

ADVANCES IN GLOBAL  
LEADERSHIP

# ADVANCES IN GLOBAL LEADERSHIP

Series Editors: Joyce S. Osland, B. Sebastian Reiche,  
Betina Szkudlarek and  
Mark E. Mendenhall

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The number of leaders affected by globalization is growing. Leading and collaboration across geographical, cultural, organizational, and professional boundaries are becoming an integral part of leadership for many – even if they do not travel around the world frequently. Succeeding in global leadership requires an understanding of the context in which global leadership is performed. The context indicates which competencies are needed, how to create constructive relations and choose relevant leadership actions, to mention just a few important factors. This book provides new perspectives and inspiration to everyone who has an interest in global leadership and offers new insights on context as an essential concept in global leadership.

*Danielle Bjerre Lyndgard*, Senior Advisor, Confederation of Danish Industry, Denmark

This is a bold attempt to take on the pressing issues in global leadership head-on. From a thoughtful analysis of Carlos Ghosn to interviews with Manfred Kets de Vries and Dean FRANZ Heukamp, Volume 12 of *Advances in Global Leadership* weaves theory and practice of global leadership beautifully. If you are crisscrossing countries for your job, this is a treasure trove of ideas you will find immensely useful. For an international business or a leadership scholar, it is a great resource to know where the field is, and where it is headed.

*Charles Dhanaraj*, H. F. Gerry Lenfest Professor of Strategy,  
Fox School of Business, Temple University, USA

In today's technology-focused marketplace, CEO surveys routinely rank "global talent" as their top concern. Searching the globe for world-class talent can be difficult, but at some point, above market pay will solve the problem. A much more difficult challenge is extracting maximum business value from that talent. That is a core task of every global leader, and that is the purpose of this volume of *Advances in Global Leadership*. It will be a great addition to any global manager's library.

*Brad Hall*, Ph.D., Senior Advisor to the Chief HR Officer,  
Huawei Technologies, Shenzhen, China

*Advances in Global Leadership* has been an authoritative reference for those interested in evidence-based insights on global leadership for over a decade. This volume continues in that tradition with a focus on leadership in global work contexts. The papers in the volume challenge our understandings of global leadership in the context of *inter alia* the increasing fragmentation of work, the fall from grace of high profile global leaders, and the impact of an increasingly volatile, uncertain, complex, and ambiguous context on global leadership. It is a must-read for scholars and reflective practitioners alike.

*David G. Collings*, Professor of HRM, Dublin City University, Ireland

With increasing interdependencies of global markets and interconnectedness of global communities, the role of global leaders is becoming more important. Volume 12 of *Advances in Global Leadership* contributes to the expansion of knowledge around global leaders. *AGL* continues as a valuable resource to both scholars and practitioners by providing informative and interesting articles on the latest in global leadership learning and guides researchers on opportunities to contribute to the global leadership field. *AGL* is a must-read for anyone in the global leader domain.

*Brett Hinds*, Automotive Chief Engineer, Ford Motor Company and  
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ADVANCES IN GLOBAL LEADERSHIP VOLUME 12

# ADVANCES IN GLOBAL LEADERSHIP

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INVESTOR IN PEOPLE

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# NEW ADVANCES IN GLOBAL LEADERSHIP: INTRODUCTION TO VOLUME 12

Joyce S. Osland, Betina Szkudlarek,  
B. Sebastian Reiche and Mark E. Mendenhall

On the editorial front, our major announcement is that we bid a regretful farewell to Lily (Ming) Li after 10 years as co-editor of *Advances in Global Leadership (AGL)*. We will sorely miss her sharp eye as a reviewer, as well as her rock solid dependability and collegiality. We filled the hole she left with two excellent co-editors, Sebastian Reiche of IESE and Betina Szkudlarek of the University of Sydney. They have already made invaluable contributions to Volume 12, in keeping with our mission and focus:

As one would expect from the name of this book and e-journal, *Advances in Global Leadership* publishes research and well-crafted essays that grow and advance the field of global leadership. We seek papers that close identified gaps in foundational research: construct definition clarification, theory development, identification of antecedents, outcomes and effective performance measures, assessment instruments for selection and development purposes, and developmental methods and processes, as well as richer descriptions and observations of phenomena and comprehensive literature reviews. We also echo calls for synergies between the field of traditional leadership and global leadership, given the limited theoretical and empirical cross-fertilization between these two fields. (Osland, Mendenhall & Li, 2019, p. i)

As one would expect in a relatively young field, the term ‘global leadership’ has been defined in many ways, creating sampling confusion and occasionally muddying the line of demarcation between the distinct fields of global and comparative leadership. *AGL*, therefore, adheres to a narrower definition of global leadership created by scholars who tackled head on the construct 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)

In our annual Call for Papers, we request traditional foundational research topics in addition to a featured area that merits greater attention. In Volume 12, we called specifically for research on “leadership in global work contexts,” based on the following arguments. We are witnessing an increasing fragmentation of

how global work gets done, for example, in the form of face-to-face or virtual work arrangements, or through individual project work and freelancing, as well as varied forms of dispersed teamwork. These work contexts have a myriad of implications for global leadership, such as how do global leaders lead effectively when they are physically not present, or how do global leaders bridge the duality of local and global work contexts? In addition, global leaders face a number of novel contextual characteristics, such as digitalization and talent platforms, and a broader move from full-time employment toward temporary forms of work as part of the sharing economy (Cascio & Boudreau, 2016). This will have profound implications for how leaders define their roles and exert influence. Similarly, the increased prevalence of self-managed organizational structures (Lee & Edmondson, 2017) questions the role of traditional forms and approaches to global leadership. Global leadership is equally salient in other global work contexts, such as tertiary education, public administration, social entrepreneurship, government, and non-profit organizations.

Context in the form of globalization characteristics has long been framed as a determinant of the requisite global leadership competencies (Lane, Maznevski, & Mendenhall, 2004). However, the papers in Volume 12, all of which relate to context in varying degrees and ways, reveal a more complex view of the role of context. They demonstrate that context can take on different meanings and roles as a variable in our theorizing on global leadership. For example, in the case of Carlos Ghosn's fall from power, Bird emphasizes the difficulty of fully understanding the cultural context; Ikegami and Maznevski took into consideration different domains – the cultural, organizational, and global business context – that determined in large part which global leadership actions and principles would be effective or ineffective. Their analysis, as well as Mohan and Lee's research, emphasizes the temporal aspect of context, resulting in the global leader's need for constant scanning and behavioral agility. Similarly, our research models have to measure the context at appropriate intervals when changes over time cause different effects in dependent variables or change the relationship among variables. An historical perspective on context, yet another domain, is also relevant, as discussed in Gyamfi and Lee's research highlighting the post-colonial legacy in making sense of global leadership in the African context. The VUCA (volative, uncertain, complex, ambiguous) context and its impact on global business people are linked in both Curran's essay on the tensions that impact global identity and in Leki's description of the high-stress diplomatic world and the resulting need for resilience leadership. Several papers have a shared organizational context (business schools) that requires different emphases and developmental methods (Mohan & Lee; Kets de Vries; Reiche's interviews). Continuing this focus on context as the driver of personal adaptations in global leaders, Ensign identified developmental triggers in a literature review of Mezirow's theory of adult learning. These triggers exemplify the various contexts that can prompt personal development and remind us that cognitive processing is linked to specific contexts. Cotter and Reichard's research looked at how well-equipped students were to engage with, handle the stress, and take advantage of the study abroad context. We hope these varied



populations, settings, and relationships contribute to a broader use of context in the future global leadership theory and research.

Volume 12 covers interesting empirical papers on both novel and traditional global leadership topics as well as valuable practitioner insights, all of which are briefly introduced further.

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

We commissioned *Chapter 1* due to our curiosity about the imprisonment of Carlos Ghosn, former Chairman and CEO of the Renault–Nissan–Mitsubishi Alliance, which is often described as the third largest automotive group in the world. Given his leadership skills and unique success as a foreign CEO in Japan, Ghosn has been the focus of several teaching cases on global leadership, earning the sobriquet of “the poster child of global leadership” (Osland & Bird, 2008). Researchers and consultants Jusuke (JJ) Ikegami and Martha Maznevski, who had published previously with Masataka Ota on Ghosn’s ability to take advantage of the asset of foreignness (Ikegami, Maznevski, & Ota, 2017), wrote “Revisiting Carlos Ghosn’s Global Leadership Style: Making Sense of His Fall from Power.” Their analysis considers the combined leadership and organizational factors that eventually reveal the liabilities of Ghosn’s foreignness.

As a bonus, *Chapter 2* features a commentary on their paper by Allan Bird, whose extensive training and years of experience in Japanese culture and business provide yet another perspective on Carlos Ghosn’s fall from power. He frames Ghosn’s experience in terms of the challenges and ambiguity that prevent deep cultural understanding and the difficulty of knowing how much local cultural knowledge is enough, in light of all the other work demands placed on global leaders.

In *Chapter 3*, “Temporal Dynamics of Collective Global Leadership and Team Psychological Safety in Multinational Teams: An Empirical Investigation,” researchers Gouri Mohan and Yih-teen Lee investigate the relationship between collective leadership and team psychological safety. Their longitudinal investigation of 76 teams uncovered temporal dynamics and the interdependence between these two constructs. Their findings underscore the importance of psychological safety early in a team’s life cycle for the development of collective leadership in multinational teams, which, in turn, enhances subsequent levels of psychological safety in teams in later stages. The authors recommend supporting psychological safety in both the initial and end stages of multicultural teams.

In *Chapter 4*, researchers Katherine Cotter and Rebecca Reichard examine in “Developing Cultural Competence Through Engagement in Cross-Cultural Interactions,” the impact of cross-cultural psychological capital, engagement in cross-cultural interactions, and stress during those interactions on cultural competence. Their quantitative investigation of 135 undergraduate students participating in a study abroad program shows that cross-cultural psychological capital and stress impact cultural competence directly, but also indirectly through level of engagement in the interaction. The degree to which students

involve themselves in the foreign experience makes a difference. The authors highlight the importance of cultivating cross-cultural psychological capital and the significance of stress management skills to facilitate interactions across cultural boundaries.

In *Chapter 5*, “Toward a Framework of Contextualized Assets and Liabilities in Global Leadership: Identity and Power Implications in an African Context,” scholars Nana Yaa Gyamfi and Yih-teen Lee take a qualitative grounded theory approach to investigate the interplay between global leadership, power dynamics, and cultural identities in Ghana. Through in-depth interviews of managers of multinational enterprises operating in Ghana, the authors propose a conceptual model of assets and liabilities in global leadership. By contrasting the perspectives of both local and foreign global leaders, the authors illustrate that there are both assets and liabilities to being either foreign or local in the African context. Their research opens up new avenues for contextualizing global leadership and increasing its impact, while remaining sensitive to power inequalities stemming from colonial influences.

Kathleen Curran’s conceptual article in *Chapter 6*, entitled “Global Identity Tensions for Global Leaders,” continues the focus on identity begun in Chapter 5. In this conceptual paper, Curran, a consultant and doctoral student, argues that a global context characterized by complexity and paradox calls for new thinking on global identity. She argues that there are four tensions a global identity has to manage in hybrid cultural contexts and suggests a new developmental paradigm for building global identity.

In *Chapter 7*, “Triggers of Transformative Learning in Global Leadership Development: The Disorientation Index,” Tonya G. Ensign draws on her dissertation research on transformative learning theory and the adult learning literature to discuss the value of disorienting experiences as a necessary trigger for global leadership development. To that end, Ensign, a consultant, conducted a multidisciplinary review of disorienting experiences across different learning theories and pinpoints the role of trigger events in existing global leadership process models. Based on content analysis of the relevant literature, Ensign identifies eight dimensions of disorienting experiences to create a Disorientation Index that can serve as a pedagogical tool for global leadership development.

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

In *Chapter 8*, Manfred Kets de Vries outlines the value and process of executive group coaching as an effective intervention for global leadership development in “Executive Group Coaching: Interventions Not for the Faint of Heart.” In contrast to individual coaching, group coaching addresses the entire team as a system, thereby harnessing the collective wisdom of the group and developing executives within a team context. Kets de Vries’s background as both management scholar and psychoanalyst provides a unique perspective on team coaching, a method he has successfully crafted and implemented across many leadership programs at INSEAD and in his own consulting work with global executives.

*Chapter 9* features an interview by Sebastian Reiche titled “An Interview with a Pioneer of Global Leadership Development: Manfred Kets de Vries.” Our curiosity compelled us to seek out Kets de Vries’ views, given his contributions and decades of experience in the field. He graciously shared his reflections on the current state of global leadership development, the role of business schools in producing global leaders, and the various techniques he has found to be effective in both his teaching and consulting. Kets de Vries emphasizes the importance of creating a safe environment that allows global leaders to open themselves to personal and professional change.

*Chapter 10*, “Growing Global Resilience Leadership: Working with Diplomats,” highlights the unique context in which diplomats lead. Ray Leki, director of the Transition Center at the Foreign Service Institute, which is part of the US State Department authored this chapter. Leki is also Senior Interculturalist in Residence and an Adjunct Professor at American University’s School of International Service. Leki’s extensive expertise and knowledge, gathered through several decades of work with diplomatic staff, guides his reflections on the individual and organizational resilience needed to operate successfully in highly volatile, dynamic contexts. The paper provides valuable insights for advancing global leadership theory and practice beyond the diplomatic context and emphasizes the importance of resilience, a topic that has not received much attention in the global leadership literature.

*Chapter 11* features another business school perspective in an interview by Sebastian Reiche with Prof. Franz Heukamp, Dean of IESE Business School in Spain. Dean Heukamp explains what corporations expect of business schools, how companies’ demands have changed over time, and then offers his view of effective global leadership training in the business school context, using IESE Business School as an example. IESE is known for its innovative programs in global leadership.

Finally, in *Chapter 12*, “Global Leadership Research: Where Do We Go From Here?”, the editors analyze all the global leadership research published in 2018 and compare it to a summary of the 2010–2014 global leadership literature. In addition to documenting an increasing rate of publication, the editors lay out three future research directions for scholars.

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- Joyce: To Asbjorn and our family. In memoriam, to Don Lucas, a remarkable man and entrepreneur who made a noteworthy contribution to the field of global leadership by funding research, Best Research Awards, and global leadership development.
- Sebastian: To my parents Kurt and Marion, and my three greatest sources of support and inspiration: Megan, Marie, and Louisa
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- Mark: To Karsten Jonsen, a wonderful colleague who left us way too soon and whose correspondence and banter about football (soccer), FC Barcelona, the leadership style of José Mourinho, and the New Zealand All Blacks I deeply miss. Thank you, Karsten, for your humanity and your charity toward all who crossed your path.

*We join Mark in honoring the memory of Karsten Jonsen who contributed so much to our field and our lives.*

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