



THE STUDY AND PRACTICE OF GLOBAL LEADERSHIP

Edited by
GAMA PERRUCCI

**BUILDING
LEADERSHIP
BRIDGES**



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Edited by

GAMA PERRUCCI
Marietta College, USA



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INVESTOR IN PEOPLE

This book is dedicated to Dr Gamaliel Perruci. His legacy lives in his students, family and friends, and his wonderfully insightful books, like this one. Gama was a courageous and kind leader, and we are fortunate to have had him in our lives. Gama's mantra was "give back the gift." And he certainly did through his service as board chair for the International Leadership Association. This book was his last gift to the leadership field. In his native Portuguese, we say: 'Muito Obrigado, Gama!'

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ABOUT THE CONTRIBUTORS

Marco Aponte-Moreno is an Associate Professor of Global Business at Saint Mary's College of California. His research in global leadership looks at how the arts can be used to develop leadership skills in cross-cultural settings. He obtained his PhD from the Graduate Center of the City University of New York, focusing on leadership discourse analysis. He has a BA in languages from the University of Paris (Sorbonne-Nouvelle) and is originally from Caracas, Venezuela.

Jeff Bourgeois is an Assistant Professor of Global Leadership at the Indiana Institute of Technology. Previously, he taught Leadership Studies in China, Rome, and San Diego. His research agenda highlights cultural implications on leadership education, university presidents, and transnational higher education. Recent publications explore the experiences of and support for foreign-born leadership educators. He received his PhD in Leadership Studies from the University of San Diego. Correspondence can be sent to jeffb@sandiego.edu

Michael Cox, PhD, is a Professor Emeritus in Leadership and former Director, Center for Studies in Leadership at the University of Guelph. He is experienced in complex leadership initiatives in defense, government, NGO, health and United Nations Development Program; Canadian International Development Agency; Canada-China Management Program and Visiting Fellow in collaborative leadership research at the Australian Defence Force Academy. He can be contacted at: drmcocofaculty@gmail.com

Kathleen A. Curran, PhD, is a Global Leadership Development Researcher, Coach, Facilitator, and Consultant; and Principal of Intercultural Systems, established in Singapore in 1996 and active worldwide. As an Institute for Social Innovation Fellow at Fielding Graduate University, she focuses her praxis on global leader identity and global talent development. Recent publications

include “Developing Global Resonance for Global Leadership” (*Leadership and Power in International Development*) and “Global Identity Tensions for Global Leaders” (*Advances in Global Leadership*).

Beth Fisher-Yoshida is a Professor of Professional Practice, the Director of the MS in Negotiation and Conflict Resolution program, the Director of the Youth, Peace and Security Project, all at Columbia University. Her main areas of practice, research and writing involve women and negotiation, intercultural communication, narrative, youth leadership and CMM. She received her PhD in Human and Organizational Systems and MA in Organization Development from Fielding Graduate University and is a Certified Clinical Sociologist (CCS).

Trisha Gott, PhD, is an Assistant Professor and Associate Director at the Staley School of Leadership Studies at Kansas State University. She teaches undergraduate, graduate, and professional coursework related to the ethical dimensions of leadership and leadership development. Since 2016, she has served as Co-PI and Co-director for the Mandela Washington Fellowship Civic Engagement and Leadership Institute at Kansas State University.

Mikinari Higano, PhD, established the very first in Japan academic leadership program for undergraduate students at Rikkyo University in 2006. In 2016, he moved to Waseda University and started another program to start from scratch. Now he consults many other universities on the introduction of leadership education curricula. He wrote a chapter on “New Leadership Education and Deep Active Learning” for the anthology *Deep Active Learning: Toward Greater Depth in University Education* (Springer).

Brett Hinds is Ford Motor Company’s global Chief Engineer for electrified vehicle battery systems. He has been with Ford’s global powertrain operations since 1990 upon graduation from Lawrence Technological University with a BSME degree. He later earned a MS in Engineering Management from Oakland University (1996) and a PhD in Leadership from Benedictine University (2020). His doctoral dissertation focused on understanding global leaders’ power with global followers.

Tina Huesing is a Chief Consultant at Wyrnwood Consulting, a networked consulting company specializing in helping people and organizations be their

best. Previously, she was the Senior Director Six Sigma for Motorola EMEA and is a certified master black belt. She holds an MBA from Thunderbird, Global School of Management and a PhD from Benedictine University's Center for Values-Driven Leadership. She has lived and worked in Europe, The Middle East, India, China, and New Zealand.

Amber A. Johnson is a Strategy Consultant who helps organizations enhance collaboration, shape culture, improve communication, and drive results. She completed her Ph.D. in Values-Driven Leadership at Benedictine University in 2020. Her doctoral dissertation focused on how global organizations can lead successful change initiatives. Previously, she spent 11 years with the Center for Values-Driven Leadership at Benedictine University, 7 years with global humanitarian organization World Vision, and was a US Peace Corps volunteer.

Brandon W. Klierer is an Associate Professor of Civic Leadership in the Mary Lynn and Warren Staley School of Leadership Studies at Kansas State University. He studies leadership in organizations and democracy through the lens of civic capacity, leadership coaching, group dynamics, dialogic process consulting, democratic theory, and systems change. He holds a PhD from The University of Georgia in political science. He can be reached at bklierer@ksu.edu

Wanda Krause, PhD, is the Program Head of the MA in Global Leadership Program and an Associate Professor in the School of Leadership Studies at Royal Roads University. Her work focuses on Middle East politics, civil society, human rights issues, evaluation, women's participation, and global leadership. Her books include *Civil Society and Women Activists in the Middle East: Islamic and Secular Organizations in Egypt* and *Women in Civil Society: The State, Islamism, and Networks in the UAE*.

Sean Lee is a Writer and Illustrator of the human condition. His current project *Homo Ubuntu: Our Paleolithic Legacy in the 21st Century* is the second in a series *The Algorithmocene*. His pre-pandemic career was in technology, innovation, and sustainable development, holding a variety of research, management, and consulting positions within public, private, small,

and large institutions. He holds several patents and a PhD in Physics from the University of Florida.

Kaitlin Long is an Administrator for Student Programs at the Mary Lynn and Warren Staley School of Leadership Studies at Kansas State University. She manages global and local service-learning programs and leadership programs to prepare students for the transition post-graduation. She earned her master's degree from Ball State University and serves on the management team for the Leadership in Civic Engagement Institute for Mandela Washington Fellows at Kansas State University. She can be reached at KaitlinL@ksu.edu

James D. Ludema, PhD, is the Dean of the School of Business at Calvin University. His book *The Appreciative Inquiry Summit: A Practitioner's Guide for Leading Large-Scale Change* is widely considered a classic in the field. He has lived and worked in Asia, Africa, Europe, Latin America, and North America and has served as a consultant to a variety of organizations including GlaxoSmithKline, BP, McDonald's, US Cellular, the US Navy and many local and international NGOs.

Wendy E. Rowe, PhD, is a Professor in the School of Leadership and the Founder of the MA Global Leadership program, Royal Roads University. She teaches strategic leadership, organizational change, international development, action research, and research methods. She has a 30-year history of leadership practice and research within the United States, Canada, Kenya, Ecuador, Dominican Republic, India, New Zealand, and Australia, using models of collaboration, transformational change, and developmental evaluation to enhance organizational and leadership capacities.

Lorraine Stefani, PhD, is Emeritus Professor of Higher Education at the University of Auckland, an accredited leadership coach, and independent researcher. She has an impressive publication record including books and book chapters on a range of academic and leadership development topics. She has provided leadership consultancy in many countries including projects for the NZ Ministry of Health and the Ministry of Higher Education in Saudi Arabia. Currently, she coaches individuals in New Zealand, Australia, and Pakistan.

Randal Joy Thompson (PhD, Fielding) is a Fellow with the Institute for Social Innovation, Fielding Graduate University. Her publications include:

Reimagining Leadership on the Commons: Shifting the Paradigm for a More Ethical, Equitable, and Just World; Proleptic Leadership on the Commons: Ushering in a New Global Order; Leadership and Power in International Development: Navigating the Intersections of Gender, Culture, Context, and Sustainability; many book chapters; and articles in journals.

Mary Tolar, PhD, serves as the Director of the Staley School of Leadership Studies, Kansas State University, providing learning experiences aligned with the mission of “developing knowledgeable, ethical, caring, inclusive leaders for a diverse and changing world.” Her teaching, research, and service center on the art and practice of civic leadership development. She supports the Mandela Washington Fellowship Civic Engagement and Leadership Institute at Kansas State University as institute faculty and in her administrative role.

Yulia Tolstikov-Mast, PhD, is a Global Leadership Scholar, Doctoral Faculty, Consultant, and Author. Originally from Russia, she was a Founding Faculty Indiana Tech’s PhD in Global Leadership Program and is a Global Mindset Inventory Certified Facilitator with wide consulting experience. Her scholarship appears in *Advances in Global Leadership* and the *Journal of Leadership Education*, among others. She led a multi-stage study of Russian followership and is the Co-Investigator in Russia for the GLOBE 2020 Project.

Éliane Ubalijoro, PhD, is the Executive Director of Sustainability in the Digital Age and the Future Earth Montreal Hub. She is a Professor of Practice at McGill University and a Research Professor at Concordia University. She is a Member of Rwanda’s National Science and Technology Council and Presidential Advisor Council. She is a Member of the Impact Advisory Board of the Global Alliance for a Sustainable Planet as well as the Capitals Coalition Supervisory Board.

Michael Useem, PhD, is a Professor of Management and Faculty Director of the Leadership Center and McNulty Leadership Program at the Wharton School, University of Pennsylvania. His teaching includes MBA, executive-MBA, and executive courses on management, leadership, and governance. He is the author of *The Leader’s Checklist*, *The Leadership Moment*, and *The Edge: How Ten CEOs Learned to Lead – and the Lessons for Us All*, and he can be reached at useem@wharton.upenn.edu

Jennie L. Walker, PhD, is an Associate Professor and Lead Faculty for Business Leadership at Forbes School of Business & Technology at University of Arizona Global Campus. She specializes in developing leaders and organizations for success in complex, diverse, and increasingly global environments. For the past 20 years, she has provided professional education and coaching in leadership development, talent management and organizational effectiveness for multinational organizations and as a Professor and Executive in higher education.

James Warn, PhD, is a Visiting Fellow and Former Interim Head, School of Business, Australian Defence Force Academy at the University of New South Wales. He is experienced in developing and delivering leadership education at a Masters level and providing professional leadership development to career professionals. He has consulted on projects addressing organizational change and published on leadership and immigrant entrepreneurship. He is currently working as an organizational psychologist and can be contacted on LinkedIn.

Brett Whitaker is an Associate Professor and Chair in the Department of Leadership Studies at Fort Hays State University (FHSU). He holds a PhD in Global Leadership from Indiana Tech. His research and teaching interests include global leadership, global issues, leadership education, and curricular design. He may be reached at blwhitaker@fhsu.edu

ABOUT THE EDITOR

Gama Perruci, PhD, was the Dean of the McDonough Center at Marietta College in Ohio and served as a Leadership Education Consultant for *The New York Times*, a Facilitator for the Young African Leaders Initiative, and a Facilitator for the leadership programs at Dartmouth College's Rockefeller Center. He was also a frequent guest on the *BBC* and served as a Member of the Ronald Reagan Presidential Library's Academic Advisory Council and as the Board Chair of the International Leadership Association. He is the author of several books including *Global Leadership: A Transnational Perspective*; *Teaching Leadership: Bridging Theory and Practice* with Sadhana Warty Hall; and *Understanding Leadership: An Arts and Humanities Approach* with Robert M. McManus.

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INTRODUCTION

When we first began this book project, little did we know that it would be deeply impacted by a global epidemic. At the time, globalization seemed to be a giant seemingly unstoppable force changing the international state system (Stearns, 2020). Then the COVID-19 virus hit, borders closed, and the global market collapsed.

It would be tempting to see recent global health events as undoing all of our understanding of globalization in the past decades. However, even a global pandemic cannot hide the reality of a highly interconnected world. It took a ship running aground in the Suez Canal in March 2021 for us to be reminded that the world continues to be highly dependent on global trade and that the web of interconnectedness still shapes Global Leadership. The ship, *Ever Given*, was owned by a Japanese company, registered in Panama, operated by a Taiwanese transportation organization, managed by a Germany company, and at the time it ran aground, staffed by a crew of 25 Indians. For almost a full week (March 23–29), the *Ever Given* traffic jam dominated global news and led to – by one estimate – \$900 million in “damages,” including lost revenue and compensation for the labor and equipment used to free the ship (Farzan, 2021).

The global pandemic also accelerated the use of communication technology to challenge closed borders. Despite lockdowns, Zoom became a verb, and working remotely gained wide acceptance (Haag, 2021). While the pandemic disrupted air travel, organizations found ways to collaborate across borders in new and significant ways. It will be interesting to see whether the traditional view of working in the office will go back to “normal” after the global pandemic ends.

This book serves as a reminder that Global Leadership will continue to be relevant as an area of study and practice. The topics in this edited volume are broken down into three sections. First, we will examine how globalization is impacting human relations in the new millennium.

Leadership is examined as a process that has five components – leaders, followers, goals, context, and norms (McManus & Perruci, 2019). As a human phenomenon, it involves leaders and followers pursuing a goal. Since the 1950s, we have recognized that the organizational context shapes the character of the leader-follower relationship (Northouse, 2013). At the end of the twentieth century, our focus turned to the new global context that globalization has brought about. We are now paying close attention to the different cultural norms and values that are influencing the leader-follower relationship (Mendenhall et al., 2018). We can no longer assume that leaders and followers will be using the same cultural map when making decisions. Managing intercultural conflict has become a key issue in Global Leadership (Perruci, 2019).

We are now searching for a new shared narrative of leadership. Global leaders must find ways to increase the level of collaboration across the cultural divide. Technology can help by creating opportunities for collaboration. However, leaders still need to use communication skills to form effective bonds with their followers. We may need new modes of communication that will foster a sense of community among the leadership participants. In this volume, we suggest that maybe we are experiencing the rise of the “homo ubuntu,” a reference to the traditional African perspective of communitarianism.

Globalization is also giving rise to new sources of identity, as leaders seek to connect with their followers at the transnational level. Issues, such as climate change, resonate with individuals across continents. Leaders who have a global mindset are more apt to closely connect with followers from different cultures who share similar concerns about these issues. In this book, we do not assume that the development of this global mindset happens accidentally. That is the product of the study and practice of Global Leadership.

In the second section of the book, we focus on the study of Global Leadership. In recent decades, Western higher-education institutions have expanded the number of programs that are designed to prepare leaders for this new global context. Western-based leadership programs have been exported to different parts of the world. In this book, we highlight such an initiative in China. We also stress the importance of students having an international experience that allows them to expand their global-leadership skills. While the main focus has been on undergraduate study-abroad experiences, this

book takes a different view by examining the impact that study abroad has on graduate students. The study of Global Leadership is not solely a Western phenomenon. In this book, we explore the rise of leadership education in Japan, as an example of a non-Western development shaped by the rise of globalization.

The third section of the book focuses on the practice of Global Leadership. When examining the practice of large corporations from different cultural traditions, we notice that some common practices emerge that transcend local cultural traditions. However, the data also show that leadership also continues to reflect the national setting. In other words, we should not be ready to discard the local/national context because of globalization. The picture that emerges from this analysis is a complex combination of the new with the old. Global leaders must develop new skills that can incorporate an intercultural perspective as the “new language” of Global Leadership. We need to develop adaptive transformational systems, while at the same time exhibiting a complex “global consciousness.”

We use key issues as illustrative of how the Global Leadership agenda is shifting away from the Western-dominated individualistic perspective. Globalization is dramatically expanding the movement of both capital and human resources. Immigration is not just highlighted by refugee crises, but also the way technology is driving the rise of new industries that are shifting talent at a transnational level. Global women leaders also are emerging as important players on the global leadership stage. We conclude the book by highlighting some of the leadership challenges that global leaders will face in this century. We call this new crisis context “leadership at the edge of experience.”

The general picture that should emerge from the chapters in this edited volume is one of hope. While the challenges are immense, we do not disregard human ingenuity and our ability to transform our human systems to adapt to the new reality. For those who see the end of the global pandemic as a return back to “normality,” the following pages may come across as dissonant. When crises arise, the world is transformed – by design and by inevitability – to the extent that we never go back to the way it once was. Rather, a new world emerges, and we once again learn its “new language” and come to see it as the new normal (Ashton & Toland, 2021). For those who thrive whenever we move into a new normal, this book will serve as a path forward to explore the possibilities that await us!

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