



Call for Submissions

Advances in Global Leadership, Volume 15

The editors of Emerald's *Advances in Global Leadership* (AGL), Joyce Osland, Mark Mendenhall, B. Sebastian Reiche and Martha Maznevski cordially invite your submissions for Volume 15.

AGL is unique 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 innovative conceptual work, well-crafted essays, reflective pieces, and a "Practitioner's Corner" where insights and best practices are shared by those who develop global leaders in global organizations and universities. 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. We created a new network for global leader scholars on LinkedIn at <https://www.linkedin.com/groups/12068620>, entitled "Scholars Who Study Global Leadership." This group is part of *AGL*'s mission to grow the field of global leadership. To that end, every volume includes an analysis of the state of the field and future research needs. Some volumes, like this one, address specific research gaps in addition to our perennial interest in foundational research.

CALL FOR PAPERS

We are always interested in practitioner best practices and foundational research 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, intervention methods and processes, etc.

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, Mendenhall & Li, 2017) as well as global challenges. For example, the COVID-19 pandemic's relationship to global leadership, featured in essays in *AGL* volumes 13 (2020) and 14 (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, Mendenhall, Szkudlarek & Osland, 2020, 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., 2020). 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.

The first global leadership study to replicate Mintzberg's (1968) classic managerial observation study (Huesing & Ludema, 2017) noted that complexity and the formal hierarchy can be impediments for global leaders. "The complexity all global leaders faced required them to rely on local partners with local knowledge to make the best decisions. The complexities made any decision more challenging and added a layer of uncertainty to all activities" (Huesing & Ludema, 2017, p. 35).

The GLOBE study (Dorfman, Javidan, Hanges, Dastmalchian & House, 2012) documented leader effectiveness in terms of the ability to code-switch to meet local expectations of leadership in expatriates, which bears some relationship to power and influence tactics. This is 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). The way we frame research on power and its relationship with global leadership needs to mirror its requisite complexity.

Nancy Adler is known for her extensive writings on women heads of states and women CEOs. Based on interviews and research findings, Adler and Osland (2016) summarized what we know about senior women global leaders and their path to power and how and why they exercise it. There are only two empirical studies directly focused on power and global leadership. Neeley and Reiche (2022) examined 115 global leaders in a large U.S. tech company who were tasked with advancing organizational goals in foreign markets. Some of them enacted "downward deference," by accommodating or submitting to others (Goffman, 1956; Rucker, Galinsky, & Magee, 2018). This deference was contextual, necessitated by the complexity of the global environment and determined by the global leaders' perception of their level of expertise, networks and influence relative to that of local subordinates. In a qualitative study, involving interviews with thirteen local Ghanaian global leaders and seven foreign global leaders from varied countries, Gyamfi and Lee (2020) identified four ways in which global leaders working in Ghana purposefully leveraged the assets and liabilities of localness and foreignness. One of the most pertinent methods addressed power leveraging in which foreign global leaders capitalized on their resource and referent power by maximizing the assets of foreignness while minimizing the liability of localness. This resulted in improved performance outcomes and leader relationships with foreign subordinates.

In summary, the manifestation and use of power in the context of global leadership is a research area that is ripe for study. Below are several research questions that are by no means comprehensive but illustrative of the types of submissions desired on this topic:

1. What can global leadership scholars learn from studies of power in traditional leadership? Which theories and conceptual approaches related to power could connect the traditional and global leadership domains?
2. What can we learn from other fields that are traditionally absent in the management literature, that will enrich our understanding of power and global leadership? Do the fields of diplomacy, non-profit management, international development hold lessons for our own field?

3. How should power in the context of global leadership be defined, measured, and assessed? What methodological approaches would be most appropriate?
4. How can macro, meso and micro perspectives be combined to study power in global leadership?
5. What are the bases of power that global leaders employ?
6. Does the exercise of power vary according to global leader context and type?
7. How does power exhibited by global leaders relate to global leadership effectiveness?
8. What factors promote or impede the exercise of power by global leaders?
9. What innovative training and interventions can lead to the enhanced exercise of power by global leaders? How can the effectiveness of these interventions be measured?

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 special topic for our last volume was global leadership effectiveness. Please see the Table of Contents for Vol. 14 at this [link](#):

We want to thank Betina Szkudlarek for her wonderful service as co-editor on volumes 12-14. We were lucky that Betina could fit us into her busy schedule as long as she did. We're delighted to welcome Martha Maznevski as a new co-editor.

THE SUBMISSION PROCESS

If you are interested in contributing to *Volume 15*, 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, 2022** (*If you submit beforehand, your review process begins earlier.*)
- **First Reviews Returned: 1 March, 2022**
- **First Revisions due: 30 March, 2022**
- **Second Reviews Returned: 15 April 2022**

- **Second Revisions due: 7 May 2022**
- **Final Manuscript Submission to Emerald: June 15, 2021**
- **Publication Date: early Winter 2022 (2022 publication date)**

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

Sincerely,

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