

ADVANCES IN GLOBAL  
LEADERSHIP

# ADVANCES IN GLOBAL LEADERSHIP

## Recent Volumes:

- Volume 1: Advances in Global Leadership – Edited by William H. Mobley, M. Jocelyne Gessner, and Val Arnold
- Volume 2: Advances in Global Leadership – Edited by William H. Mobley and Morgan W. McCall, Jr.
- Volume 3: Advances in Global Leadership – Edited by William H. Mobley and Peter W. Dorfman
- Volume 4: Advances in Global Leadership – Edited by William H. Mobley and Elizabeth Weldon
- Volume 5: Advances in Global Leadership – Edited by William H. Mobley, Ying Wang, and Ming Li
- Volume 6: Advances in Global Leadership – Edited by William H. Mobley, Ming Li, and Ying Wang
- Volume 7: Advances in Global Leadership – Edited by William H. Mobley, Ying Wang, and Ming Li
- Volume 8: Advances in Global Leadership – Edited by Joyce S. Osland, Ming Li, and Ying Wang
- Volume 9: Advances in Global Leadership – Edited by Joyce S. Osland, Ming Li, and Ying Wang
- Volume 10: Advances in Global Leadership – Edited by Joyce S. Osland, Ming Li, and Ying Wang
- Volume 11: Advances in Global Leadership – Edited by Joyce S. Osland, Mark E Mendenhall, and Ming Li
- Volume 12: Advances in Global Leadership – Edited by Joyce S. Osland, B. Sebastian Reiche, Betina Szkudlarek, and Mark E. Mendenhall
- Volume 13: Advances in Global Leadership – Edited by Joyce S. Osland, Betina Szkudlarek, Mark E. Mendenhall, and B. Sebastian Reiche
- Volume 14: Advances in Global Leadership – Edited by Joyce S. Osland, B. Sebastian Reiche, Betina Szkudlarek, and Mark E. Mendenhall

# EDITORIAL ADVISORY BOARD

## SERIES EDITORS

Martha L. Maznevski  
*Western University, Canada*

Mark E. Mendenhall  
*University of Tennessee, USA*

Joyce S. Osland  
*San José State University (Emeritus),  
USA*

B. Sebastian Reiche  
*IESE Business School, Spain*

## EDITORIAL BOARD

Nancy Adler (Emeritus)  
*McGill University, Canada*

Roya Ayman  
*Illinois Institute of Technology, USA*

Joanne Barnes  
*Indiana Wesleyan University, USA*

Cordula Barzantny  
*Toulouse Business School, France*

Schon Beechler  
*INSEAD, France*

Iris Berdrow  
*Bentley University, USA*

Allan Bird  
*Goa Institute of Management, India*

J. Stewart Black  
*INSEAD, France*

Nakiye Avdan Boyacigiller (Emeritus)  
*Sabanci University, Turkey*

Rachel Clapp-Smith  
*Purdue University, USA*

Juergen Deller  
*Leuphana University of Luneburg,  
Germany*

Mary F. Sully De Luque  
*Thunderbird at Arizona State Univer-  
sity, USA*

Juergen Deters  
*Leuphana University of Luneburg,  
Germany*

Charles Dhanaraj  
*University of Denver, USA*

Julia Gluesing  
*Wayne State University, USA*

Hal B. Gregersen  
*Massachusetts Institute of Technology,  
USA*

Ernie Gundling  
*Aperian Global*

Mila Lazarova  
*Simon Fraser University, Canada*

Yih-teen Lee  
*IESE, Spain*

Gretchen Vogelgesang Lester  
*San Jose State University, USA*

Orly Levy  
*SOAS University of London, UK*

Ming (Lily) Li  
*University of Liverpool, UK*

Echo Liao  
*University of Sydney, Australia*

Thomas Maak  
*University of Melbourne, Australia*

Susan R. Madsen  
*Utah State University, USA*

Kristiina Mäkelä  
*Aalto University School of Business,  
Finland*

Jeanne M. McNett (Emeritus)  
*Northeastern University, USA*

Christof Miska  
*Vienna University of Economics and  
Business Institute, Austria*

Allen Morrison  
*Thunderbird at Arizona State Univer-  
sity, USA*

Faith Wambura Ngunjiri  
*Concordia College, USA*

Minna Paunova  
*Copenhagen Business School, Denmark*

Maury A. Peiperl  
*George Mason University, USA*

Nicola M. Pless  
*University of South Australia Business  
School, Australia*

Margaret A. Shaffer  
*University of Oklahoma, USA*

Bert Spector  
*Northeastern University, USA*

Richard Steers (Emeritus)  
*University of Oregon, USA*

Betina Szkudlarek  
*University of Sydney, Australia*

Ibraiz Tarique  
*Pace University, USA*

Sully Taylor (Emeritus)  
*Portland State University, USA*

David C. Thomas  
*University of Victoria, Canada*

Vlad Vaiman  
*California Lutheran University, USA*

Charles Vance  
*Loyola-Marymount University, USA*

Stephen J. Zaccaro  
*George Mason University, USA*

Lena Zander  
*Uppsala University, Sweden*

ADVANCES IN GLOBAL LEADERSHIP VOLUME 15

# ADVANCES IN GLOBAL LEADERSHIP

EDITED BY

**JOYCE S. OSLAND**

*San Jose State University, USA*

**B. SEBASTIAN REICHE**

*IESE Business School, Spain*

**MARK E. MENDENHALL**

*University of Tennessee, USA*

And

**MARTHA L. MAZNEVSKI**

*Western University, Canada*



United Kingdom – North America – Japan  
India – Malaysia – China

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

First edition 2023

Editorial matter and selection © 2023 Joyce S. Osland, B. Sebastian Reiche, Mark E. Mendenhall and Martha L. Maznevski.

Published under exclusive licence by Emerald Publishing Limited.

Individual chapters © 2023 by Emerald Publishing Limited.

### **Reprints and permissions service**

Contact: [permissions@emeraldinsight.com](mailto: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: 978-1-80455-857-7 (Print)

ISBN: 978-1-80455-856-0 (Online)

ISBN: 978-1-80455-858-4 (Epub)

ISSN: 1535-1203 (Series)



Certificate Number 1985  
ISO 14001

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



INVESTOR IN PEOPLE

*We bid a very regretful farewell to Betina Szkudlarek, who partnered with us on Volumes 12–14. Betina has decided to devote as much time as possible to her work with refugees, which goes beyond research to collaborations with many organizations working to improve conditions for refugees. Since she has taken on a global leadership role in that area, we can only wish her well. We will, however, miss Betina’s dedication and unerring editorial eye, as well as her unceasing cheerfulness and humor.*

*We are delighted to welcome Martha Maznevski on board, and we’re planning to take full advantage of her many talents to put her stamp on AGL.*

*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, students, 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 the people of Ukraine and their leader, Volodymyr Zelensky, whose circumstances underscore the crucial need for responsible global leadership.*

*Sebastian: To my two daughters Marie and Louisa who are kindly pushing me to constantly reflect on my work and myself as a person.*

*Mark: To my parents, Earl Mendenhall and Mildred Reynolds Mendenhall, who embodied and modeled the competencies of global leadership, and who set me on this journey in 1963 by taking me from California to New Zealand and living there throughout my formative years. Noho ki nga atua, Mom and Dad.*

*Martha: To all the global leaders who have shared with me stories of their leadership journeys – the challenges and joys, the insights and questions, the ever-changing destinations – with gratitude and hope that we continue to partner to help leaders make the world better.*

This page intentionally left blank

# CONTENTS

<i>List of Figures and Tables</i>	<i>xi</i>
<i>About the Authors</i>	<i>xiii</i>
<i>About the Editors</i>	<i>xxi</i>
<i>The Emerald Literati Awards</i>	<i>xxiii</i>
<i>New Advances in Global Leadership: Introduction to Volume 15</i>	<i>xxvii</i>
<i>In Memoriam</i>	<i>xxxiii</i>
<i>Remembering Janet Bennett</i>	<i>xxxvii</i>
<i>Acknowledgments</i>	<i>xxxix</i>

## PART I EMPIRICAL FINDINGS

<b>A Systematic Review of Power in Global Leadership</b> <i>Marketa Rickley</i>	<b>3</b>
<b>Six Factors That Shape How Global Leaders Exercise Power and Influence Followers</b> <i>Brett Hinds and James D. Ludema</i>	<b>37</b>
<b>Leading Effective Global Change: Three Design Imperatives That Support Success</b> <i>Amber A. Johnson, James D. Ludema and Joyce S. Osland</i>	<b>69</b>
<b>A Model of Trigger Events and Sensemaking in the Intercultural Context: A Cognitive Approach to Global Leadership Effectiveness</b> <i>Joyce S. Osland, Allan Bird, B. Sebastian Reiche and Mark E. Mendenhall</i>	<b>111</b>

**Publishing Patterns in the Field of Global Leadership: 2015–2020** 139  
*Mark E. Mendenhall, Arthur Jose Honorio Franco de Lima and Lisa A. Burke-Smalley*

**Reflections From *Advances in Global Leadership's* Emerald Literati Award Winners** 181  
*Joyce S. Osland, Orly Levy, Maury Peiperl, Tina Huesing, James D. Ludema, Janet Ann Nelson, Nana Yaa Gyamfi, Yih-teen Lee, Nancy J. Adler, Richard D. Bolden, Danielle Bjerre Lyndgaard, Rikke Kristine Nielsen, Lisa Ruiz, Milda Žilinskaitė and Christof Miska*

## PART II PRACTITIONERS' CORNER

**Asking Big Questions That Matter: An Interview With Nancy J. Adler** 217  
*Joyce S. Osland*

**Tackling Grand Societal Challenges and Designing Consciousness-Raising Experiences Inside and Outside the Classroom: An Interview With Global Leadership Educator Günter K. Stahl** 243  
*B. Sebastian Reiche*

**Developing Global Leaders in Denmark Via Academic-Practitioner Collaboration: Lessons for Educators and Consultants** 259  
*Rikke Kristine Nielsen and Danielle Bjerre Lyndgaard*

**Power and Global Leadership: Marking the Transition and Suggesting Future Directions** 273  
*Martha L. Maznevski, Joyce S. Osland, B. Sebastian Reiche and Mark E. Mendenhall*

# LIST OF FIGURES AND TABLES

## **Six Factors That Shape How Global Leaders Exercise Power and Influence Followers**

Figure 1.	Bases of Power Selection Sequence.	39
Figure 2.	Conceptual Framework of How Complicating Factors and Enhancing Factors Effect a Global Leader's Influence Attempt.	60

## **A Model of Trigger Events and Sensemaking in the Intercultural Context: A Cognitive Approach to Global Leadership Effectiveness**

Figure 1.	A Model of Trigger Events and Intercultural Sensemaking.	122
-----------	--	-----

## **Developing Global Leaders in Denmark Via Academic-Practitioner Collaboration: Lessons for Educators and Consultants**

Figure 1.	In Practice: The Global Role Matchmaker.	265
Figure 2.	In Practice: The Global Leadership GPS.	270

## **A Systematic Review of Power in Global Leadership**

Table 1.	Review of Research on Power in Global Leadership.	7
Table 2.	Definitions of Power in Global Leadership Research.	17

## **Six Factors That Shape How Global Leaders Exercise Power and Influence Followers**

Table 1.	Leader Power Bases.	40
Table 2.	List of Global Leader Interviewees.	43

## **Leading Effective Global Change: Three Design Imperatives That Support Success**

Table 1.	Project Assessment Scores.	77
Table 2.	List of Interviewees.	78
Table 3.	Factors of Design Imperatives for Leading Successful Global Change.	81
Table 4.	Comparison of Global Change Factors.	96

**Publishing Patterns in the Field of Global Leadership: 2015–2020**

Table 1.	Nature of Publication Outlet by Year.	141
Table 2.	Number of Publications: Categorized by Number of Authors.	143
Table 3.	Publications Categorized by Nature of Study: 2015–2020.	144
Table 4.	Linkages of Global Leadership to Other Phenomena or Fields.	145
Table 5.	Use of Theories or Frameworks Outside of Traditional Global Leadership Models.	148
Table 6.	Number of Publications: Categorized by Type of Publication.	152
Table 7.	Multiple Authorship: 2010–2020.	152
Table 8.	Nature of Study.	153

## ABOUT THE AUTHORS

**Nancy J. Adler** is the S. Bronfman Professor Emerita in Management at McGill University in Montreal, Canada. She is a graduate of the University of California at Los Angeles (UCLA), having received her BA in Economics, MBA, and PhD in Management. As one of the most widely cited international management scholars, she has authored more than 175 publications and received numerous teaching and research awards, including the Academy of Management's (AMLE) Outstanding Article Award and Decade Award and the Sage Award for Scholarly Contributions in Management. She is a Fellow of the Academy of International Business, the Academy of Management, and the International Academy of Management. In addition, she was honored as one of Canada's top university professors and inducted into the Royal Society of Canada. Adler is also a visual artist known for her paintings, monotype prints, and ceramics. Her artwork is held in private collections worldwide.

**Allan Bird (PhD, Oregon)**, is a Senior Professor in the OB/HR group at the Goa Institute of Management (GIM). He previously held the Darla and Frederick Brodsky Trustee Professorship in Global Business at Northeastern University (2009–2019) and the Ei'ichi Shibusawa-Seigo Arai Professorship (2000–2009) at the University of Missouri-St. Louis where he also served as Director of the International Business Institute. He has held Visiting Professor positions at Columbia University, Rikkyo University, Monterey Institute for International Studies, Seinäjoki University of Applied Sciences in Finland, Osaka International University, and Japan's National Self Defense Academy. He is Reviewing Editor-elect at the *Journal of International Business Studies*. He has authored, coauthored, or edited 9 books, 70 peer-reviewed journal articles, and 45 book chapters. His research has appeared in leading journals, including the *Journal of International Business Studies*, *Academy of Management Journal*, *Strategic Management Journal*, *Journal of World Business*, *Human Resource Management*, and the *Journal of Organizational Behavior*. His professional service includes tenures as President of the Association of Japanese Business Studies and as chair of the Careers Division, Academy of Management, as well as track chair on multiple occasions for the Academy of International Business.

**Richard Bolden, PhD**, is Professor of Leadership and Management at Bristol Business School, University of the West of England. His teaching and research explores the interface between individual and collective approaches to leadership and leadership development. He has published on topics including distributed and shared leadership, systems leadership; leadership paradoxes and complexity; cross-cultural leadership; and leadership and change in healthcare and higher education. Richard has an extensive publication history including numerous

journal articles, book chapters, conference papers, and research reports. He is the Director of Bristol Leadership and Change Centre and Associate Editor of the journal *Leadership* (SAGE). His international experience includes sub-Saharan Africa, France, Egypt, and the Balkans.

**Lisa A. Burke-Smalley, PhD**, is the Richard Zhang Endowed Professor in Business at the Gary W. Rollins College of Business at the University of Tennessee, Chattanooga. She teaches human resource management in undergraduate, masters, executive, and continuing professional education programs. Lisa has published numerous journal articles and book chapters in the areas of training transfer, management education, and workplace abuse and has been interviewed for podcasts on the topic of employee training and development. She has earned university-level teaching and research awards across various universities as well as national-level reviewer and service awards. Lisa has also served in multiple roles on the board for the National Academy of Management-MED Division and as an Associate Editor for the *Academy of Management Learning and Education* journal.

**Nana Yaa A. Gyamfi** is a Researcher at China Europe International Business School (Africa Campus). She obtained her PhD from IESE Business School with research interests in cross-cultural management, particularly the management of cultural differences in multinational enterprises, global work, and global leadership. She is published in the *Academy of Management Review*, *Research in Accounting in Emerging Economies*, and *Emerald Emerging Markets Case Studies*. She has consulted for the World Wildlife Fund as a member of the Cognoscere Consulting group (LSE, UK). She is an alumnus of the US State Department's International Visitor Leadership Programme (IVLP) and has coached mixed teams of Ghanaian and Dutch students under the New Business Challenge program of the Netherlands Enterprise Agency (RvO). Nana Yaa has written six feature-length plays, five of which have been staged. She also writes poetry and songs and engages societal conscience through exploratory pieces via social media.

**Brett Hinds, PhD**, is the Director of Powertrain at Zoox, an autonomous vehicle company that provides Mobility-as-a-Service. Brett was previously the Chief Engineer of Ford Motor Company's High Voltage Energy Storage Engineering. In this role, Brett was responsible for Ford's global hybrid and electric vehicle high voltage battery component engineering, including the Mach-E and F150 Lightning. Brett had a 33-year career with Ford in the area of engine and powertrain product development, including assignments as manager in Powertrain Research and as Chief Engineer of Engine Design in Ford's European office. Brett is a graduate from Lawrence Technological University, class of 1990, with a BS in Mechanical Engineering. In 1996, he earned a Master's of Science in Engineering Management from Oakland University. Brett was awarded a PhD in 2020 from Benedictine University in Values Driven Leadership.

**Arthur Jose Honorio Franco de Lima** is a graduate assistant and student at the Gary W. Rollins College of Business at the University of Tennessee, Chattanooga. Originally from Sao Paulo, Brazil, he earned his Associate Degree in Business Administration at Folsom Lake College and his Bachelor of Business Administration in Management from the University of Texas, Permian Basin. He was valedictorian at Folsom Lake College and graduated summa cum laude from the University of Texas, Permian Basin. He is currently a student in the MBA program at The University of Tennessee, Chattanooga, concentrating in Finance and Data Analytics, and a member of Phi Theta Kappa and Beta Gamma Sigma.

**Tina Huesing, PhD**, is based in the Greater New York area and provides organizational development services to small and medium-sized organizations. She has extensive experience helping global companies become more customer-focused and lean. Her current interests include helping companies develop and implement purpose-driven missions while embracing ESG (Environment Social and Governance) to contribute net positive sustainable results. Over the last 15 years, Tina has taught graduate courses in leadership and management in Germany, New Zealand, India, PR China, and the United States. She enjoys the interaction with future leaders. Tina received her PhD in Global Leadership from the Center for Values-Driven Leadership at Benedictine University. Her MBA comes from Thunderbird School of Global Management.

**Amber A. Johnson, PhD**, is an independent Chicago-based strategy consultant who helps organizations enhance collaboration, shape culture, improve communication, and drive results. Amber holds a PhD in Leadership from Benedictine University. She researches and writes on leading global change, shared leadership, and positive leadership. With colleagues, Amber recently published a chapter on the intersection of global leadership and shared leadership in *The Study and Practice of Global Leadership*, edited by Gama Perucci. Previously, she spent 11 years working at the Center for Values-Driven Leadership at Benedictine University and seven years with World Vision, a global humanitarian organization. Amber began her career serving as a US Peace Corps volunteer.

**Yih-Teen Lee** is a Full Professor at IESE Business School. He specializes in leadership, fit, cultural identities, leading multicultural teams and global collaboration in his roles as educator, researcher, and advisor. He is particularly passionate about the concept of dynamic balancing and its application in leadership and bridging cultural differences. His research in these themes has appeared in leading journals such as *Academy of Management Discoveries*, *Academy of Management Review*, *Journal of Management*, and *Personnel Psychology*. In addition to MBA programs, he contributes regularly to executive education programs and works closely with multinational organizations in their leadership development. Yih-Teen earned his PhD from HEC, University of Lausanne, Switzerland, and his bachelor and master degrees from National Taiwan University. Raised in a Chinese cultural context, he has been living in Europe for over 20 years and is fluent in Chinese, English, French, and Spanish.

**Orly Levy (PhD in Sociology, University of Wisconsin-Madison, USA)** is a Reader in International Management and Director of Research of the School of Finance and Management at SOAS University of London. Orly conducts research on multinational corporations and transnational networks, focusing on global mindset and cosmopolitan disposition, transnational social capital and cultural capital, power and politics in multinational corporations, and trans-cultural brokerage. Her research has appeared in journals such as *Journal of Management*, *Journal of International Business Studies*, *Organization Studies*, and *Journal of Organizational Behavior*. For her work, she received multiple awards, most recently the *Emerald Literati Award for Outstanding Author Contribution* in 2017 and 2021.

**James D. Ludema, PhD**, is Dean of the School of Business at Calvin University. Previously, he was Professor of Global Leadership and Founder and Director of the Center for Values-Driven Leadership at Benedictine University. He is Past Chair of the Academy of Management's Organization Development and Change Division and is the author of two books and dozens of articles on global leadership, strategy, and organizational change. Jim has lived and worked in Asia, Africa, Europe, Latin America, and North America and has served as a consultant to organizations including GlaxoSmithKline, Merck, BP, McDonald's, John Deere, USG, US Cellular, the US Navy, World Vision, and many local and international NGOs.

**Danielle Bjerre Lyndgaard** holds a Master of Science in Economics and Business Administration and a Master of Management Development from the Copenhagen Business School. She is Director, Global Talent & Mobility at the Confederation of Danish Industry (DI). Danielle is responsible for a team that advises Danish managers and HR professionals working with international employees both in Denmark and abroad, as well as foreign managers working in Denmark. Her research interests focus on global leadership development and the paradoxes and complexity in global collaboration. She has coauthored six books on global leadership and HR. Danielle is a member of the Global Leadership Academy – an academia-practitioner research collaboration with 12 Danish MNCs under the auspices of DI.

**Martha L. Maznevski** is Professor of Organizational Behavior and Faculty Co-Director for Executive Education at Ivey Business School, Western University, Canada. She completed her PhD at Ivey with research on multicultural teams, and has expanded that research stream throughout her career. Professor Maznevski is an expert in global teams, global leadership, culture and identity, and empowering individual differences. She has published widely on these topics in journals including *Journal of International Business Studies* and *Organization Science*. She publishes the popular textbook *International Management Behavior*, now in its 8th edition. She also works closely with leaders and their organizations around the world on innovative approaches to leadership at all levels in today's highly complex global environment. Her current research unlocks the performance dynamics of lateral teams – teams that coordinate across multiunit

organizations such as global key account teams or matrixed product or function groups.

**Mark E. Mendenhall** holds the J. Burton Frierson Chair of Excellence in Business Leadership at the University of Tennessee, Chattanooga. He is an internationally recognized scholar in the field of global leadership and expatriate studies and is a past president of the International Division of the Academy of Management and a past recipient of the Ludwig Erhard Stiftungsprofessur endowed chair at the University of Bayreuth. He has coauthored numerous books and journal articles, the most recent book being: *Responsible Global Leadership: Dilemmas, Paradoxes, and Opportunities* (2020, Routledge). His research appears in a variety of scholarly publications, including *Academy of Management Review*, *Journal of International Business Studies*, *Sloan Management Review*, *Academy of Management Learning & Education*, *Human Relations*, *Journal of World Business*, and *Journal of Business Ethics*. He is also a senior partner in The Kozai Group, a consultancy that specializes in the identification, assessment, and development of global leadership and inclusion competencies.

**Christof Miska** is an Associate Professor at the Institute for International Business at WU Vienna University of Economics and Business in Austria. He is an alumnus of WU Vienna, CEMS (The Global Alliance in Management Education), and the Nordic Research School of International Business (Nord-IB). His research explores the intersection of responsible leadership and cultural/institutional variations, spanning micro, meso, and macro perspectives, and associated areas such as leadership studies and sustainable development. Christof's research has been published in international journals such as the *Journal of World Business*, the *Journal of Business Ethics*, and *Business Ethics Quarterly*, and presented at major academic conferences including the Academy of Management and Academy of International Business (AIB) annual meetings. Christof gained industry experience through internationally oriented project and consulting work with a number of reputable SMEs and MNCs across Europe.

**Janet Ann Nelson, EdD**, is an Adjunct Associate Professor and MBA Instructor at the University of Richmond, an Executive Partner at the Raymond A. Mason School of Business, College of William & Mary; and an executive coach in private practice, working with global business executives and next-generation global leaders. Previously, she was a global human resources leader in Tokyo, Hong Kong, Singapore and Milwaukee, Wisconsin, USA, with GE Healthcare for 34 years. Following her retirement, she completed her doctorate at George Washington University in 2018, where she received the first Marquardt 100 Research Fellowship Award. Her first published research on global leadership was recognized with an Emerald Publishing Literati Award in 2019. Dr Nelson's current research, teaching, coaching, and consulting interests include the Future of Work, global leadership, organizational change, paradox, and learning agility.

**Rikke Kristine Nielsen** holds a PhD from the Doctoral School of Organization and Management Studies at Copenhagen Business School and is currently

Associate Professor of Organizational Communication at the Department of Communication and Psychology at Aalborg University in Copenhagen, Denmark. Nielsen's research interests focus on global leadership development and the paradoxes of border and boundary spanning. Nielsen has published on global leadership in *Advances in Global Leadership*, the *SAGE Handbook of Contemporary Cross-Cultural Management* as well as in a number of Danish research publications. She has been a leading member of the Global Leadership Academy (GLA) – an academia-practitioner research collaboration with Danish MNCs under the auspices of the Danish Confederation of Industry. Research-based management tools from this 7-year project have also been disseminated to the global leadership community in a toolkit, “Grasping Global Leadership – Tools for ‘Next Practice’” (2018), which is used in global leadership practice and executive global leadership training. This toolkit also appears in the Practitioners’ Corner of this volume of *Advances in Global Leadership*.

**Joyce Osland**, (PhD in Organization Behavior from Case Western Reserve University) is an Emeritus Professor at San Jose State University and the former Lucas Endowed Professor of Global Leadership and Executive Director/Founder of the Global Leadership Advancement Center and its innovative GLLab. Dr Osland is an internationally recognized scholar in the field of global leadership and international management. She has received numerous awards for both research and her innovative, experiential teaching. Her work appears in journals such as *Journal of International Business*, *Journal of World Business*, *Academy of Management Journal*, and *Organization Dynamics*. Recent books include *Global Leadership: Research, Practice and Development*, *Managing Across Cultures*, *The SAGE Handbook of Contemporary Cross-cultural Research*, and *Advances in Global leadership*. As a senior partner of the Kozai Group, she trains clients to use instruments that measure global competencies and inclusion for personal development and program assessment. Dr Osland consults and trains with a wide variety of organizations and is a frequent guest lecturer.

**Maury Peiperl** (PhD in Organizational Behavior, Harvard) is Professor of Management and Senior Fellow in the Office of the Provost at George Mason University, Virginia, USA, and serves on the boards of several for-profit and not-for-profit organizations. He was previously a Professor at London Business School, IMD (Switzerland), and Director of Cranfield School of Management (UK), as well as Visiting Professor at HEC (Paris) and MIT, among others. Maury's research has focused on careers, change leadership, CEO learning, and global mindset. His work has appeared in journals including *Academy of Management Review*, *Harvard Business Review*, *Journal of Management*, *Journal of International Business Studies*, *Organizational Dynamics*, and *Human Resource Management*. He has received multiple awards for research and teaching and is a Fellow of the Academy of Social Sciences (UK).

**B. Sebastian Reiche** (PhD in Management, University of Melbourne, Australia) is Professor of People Management at IESE Business School, Spain. His research focuses on the forms, prerequisites, and consequences of global work,

international HRM, global leadership, language in international business, and knowledge transfer. His research has been published in a number of leading scholarly outlets, including *Academy of Management Discoveries*, *Academy of Management Journal*, *Journal of International Business Studies*, *Journal of Management*, *Organization Science*, and *Personnel Psychology*. Sebastian serves as Associate Editor of the *Human Resource Management Journal* and Coeditor of *Advances in Global Leadership*. He is Academic Director of the Program for Management Development and has consulted and directed Custom Executive Education Programs for companies such as SAP, Haier, Deloitte, and Boehringer Ingelheim. Sebastian advises start-ups in the human capital space and regularly blogs about global work ([blog.iese.edu/expatriatus](http://blog.iese.edu/expatriatus)).

**Marketa Rickley, PhD**, is an Assistant Professor of Management in the Bryan School of Business and Economics at the University of North Carolina at Greensboro. She conducts research at the intersection of international business and strategic management. Her work focuses on managerial selection and top management team configuration in multinational firms. Her research has been published in the *Journal of Management* and the *Journal of World Business*, among other outlets. Her dissertation on human capital allocation in multinational companies received several recognitions, including the Emerald Best International Dissertation Award and finalist for the Best Dissertation in Strategy at the Academy of Management. She previously worked for two global financial firms, as an equity analyst and as the Finance Officer for asset management in Central and Eastern Europe. She holds a BBA and an MBA in Finance from the University of Iowa and earned her PhD in Management from Boston University.

**Lisa Ruiz, PhD**, is the Vice President of Regulatory Operations and Innovation at AbbVie Inc. AbbVie is a global, research-based biopharmaceutical company that grew out of Abbott Labs, with the mission of developing and marketing advanced therapies to address the world's most complex and serious diseases. Lisa has over 30 years of experience and currently manages a team that supports regulatory strategies for AbbVie's entire portfolio globally. Outside of her work at AbbVie, she is an adjunct faculty member of Lake Forest Graduate School of Management teaching innovation and a facilitator/consultant in LFGSM's Center for Leadership. Lisa is a dedicated volunteer – she leads the Business Member Interest Group of the International Leadership Association and serves as an advisor to her undergrad institution, the University of Illinois. She holds an MBA from Benedictine University. She also earned her PhD at Benedictine in values-driven leadership with a dissertation focused on design thinking as a positive approach to stakeholder collaboration and product innovation.

**Milda Žilinskaitė** is a Senior Scientist and Manager at the Competence Center for Sustainability Transformation and Responsibility (Vienna University of Economics and Business) and a visiting faculty at the International Anti-Corruption Academy. Milda obtained her PhD in Comparative Literature from the University of California, San Diego. She currently teaches and conducts research on business ethics, value-based compliance, and sustainable development, especially through

the lens of international migration. Her collaborative work on these topics has been published in journals such as *Academy of Management Learning and Education* and *Academy of Management Discoveries*, and she is a coeditor of the Routledge volume on *Responsible Global Leadership, Dilemmas, Paradoxes, and Opportunities* (2020). Her own experiences of living and working – including low-skill jobs – as a migrant in five different countries are what inspired her to cofound the *Migration, Business & Society* global network ([www.migrationbusinesssociety.net](http://www.migrationbusinesssociety.net)).

# ABOUT THE EDITORS

**Joyce S. Osland** (PhD in Organization Behavior from Case Western Reserve University) is an Emeritus Professor at San Jose State University and the former Lucas Endowed Professor of Global Leadership and Executive Director/Founder of the Global Leadership Advancement Center and its innovative GLLab. Dr Osland is an internationally recognized scholar in the field of global leadership and international management with over 160 publications. She has received numerous awards for both research and her innovative, experiential teaching. Her work appears in journals such as the *Journal of International Business*, *Journal of World Business*, *Academy of Management Journal*, and *Organization Dynamics*. Her recent books include *Global Leadership: Research, Practice and Development*, *Managing Across Cultures*, *The SAGE Handbook of Contemporary Cross-cultural Research*, and *Advances in Global Leadership*. As a senior partner of the Kozai Group, she trains clients to use instruments that measure global competencies and inclusion for personal development and program assessment. Dr Osland consults and trains with a wide variety of organizations and is a frequent guest lecturer.

**B. Sebastian Reiche** (PhD in Management, University of Melbourne, Australia) is Professor of People Management at IESE Business School, Spain. His research focuses on the forms, prerequisites, and consequences of global work, international HRM, global leadership, language in international business, and knowledge transfer. His research has been published in a number of leading scholarly outlets, including *Academy of Management Discoveries*, *Academy of Management Journal*, *Journal of International Business Studies*, *Journal of Management*, *Organization Science*, and *Personnel Psychology*. Sebastian serves as Associate Editor of the *Human Resource Management Journal* and Coeditor of *Advances in Global Leadership*. He is Academic Director of the Program for Management Development and has consulted and directed Custom Executive Education Programs for companies such as SAP, Haier, Deloitte, and Boehringer Ingelheim. Sebastian advises start-ups in the human capital space and regularly blogs about global work ([blog.iese.edu/expatriatus](http://blog.iese.edu/expatriatus)).

**Mark E. Mendenhall** holds the J. Burton Frierson Chair of Excellence in Business Leadership at the University of Tennessee, Chattanooga. He is an internationally recognized scholar in the field of global leadership and expatriate studies and is a past president of the International Division of the Academy of Management and a past recipient of the Ludwig Erhard Stiftungsprofessur endowed chair at the University of Bayreuth. He has coauthored numerous books and journal articles, the most recent book being: *Responsible Global Leadership: Dilemmas, Paradoxes, and Opportunities* (2020, Routledge). His research appears in a variety of

scholarly publications, including *Academy of Management Review*, *Journal of International Business Studies*, *Sloan Management Review*, *Academy of Management Learning & Education*, *Human Relations*, *Journal of World Business*, and *Journal of Business Ethics*. He is also a senior partner in The Kozai Group, a consultancy that specializes in the identification, assessment, and development of global leadership and inclusion competencies.

**Martha L. Maznevski** is Professor of Organizational Behavior and Faculty Codirector for Executive Education at Ivey Business School, Western University, Canada. She completed her PhD at Ivey with research on multicultural teams and has expanded that research stream throughout her career. Professor Maznevski is an expert in global teams, global leadership, culture and identity, and empowering individual differences. She has published widely on these topics in journals including *Journal of International Business Studies* and *Organization Science*. She publishes the popular textbook *International Management Behavior*, now in its 8th edition. She also works closely with leaders and their organizations around the world on innovative approaches to leadership at all levels in today's highly complex global environment. Her current research unlocks the performance dynamics of lateral teams – teams that coordinate across multiunit organizations such as global key account teams or matrixed product or function groups.

# THE EMERALD LITERATI AWARDS

Each year the editors of Emerald Publishing books and journals are asked to select the Outstanding Author Contribution, which is a difficult task. Below you can see the list of AGL winners since volume 7. When Bill Mobley resigned the senior editorship, Joyce Osland replaced him starting with volume 8, so this is as far back as the current editors have been involved with the awards. Emerald makes the winning chapters/articles freely available online for 12 months. Before the pandemic, these awards were announced at an award ceremony at the annual AOM meeting. Because of the important contributions these articles make to the field of global leadership, the editors decided to showcase the work of our Emerald Literati Award Winners, from volume 7 onwards. We invited the author teams to write a short reflective piece broadly related to the questions below.

- (1) What motivated you to research this topic?
- (2) Do you have any sense of what impact your paper has had on the field of global leadership or beyond?
- (3) Would you write this paper differently in retrospect, or if you were writing it today? Is there anything you would add or change?
- (4) Did the paper have any impact on you personally? For example, did it change the way you teach, influence what you are researching today, get you promoted and put you in a higher income bracket (just kidding), etc.?

Because the 2021 winners were a large group of scholars and practitioners who wrote short essays on “The Role of Global Leadership during the Covid-19 Crisis” as the crisis was unfolding, their writing assignment was slightly different.

- (1) Do you have any sense of the impact your perspective had on the field of global leadership or beyond or on individuals or organizations?
- (2) You wrote your original reflection in the early days of the pandemic. If you were writing today, is there anything you would change or add to your piece? What did you get right or wrong, with the benefit of hindsight? What else can we learn from COVID that would benefit the field of global leadership?
- (3) Did your participation in this collaborative paper have any impact on you personally? For example, did it change the way you teach, influence what you are researching today, get you promoted and put you in a higher income bracket (just kidding), etc.?

Please see their answers in *Chapter 6*, “Reflections from *Advances in Global Leadership’s* Emerald Literati Award Winners.”

Emerald Literati Award Winners 2013–2022

Emerald Literati Awards	Advances in Global Leadership Winners
2013	Osland, J., Bird, A., & Oddou, G. (2012). "The Context of Expert Global Leadership." <i>Advances in Global Leadership</i> , vol. 7. Bingley, UK: Emerald Group Publishing: 107–124.
2014	Stevens, M., Bird, A., Mendenhall, M. E., & Oddou, G. (2014). Measuring global leader intercultural competency: Development and validation of the Global Competencies Inventory (GCI). <i>Advances in Global Leadership</i> , vol. 8, Bingley, UK: Emerald Group Publishing: 115–154.
2017	Levy, O., Peiperl, M. & Jonsen, K. (2016). Cosmopolitanism in a globalized world: An interdisciplinary perspective, <i>Advances in Global Leadership</i> , vol. 9. Bingley, UK: Emerald Group Publishing: 281–323.
2018	Huesing, T., & Ludema, J. (2017). The Nature of Global Leaders' Work. <i>Advances in Global Leadership</i> , vol. 10. Bingley, UK: Emerald Group Publishing: pp. 3–39.
2019	Nelson, J. (2018). Here be paradox: How global business leaders navigate change. <i>Advances in Global Leadership</i> , vol. 11 Bingley, UK: Emerald Group Publishing: pp. 3–30.
2020	Gyamfi, N. Y. A., & Lee, Y-t. (2019). Toward a framework of contextualized assets and liabilities in global leadership: Identity and power implications in an African context. <i>Advances in Global Leadership</i> , vol. 12. Bingley, UK: Emerald Group Publishing: 79–108.
2021	Osland, J. S., Mendenhall, M. E., Reiche, B. S., Szku-dlarek, B., Bolden, R., Courtice, P., Vaiman, V., Vaiman, M., Lyndgaard, D., Nielsen, K., Terrell, S., Taylor, S., Lee, Y-t., Stahl, G., Boyacigiller, N., Huesing, T., Miska, C., Žilinskaitė, M., Ruiz, L., Shi, H., Bird, A., Soutphommassane, T., Girola, A., Pless, N., Maak, T., Neeley, T., Levy, O., Adler, N., Maznevski, M. (2020). The Role of Global Leadership during the Covid-19 Crisis. <i>Advances in Global Leadership</i> , vol. 13. Bingley, UK: Emerald Group Publishing: 3–56.
2022	Adler, N. J. (USA), Sackmann, S. A. (Switzerland), Arieli, S. (Israel), Akter, M. (Bangladesh), Barmeyer, C. (Germany), Barzantny, C. (France), Caprar, D. V. (Australia and New Zealand), Lee, Y-t. (Taiwan), Lui, L. A. (China), Magnani, G. (Italy), Marcus, J. (Turkey), Miska, C. (Austria), Moore, F. (United Kingdom); Park, S. H. (South Korea); Reiche, B. S.

(Continued)

---

Emerald Literati  
Awards

Advances in Global Leadership Winners

---

(Spain); Søderberg (Denmark and Sweden); Solomons, J. (Rwanda); & Zhi-Xue Zhang (China). (2022). The grand challenge none of us chose: Succeeding (and failing) against the global pandemic. *Advances in global leadership*, vol. 14. Bingley, UK: Emerald Group Publishing, 3–86.

---

This page intentionally left blank

# NEW ADVANCES IN GLOBAL LEADERSHIP: INTRODUCTION TO VOLUME 15

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 in addition to the other submissions that come over the transom. For volume 15, our Call for Papers emphasized power and global leadership. Few would disagree that this is a crucial area of study; yet, few researchers in the field have tackled this topic directly. In part, our Call for Papers for this volume stated:

In addition to foundational research, however, Vol. 15 calls specifically for research focusing on **Power and Global Leadership**. A cursory Google Scholar search of “power and global leadership” revealed less than twenty studies. The need for a greater understanding of power has been mentioned repeatedly in global leadership literature reviews (e.g., Osland et al., 2017) as well as global challenges. For example, the COVID-19 pandemic’s relationship to global leadership, featured in essays in *AGL* volumes 13 (Osland et al., 2020) and 14 (Adler et al., 2022), leads to the conclusion that “the sheer enormity of the challenge compels leaders to empower others to take actions, while also giving appropriate credit and recognition for the work that is done” (Reiche et al., 2020a, 2020b, p. 270). The pandemic also necessitated increased reliance on shared leadership and alternative forms of organizational design that delegate decision authority to lower levels and impact how global leaders use power (Reiche et al., 2020a, 2020b). While global leaders hold positional power, their dependence on global followers, with diverse cultural views on power, to achieve organizational goals, makes the traditional enactment of hierarchical power less reliable and predictable.

We are very pleased that so many of the submissions in Volume 15 contribute to a greater understanding of power. The final chapter summarizes those contributions and lays out paths for future research. As always, our goal is to enable scholars to advance the field by closing the gaps in global leadership literature.

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 et al., 2017, p. 556)

Volume 15 combines traditional research papers in Part I with practitioner-focused research, insights, and interviews in Part II, followed by a conclusion that identifies future research directions. The papers in this volume are briefly introduced below.

## PART I: CONCEPTUAL AND EMPIRICAL FINDINGS

Part 1 begins with *Chapter 1*, “A Systematic Review of Power in Global Leadership,” authored by Marketa Rickley. The chapter echoes the editors’ general sense that the topic of power has received too little research attention in the global leadership domain thus far. As a result, Rickley’s systematic review of the extant global leadership literature on power offers a much needed mapping and integration of existing studies, as well as the most promising avenues for future research. Her review examines five main pillars, including (1) how power is defined in global leadership research, (2) the power bases that global leaders possess, (3) how global leaders exercise power, (4) the factors that influence global leaders’ exercise of power, and (5) the outcomes of global leaders’ exercise of power. Drawing on the reviewed studies, Rickley calls for more research that considers power as a bilateral process of mutual influence, examines global leaders’ key sources of power, conceptualizes the purpose and objectives of global leaders’ exercise of power, as well as expands the methodological repertoire of past studies.

In *Chapter 2*, “Six Factors That Shape How Global Leaders Exercise Power and Influence Followers,” Hinds and Ludema draw on exploratory interviews with 23 global leaders to examine how the task, culture, and relationship complexities of global leadership shape the way global leaders exercise power and influence their followers. The authors identify five factors that make global leaders’ use of power more difficult: language, culture, time zones, physical distance, and matrix organizational structures. Drawing on rich illustrations from their interviews, Hinds and Ludema show that, compared with domestic leaders, these five factors require global leaders to invest substantially more time and energy into building relationships, sharing leadership, and prioritizing communication to ensure a common understanding of vision and goals. Further, the authors point to a sixth factor, high-quality relationships, as an enabling resource for global leaders to succeed despite the contextual complexities global leaders face. Both this chapter and the next are examples of the “in-depth qualitative research that would help understand the intricate challenges and role requirements that global leaders have to navigate” (Reiche et al., 2020a, 2020b, p. 324) that was recommended after reviewing the global leadership literature.

*Chapter 3*, “Leading Effective Global Change: What We Know and What We Wonder,” by Johnson, Ludema, and Osland, fills a crucial research gap at the intersection of global leadership and change by identifying successful global change factors. Utilizing a comparative case study methodology, they compared successful and unsuccessful change initiatives of global leaders in four organizations in the corporate and nonprofit sectors. Fourteen success factors emerged that were categorized into one of three key design imperatives: (1) Participatory Process, (2) Representative Leadership, and (3) Nested Implementation. Their framework indicates that the Participatory Process consists of these success factors: (1) establish a clear vision, (2) ensure a collaborative start, (3) invite to the table as equals, (4) seek ideas from outside headquarters, (5) recognize and celebrate others, and (6) build systems for interdependence and accountability.

Representative Leadership includes: (7) create local leadership, (8) enable knowledgeable leadership, (9) empower willing leadership, and (10) develop bridge people. Nested implementation is comprised of: (11) leverage formal communication channels, (12) attend to individual needs via interpersonal communication, (13) set global standards with local flexibility, and (14) test for regional credibility. The authors suggest that the more difficult “extreme case” (Cohen & Crabtree, 2006) of global change might hold further lessons for domestic change initiatives.

In *Chapter 4*, Joyce Osland, Allan Bird, Sebastian Reiche and Mark Mendenhall produced “A Model of Trigger Events and Sensemaking in the Intercultural Context: A Cognitive Approach to Global Leadership Effectiveness.” The authors contend that research attention on the trigger event construct is sorely lacking, although the concept is widely used by many disciplines. After explaining the unique importance of sensemaking in the intercultural context, they reviewed the relevant literature and proposed a new model of sensemaking that is especially relevant for global leaders. They suggest that the model contributes to a greater understanding of the cognitive element of global leadership effectiveness and highlight its practical implications for intercultural and global leadership training and executive coaching.

*Advances in Global Leadership* features periodic reviews of the global leadership research in an effort to highlight the progress that has been made and to indicate remaining gaps. Our goal, reflected in *Chapter 5*, “Publishing Patterns in the Field of Global Leadership: 2015–2020,” is also to provide a valuable resource for scholars working in the field of global leadership, particularly for emerging scholars and researchers new to this field of study. Authors Mark Mendenhall, Arthur Jose Honorio Franco de Lima, and Lisa Burke-Smalley review and compare the 2015–2020 literature to a 2010–2014 review (Mendenhall et al., 2016). They identified patterns regarding the quantity of publication in the field, the type of research being conducted, authorship patterns, type of theories utilized, and the linkages to related phenomena. After analyzing the state of the research literature and the development of the field, they make a crucial argument that the field of global leadership requires more social infrastructure and an institutional face to present to the rest of academe in order to thrive and evolve into an even more widely known field that is capable of making even more valuable contributions.

*Chapter 6*, Reflections from Emerald Literati Award Winners, is a unique feature this year because we wanted to showcase our award winners, as we described above in The Emerald Literati Award Winners section. Winners were asked to briefly address the perceived impact of their work, its impact on them, if any, and what they would write differently today.

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

In keeping with our practice of interviewing pioneers in the field of global leadership, we interviewed two scholars who have made a significant global

impact. *Chapter 7* features “Asking Questions That Matter: An Interview With Nancy J. Adler” by Joyce Osland. Due to her ground-breaking research and her role as a global thought leader, Nancy is one of academe’s most well-known and respected international management scholars. In this interview, she describes her career trajectory and the motivation and passion that guided her interests and choices. One of her guiding principles is to ask big questions that matter in her own research and to encourage fellow scholars to do the same. Nancy details the startling career impact that resulted from her pioneering research on women global leaders in the 1990s. Given her groundbreaking research, her attempts to influence what scholars study and how they are evaluated, and her calls to action as a global consultant, speaker, and thought leader, Nancy is a highly effective global leader.

*Chapter 8* presents an interview by Sebastian Reiche, “Tackling Grand Societal Challenges and Designing Consciousness-Raising Experiences Inside and Outside the Classroom: An Interview With Global Leadership Educator Günter K. Stahl.” The interview traces Günter’s choices and motivations while reflecting on the three stages of his personal journey – a global mobility scholar in his early career before pivoting to pioneering the responsible global leadership field and, more recently, returning to examine other types of global workers, including humanitarian workers and less privileged groups like migrants and refugees. The interview highlights Günter’s constant pursuit of how to create more – and more meaningful – impact as a scholar and educator. In his research, he did this by tackling society’s grand challenges such as climate change, corporate responsibility, and migration and refugees. In his teaching, he sought to impact students by creating highly immersive, consciousness-raising interventions inside and outside the classroom.

*Chapter 9* is targeted toward faculty, consultants, trainers, and program designers seeking to design, recruit participants, and foster a meaningful global leadership learning experience for postexperience learners and global practitioners. In “Developing Global Leaders in Denmark via Academic-Practitioner Collaboration: Lessons for Educators and Consultants,” Rikke Kristine Nielsen and Danielle Bjerre Lyndgaard share the results and actual exercises that emerged from an innovative collaboration. The training was developed jointly by the Danish Federation of Industry, academics, and the associated cocreative forum, the Global Leadership Academy. The authors, who are expert trainers, describe and explain the rationale behind the training activities developed for global/international managers in Danish businesses within and without Denmark. They discuss four key learning points for global leadership development practice and discuss their implications for training.

Finally, in *Chapter 10*, “Power and Global Leadership: Marking the Transition and Suggesting Future Directions,” editors Martha Maznevski, Joyce Osland, Sebastian Reiche, and Mark Mendenhall highlight each chapter’s contributions to the topic we highlighted in our Call for Papers for this volume. They point to an emerging trend in the understanding of power in global leadership and identify promising research directions.

## REFERENCES

- Adler, N. J., Sackmann, S. A., Arieli, S., Akter, M., Barmeyer, C., Barzantny, C., Caprar, D. V., Lee, Y.-t., Lui, L. A., Magnani, G., Marcus, J., Miska, C., Moore, F., Park, S. H., Reiche, B. S., Søderberg, Solomons, J., & Zhang, Z.-X. (2022). The grand challenge none of us chose: Succeeding (and failing) against the global pandemic. In *Advances in global leadership* (Vol 14, pp. 3–86). Emerald Publishing Limited.
- Boyacigiller, N. A., Goodman, R. A., & Phillips, M. E. (Eds.). (2003). *Crossing cultures: insights from master teachers* (1st ed.). Routledge. <https://doi.org/10.4324/9780203218693>
- Cohen, D., & Crabtree, B. (2006, July). *Qualitative research guidelines project*. Robert Wood Johnson Foundation. <http://www.qualres.org>. Accessed on June 28, 2022.
- Mendenhall, M. E., Li, M., & Osland, J. S. (2016). Five years of global leadership research, 2010–2014: Patterns, themes, and future directions. In J. S. Osland, M. Li, & M. E. Mendenhall (Eds.), *Advances in global leadership* (Vol 9, pp. 401–426). Emerald Publishing Limited.
- Osland, J. S., Mendenhall, M. E., & Li, M. (2017). Patterns, themes and future directions. In J. S. Osland, M. E. Mendenhall, & M. Li (Eds.), *Advances in global leadership* (Vol 10, pp. 253–262). Emerald Publishing Limited.
- Osland, J. S., Mendenhall, M. E., Reiche, B. S., Szkudlarek, B., Bolden, R., Courtice, P., Vaiman, V., Vaiman, M., Lyndgaard, D., Nielsen, K., Terrell, S., Taylor, S., Lee, Y.-t., Stahl, G., Boyacigiller, N., Huesing, T., Miska, C., Žilinskaitė, M., Ruiz, L., ... Maznevski, M. (2020). The role of global leadership during the Covid-19 crisis. In *Advances in global leadership* (Vol 13, pp. 3–56). Emerald Publishing Limited.
- Reiche, S., Bird, A., Mendenhall, M., & Osland, J. (2017). Contextualizing leadership: A typology of global leadership roles. *Journal of International Business Studies*, 48, 552–572.
- Reiche, B. S., Mendenhall, M. E., Szkudlarek, B., & Osland, J. S. (2020a). At the heart and beyond: What can global leadership researchers learn from perspectives on the COVID-19 pandemic? *Advances in global leadership* (Vol 13, p. 270). Emerald Publishing Limited.
- Reiche, B. S., Mendenhall, M. E., Szkudlarek, B., & Osland, J. S. (2020b). Global Leadership Research: Where do we go from here? In *Advances in Global Leadership*. (Vol 12, pp. 213–234). Emerald Publishing Limited.

This page intentionally left blank

# IN MEMORIAM

Let There Be Light  
Janet Bennett Remembered  
Nancy J. Adler

There are two ways of spreading light:  
to be the candle or the mirror that reflects it.<sup>1</sup> –Edith Wharton



Do today's scholars remember that their primary role is to engage in scholarship that addresses the complex questions that matter most to society? Do societies remember that real power comes not just from great ideas, but from the people who generate them and the societies that embrace them?<sup>2</sup> The primary role of scholarship is not simply to create relevant knowledge but also to disseminate that knowledge.<sup>3</sup>

Janet Bennett generated brilliant ideas that addressed the most important and complex intercultural issues facing society. She asked how we, as a global society, could communicate with each other. She asked how we could resolve our

---

<sup>1</sup>As found on Feb 18, 2022 at: [https://www.brainyquote.com/quotes/edith\\_wharton\\_100511](https://www.brainyquote.com/quotes/edith_wharton_100511).

<sup>2</sup>Adler, N. J., & Harzing, A.-W. (2009). When knowledge wins: Transcending the sense and nonsense of academic rankings. *Academy of Management Learning and Education*, 8(1), 72–95.

<sup>3</sup>Harzing, A.-W., & Adler, N. J. (2016). Disseminating knowledge: From potential to reality—New open-access journals collide with convention. *Academy of Management Learning and Education*, 15(1), 140–156.

differences through effective cross-cultural communication; how we could solve problems without exacerbating misunderstanding or devolving into physical, psychological, or intellectual violence. Janet made huge contributions to our understanding of how multicultural and multinational networks, organizations, teams, and leaders could thrive. For her ideas alone, Janet will be remembered both by those who knew her and by those who were impacted by her work.

Janet's contribution, however, is much larger than the sum of her ideas and publications. Janet created networks of scholars who then challenged each other and built on each other's ideas. She brought scholars, managers, executives, and leaders together, so the best ideas would not remain trapped within academic discourse, but rather would flow out into society and impact the world. Long before others recognized the threat, Janet used her wisdom, knowledge, and brilliant organizational skills to work tirelessly against ignorance, intolerance, superstition, wishful thinking, and the corrosiveness of lies. In the face of darkness, she repeatedly brought light.

I was privileged to know Janet and to work with her as a faculty member at the Summer Institute for Intercultural Communication. As with so many other professors and professionals, Janet always invited me to go beyond what I had done before. She then provided a safe, supportive environment to do just that. For example, Janet was the first person in the world to invite me to lead a weeklong Global Women Leaders Seminar for executives from around the world. Janet didn't care that no one had offered such a seminar before. Janet didn't care that everything we were doing was an experiment. She didn't care that the very newness carried the risk of failing. Janet simply trusted her instinct that the issue was important, and that the time was right. She trusted that I had the integrity to give it my best shot. She convened an amazing group of women. They so embraced the seminar and the issues it was raising for all of us, that they refused to end the discussion – not that day, not that week, and not that year. It mattered to them. Janet had created a space in which conversations that mattered could take place and would continue to take place.



Similarly, Janet was the first person in the world to champion the use of the arts to address crucial cross-cultural questions that could not be discussed using our normal, quite limited, organizational and management vocabularies. She not only supported bringing the arts into the discussion of global leadership, she provided a room full of art supplies. The central, undiscussable question before the group of very senior women executives was their relationship to power. Much to my surprise, when the women in the seminar attempted to discuss their personal feelings power and the ways in which they were most and least comfortable using power, almost all the descriptions were evaluative and negative. Yet, as soon as we set aside words and created both individual and collective *paintings of power*, a richness a depth of understanding was revealed that had been masked by a traditional hierarchical (and often masculine) vocabulary. Their positive associations were there, but, until that moment, they had remained unconscious. The art ignited an engagement with the positive uses of power and heightened their ability to use their own power. Art transforming the façade of apathy into action. Breakthrough learning such as that would never have happened if Janet had not trusted her intuition or if she had been unwilling to risk failure (to risk hosting disgruntled participants).

Why was Janet willing to take such big risks? Why did the risks she took so often pay off – for her and all the rest of us? Why? Because Janet was serving a bigger purpose; she was always trying to use her immense cross-cultural knowledge and skills to create a better, more harmonious world. When that much is at stake, the right risks are always worthwhile.

Janet, thank you for being you. Thank you for supporting those around you – including me. Thank you for being out ahead of us; for seeing, with clear eyes, what was going on in the world and how each of us needed to respond. Janet, thank you for your warmth and your ability to laugh with us and at our crazy world, rather than judging any of us as unworthy. Thank you for the gift of you.

We can easily forgive a child who is afraid of the dark;  
the real tragedy of life is when adults are afraid of the light.<sup>4</sup> –Plato  
When you light a candle, you also cast a shadow. –Ursula K. Le Guin<sup>5</sup>

---

<sup>4</sup>In the quote, the word men has been changed to adults. Quote found on Feb 19, 2022 at The Newton Bee. <https://www.newtownbee.com/06262009/we-can-easily-forgive-a-child-who-is-afraid-of-the-dark-the-real-tragedy-of-#:~:text=Archive-,We%20can%20easily%20forgive%20a%20child%20who%20is%20afraid%20of,%C3%82%20%20Plato&text=People%20are%20like%20stained%20glass,there%20is%20a%20light%20within.>

<sup>5</sup>As found on Feb 18, 2022 at Goodreads. <https://www.goodreads.com/quotes/4030-when-you-light-a-candle-you-also-cast-a-shadow.>

This page intentionally left blank



## REMEMBERING JANET BENNETT

Seldom does the passing of a scholar reverberate around the world and prompt such an outpouring of heartfelt tributes. But Janet Bennett was an extraordinary scholar and person. I'm honored to share my observations of what made her so special.

Janet's vision was to create a more harmonious, inclusive world. As a result, her professional and intellectual foci were global in nature, unlike most tenure-track professors who are encouraged to concentrate on more narrow research interests, courses, and careers. She was dedicated to advancing intercultural communication for the benefit of the field and to educating and inspiring people all over the world to be better at crossing cultures. Janet accomplished this in part by astutely observing global trends relevant to intercultural communication and addressing emerging needs. For example, in the early days of the field, the lack of graduate education in intercultural communication led her to create a master's program and various training programs. Similarly, it is not surprising that her Summer Institute of Intercultural Communication (SIIC) was the very first in the world to offer workshops on global leadership as far back as 1994, when only a handful of scholars were beginning to pay attention to this topic.

Janet herself was a global leader, and she influenced people and brought them to her vision through her scholarship, presentations, speeches, and leadership of the Intercultural Communication Institute (ICI). Her editorship of the colossal *SAGE Encyclopedia of Intercultural Competence* is a testament to both her reputation as a scholar and her extraordinary dedication to the field. Janet both spoke and wrote with unusual vision and clarity. It was a joy to watch her gather

up an audience into the palm of hand, draw them in with her intellect, humor, and charisma, and hold them riveted until the final moment. This was especially evident at SIIC where she created an invaluable global network for participants and a “family” for faculty. Janet was a master at connecting people and building a welcoming community. As a result, SIIC was my favorite place to teach – it was like a global summer camp for kindred spirits who were highly motivated to learn, to see old friends, and to make new ones. Janet set the stage for social activism and socially responsible research and leadership by having faculty share their burning issues in SIIC’s welcome session. I will always be grateful for the enormous effort and attention to detail that Janet and her staff put into SIIC year after year. She made it look easy, but her willingness to lead and serve also involved personal sacrifice, including helping to finance ICI with her own consulting and speaking engagements.

Janet had a gift for bridging both cultural and disciplinary boundaries, which allowed her to share her ideas and her message to a very broad audience. As a result, her impact went well beyond the field of intercultural communication. She was part of the multidisciplinary group that wrote *Crossing Cultures: Insights from Master Teachers* (Boyacigiller et al., 2003). Janet was a beloved member of the International Organizational Network (ION) of international business scholars working around the globe. In a recent tribute, they noted that “her expertise, intellectual curiosity, wit and ability to unite interdisciplinary perspectives produced unforgettable insights, rollicking debates and constructive dialogue.” And a recent special issue of the *Journal of World Business*, the “Interplay Between Intercultural Communications and IB Research” (2020) was dedicated to Janet: *Dr Bennett’s vision, deep knowledge, dedication, and personal warmth has touched the lives of innumerable scholars and practitioners.*

On a personal level, Janet was one of my favorite people in the world. We laughed our way through lunches but quickly learned to bring along notebooks and pens to keep track of all the ideas and research references that we swapped. Talking with Janet about intercultural communication research was like conversing with Google Scholar, but she was also insatiably curious about all kinds of research. In a discussion of religion and church, Janet once said her “ministry” was creating SIIC and recruiting faculty who were not only knowledgeable and capable, but good people who sincerely cared about the participants and their work. No one taught at SIIC for the money; instead, we believed in Janet’s vision and were inspired by her example as a mentor and a truly fearless global leader.

I don’t know that we can ever replace someone like Janet, but at least we can try to emulate her and to help her vision of a more harmonious, inclusive world gain further strength.

Joyce Osland

# 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 David Mulvaney, our publisher at Emerald Group Publishing, Inc. and Thomas Creighton (production person), and the entire production team for the support we have received. Sheena Reghunath merits special recognition for her role in organizing many of the infinite details involved in final manuscript preparation.

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. Sebastian Reiche gratefully acknowledges funding support from the Spanish AEI (PID2019-103897GB-I00/AEI/10.13039/501100011033). Martha Maznevski acknowledges the support she receives from the Social Sciences and Humanities Research Council of Canada. Joyce Osland, supposedly retired, is grateful that Asbjorn Osland willingly supports her *AGL* habit.