Call for Submissions
Advances in Global Leadership, Volume 14

The editors of Emerald's *Advances in Global Leadership* (AGL), Joyce Osland, Mark Mendenhall, B. Sebastian Reiche and Betina Szkudlarek cordially invite your submissions for Volume 14.

AGL is <u>unique</u> for many reasons. It is both a peer-reviewed e-journal and a book series, both with separate ISBN numbers. We have an impressive editorial board and utilize a traditional blind-refereed review process. In addition to high quality empirical research, *AGL* is home to well-crafted essays, reflective pieces, innovative conceptual work, and a "Practitioner's Corner" where those working to develop global leaders in global organizations or universities can share their insights based on "front-line" experience. We also invite shorter research notes on early research work that does not preclude publication as a full article in a different outlet later. Past contributors range from world-renowned scholars to promising newcomers in the field to well-respected consultants and HR professionals. When our schedules permit, the editors host a pre-publication symposium for scholars and doctoral students that provides an opportunity for lively intellectual discourse and discussion of future research directions and collaborations. We created a new network for global leader scholars on LinkedIn at https://www.linkedin.com/groups/12068620 entitled "Scholars Who Study Global Leadership." We created this group because part of *AGL's* mission is to grow the field of global leadership. To that end, every volume includes an analysis of the state of the field and its future research needs. Some volumes address specific research gaps in addition to our perennial interest in foundational research.

CALL FOR PAPERS

We are always interested in articles that contribute to construct definition clarification, theory development, identification of predictors, outcome and performance measures, analyses and/or measures of sub-dimensions of the phenomenon, assessment instruments for selection and development purposes, and intervention methods and processes.

In addition to foundational research, however, Vol. 14 calls specifically for research specializing on **global leadership effectiveness** to enable greater understanding of the factors at the individual, group and organizational levels that drive global leadership success. According to Google Scholar, there are 2,790,000 references related to "leadership effectiveness," almost all of which refer to traditional leadership. Surprisingly, however, the term 'leadership effectiveness' is missing from many leading textbooks on conventional leadership. In general, effectiveness can be an elusive topic on which neither organizations nor scholars completely agree, and reviews have attested to the wealth of different criteria to assess traditional leadership effectiveness (Hiller, DeChurch, Murase, & Doty, 2011).

A potential source of inspiration might be found in the concept of effectiveness in the multidisciplinary roots of global leadership. The ways that these fields define and measure effectiveness—intercultural

communication competence, expatriate effectiveness (e.g., Furuya, Stevens, Bird, Oddou, & Mendenhall, 2009), global management and comparative leadership—have all been linked conceptually to global leadership (Osland, 2018). For example, Phase 3 of the GLOBE Project (Dorfman, Javidan, Hanges, Dastmalchian & House, 2012) frames perceived effectiveness in terms of the ability to code-switch to meet local expectations of leadership. This is very appropriate for expatriate leaders. However, global leaders face greater complexity than expatriate leaders because they have to influence *"a range of internal and external constituents from multiple national cultures and jurisdictions"* (see the definition below). As a result, effectiveness is likely a more multidimensional construct. For example, in the context of the COVID-19 pandemic, it would be constraining to measure global leader effectiveness simply in health-related statistics alone, given the inherent difficulty of collecting and comparing them, as well as the many potential confounding variables (Reiche, Mendenhall, Szkudlarek, & Osland, 2020). Nevertheless, effectiveness studies in those fields, as well as related domains such as global teamwork (e.g., Kayworth & Leidner, 2002), can help lay a path for global leadership scholars.

Effectiveness appears in very few global leadership studies. A small number of scholars addressed the issue indirectly by selecting samples comprised solely of effective leaders, based on their own operationalizations of the term (e.g., Wills & Barham, 1994; McCall & Hollenbeck, 2002; Caligiuri & Tarique, 2009; Osland, Oddou, Bird, & Osland, 2013). Others employed case studies of well-respected global leaders, such as Carlos Ghosn before (Ikegami, Maznevski & Ota, 2018) and after his fall (Ikegami & Maznevski, 2020; Bird, 2020). Taking a programmatic job analysis approach, Caligiuri and Tarique (2009; 2012) surveyed global leaders and their supervisors using a 5-point Likert scale to identify levels of effectiveness in each of the ten global leader tasks previously identified by a focus group of international HRM professionals (Caligiuri, 2006). They identified a series of factors relating to supervisors' perception of effectiveness: personality characteristics, high-contact cultural experiences, dynamic cross-cultural competencies, cross-cultural mentors, family diversity, study abroad, international vacation travel, etc. More recent research has suggested that global leaders' effectiveness may be shaped by their followers' culturally imprinted preferences (Densten, 2020). However, these studies have barely touched the surface of global leadership effectiveness research. Our call for papers aims to address this important oversight.

Below are several research questions designed not to constrain your thinking but to help trigger innovation and submissions on this topic:

1. What can global leadership scholars learn from studies of traditional leadership effectiveness? Which theories and conceptual approaches related to effectiveness could connect the traditional and global leadership domains?

2. What can we learn from other fields, traditionally absent in the management literature, that will enrich our understanding of global leadership effectiveness?

3. How should global leadership effectiveness be defined and measured? What methodological approaches would be most appropriate?

4. How can macro, meso and micro perspectives be combined to study global leadership effectiveness?

5. Does effectiveness vary according to global leader context and type, etc.?

6. What factors promote or impede global leadership effectiveness?

7. What is the relationship between global leadership effectiveness and global talent management?

8. What innovative trainings and interventions can lead to increased global leadership effectiveness? How is the effectiveness of these interventions measured?

9. What educational approaches are best at enhancing global leadership effectiveness? How did the switch to virtual learning impact global leadership programs across the globe?

GLOBAL LEADERSHIP DEFINED: To avoid confusion with the fields of comparative leadership, country-specific leadership and global management, *AGL* submissions should adhere to a narrower definition of global leadership along these lines:

- *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).

- *The process of influencing the thinking, attitudes and behaviors of a global community to work together synergistically toward a common vision and common goals* (Adler, 2001; Festing, 2001)

THE SUBMISSION PROCESS

If you are interested in contributing to *Volume 14*, please let us know as soon as possible at advancesingl@gmail.com what you have in mind. Subsequently, email us your manuscript, which should meet the following guidelines: a maximum of 7000 words, double-spaced pages (inclusive of figures and references) in MS Word, using APA style.

- **Manuscript submission deadline: 31 January, 2021** *(If you submit beforehand, your review process begins earlier.)*

- **First Reviews Returned: 1 March, 2021**

- **First Revisions due: 30 March, 2021**

- **Second Reviews Returned: 15 April 2021**

- **Second Revisions due: 7 May 2021**

- **Final Manuscript Submission to Emerald: May 30, 2021**

- **Publication Date: late Fall 2021 (2022 publication date)**

Please join us in advancing the field of global leadership. We can promise that your work will be in good hands.

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