



Table of Contents

Preface

William H. Mobley ix

Introduction

William H. Mobley and Peter W. Dorfman xiii

Part 1: Foundations of Global Leadership

Introduction

Peter W. Dorfman 3

Strategic Leadership in Global Business Organizations:
Building Trust and Social Capital

Michael A. Hitt, Barbara W. Keats, and Emre Yucel 9

Issue Leadership Theory and its Implications
in Global Settings

Kibok Baik 37

Global Talentship: Toward a Decision Science Connecting
Talent to Global Strategic Success

***John W. Boudreau, Peter M. Ramstad, and
Peter J. Dowling*** 63

Competence, Not Competencies: Making Global
Executive Development Work

George P. Hollenbeck and Morgan W. McCall, Jr. 101

Part 11: Cross Cultural Perspectives

Introduction

Peter W. Dorfman 123

Influence Tactics Across Twelve Cultures

Jeffrey C. Kennedy, Ping-Ping Fu and Gary Yukl 127



Continued

| | |
|--|-----|
| Cultural Adaptability and Leading Across Cultures <i>Jennifer J. Deal, Jean Leslie, Maxine Dalton and Chris Ernst</i> | 149 |
| Leaders' Sources of Guidance and the Challenge of Working Across Cultures <i>Peter B. Smith</i> | 167 |
| The Chinese Leadership Theory <i>Wenquan Ling and Liluo Fang</i> | 183 |
| Corporate Culture and Organizational Effectiveness: Is There a Similar Pattern Around the World? <i>Daniel R. Denison, Stephanie Haaland and Paulo Goelzer</i> | 205 |
| <i>Part III: Processes, Practice and Developing Global Leaders</i> | |
| Introduction <i>William H. Mobley</i> | 231 |
| Strategic Management of Global Leadership Talent <i>Elaine B. Sloan, Joy F. Hazucha and Paul T. Van katwyk</i> | 235 |
| Creating and Sustaining Balance in Global Business: A Practitioner View <i>John Hofmeister and Sarah Parker</i> | 275 |
| Influence At a Distance: Leadership in Global Virtual Teams <i>Don D. Davis and Janet L. Bryant</i> | 303 |
| Developing Global Managers: Integrating Theory, Behavior, Data and Performance <i>Joseph J. DiStefano and Martha L. Maznevski</i> | 341 |



Continued

| | |
|---|-----|
| Leadership Development in Asia: A Personal View <i>Linda E. Laddin</i> | 373 |
| Conclusions William H. Mobley and Peter W. Dorfman | 387 |
| About the Editors | 391 |
| About the Contributors | 393 |
| Table of Contents From Vol. 1 | 401 |
| Table of Contents From Vol. 2 | 405 |