–135
 - retaining talents, 137–139
 - talent relationship
 - management, participation, and integration of talents, 135–136
 - touchpoint and IT
 - management, 136
 - transparency and open
 - information, 136–137
 - trust as core driver for
 - positive relationships, 137
- Regiocentric approach, 46
- Regretted voluntary leaver rate,
 - HR metrics, 42
- Reliability, quality factor, 74
- Research-based approach, 88

- Selection and nomination of
 - candidates, 159
 - annual talent review,
 - 171–172
 - cognitive ability, personality,
 - and integrity tests,
 - 166–167
 - GLAC, 180–188
 - global leadership tests,
 - 167–171
 - intercultural adaptability
 - tests, 167–171
 - interview, 172
 - examples for biographical
 - questions, 178
 - structure of global
 - leadership talent
 - interview, 172–178
 - performance and global
 - leadership potential
 - appraisal, 159–164
 - performance review and
 - career dialogue, 171
 - tests for global leadership
 - competencies,
 - 164–166
 - trained interviewers,
 - 178–179
 - See also* High-quality
 - personnel selection
- Selection process, 64
 - for global leadership talents,
 - 188, 189
 - predicting success of global
 - leaders in, 63
 - designing selection process,
 - 63–64
- objectivity, 66–67
 - quality factor objectivity,
 - 65–67
 - quality factor reliability, 74
 - quality factor validity,
 - 67–74
- Self-assessments, 74, 155–157
- Self-selection, 69, 155–157, 165,
 - 171
- Semistructured interviews, 173,
 - 176
- Single job approach, 108, 109
- “Sink or swim” approach, 26
- Situation, Task, Action,
 - Result-technique
 - (STAR-technique), 178
- Small and medium-sized
 - enterprises (SME), 1,
 - 53–54
- Social collaborators, 135
- Social desirability bias, 165
- Social validity, 35, 126–129
- “Soft” qualities, 81–82
- Staff turnover rate, HR metrics,
 - 42
- Standardization, 8, 42, 44, 53
- STAR-technique. *See* Situation,
 - Task, Action,
 - Result-technique
 - (STAR-technique)
- Strategic
 - fit principle, 29
 - method, 71
 - strategically oriented global
 - acquisition, 3
 - talent acquisition, 4–5
- Strategy-based approach, 88, 89

- Structured interviews, 66, 152, 173
- Subcompetencies, 85, 94, 113
- Successful global leaders,
 - personality and behavior of, 74–77
- Successful leadership behavior, 71, 181
- Talent acquisition process, 14, 123, 145
 - reciprocal exchange
 - approach and steps to optimizing, 133
 - global leadership talent pool, 133–135
 - retaining talents, 137–139
 - talent relationship management, participation, and integration of talents, 135–136
 - touchpoint and IT management, 136
 - transparency and open information, 136–137
 - trust as core driver for positive relationships, 137
- Talent demand-supply gap, 2
- Talent management, 4, 17
- Talent selection conference, 171–172
- Tandem approach, 107–108
- Task-oriented interview, 179
- Trained interviewers, 173, 178–179
- Trait(s), 91–92
 - activation theory, 92
 - approach, 153–154
 - trait-oriented methods, 66
- Transnational strategy, 39
- Transparency, 127, 130, 136
 - in selection process, 131–132
 - talent pool program, 33
- Trimodal selection approach, 153, 154
- United States Generally Accepted Accounting Principles (U.S. GAAP), 53
- Universal competency model, 117
- Unstructured interviews, 66, 173, 174
- Validity, quality factor, 67
 - competency models and, 70–74
 - construct, 70
 - content, 69
 - predictive, 67–69
- Value-based approach, 88
- Volatile, uncertain, complex and ambiguous (VUCA) world, 1