# CONTENTS

## 1 Introduction

1.1 Leadership in a globalizing world 1

1.2 Motivation behind the study 3

1.3 Research questions 4

1.4 Importance of the study 6

   1.4.1 For research and theory 6

   1.4.2 For individuals 7

   1.4.3 For organizations 7

1.5 Structure of the thesis 8

## 2 Globalization and leadership effectiveness

2.1 Globalization 11

   2.1.1 Conceptions of globalization 11

   2.1.2 Dimensions of globalization 13

   2.1.3 Global consciousness 16

2.2 Globalization of leadership 17

   2.2.1 Leadership 17

   2.2.2 The influence of contextual factors on leadership 19

   2.2.3 Global leadership 22

   2.2.4 Differences between domestic, expatriate, and global leadership 24

2.3 Global leadership effectiveness 28

   2.3.1 Essential global leadership qualities 28

   2.3.2 The competency approach 28

   2.3.3 Multidimensional frameworks 29

   2.3.4 Effective global leadership 32
2.4 Conclusion 33

3 Global mindset: theoretical backgrounds 35

3.1 History and definitions 35

3.2 Approaches to global mindset studies 39

3.2.1 The international approach 39

3.2.2 The universal approach 40

3.2.3 The multidimensional approach 41

3.3 Perspectives on the global mindset 42

3.3.1 The cultural perspective 42

3.3.2 The strategic perspective 44

3.3.3 The multidimensional perspective 45

3.4 Global mindset as a set of attitudes toward globalization 46

3.4.1 The concept of global mindset 46

3.4.2 Attitude formation 49

3.4.3 Belief formation 52

3.4.4 Factors influencing global mindset 54

3.5 The role of global mindset in leadership effectiveness 56

3.6 Conclusion 57

4 Identifying global mindset at the individual level 59

4.1 Research strategy 59

4.1.1 Research issue 59

4.1.2 Method 59

4.2 Sample 60

4.3 Interview questions 61

4.4 Differences between domestic leaders, expatriate leaders, and global leaders 62
4.5 Global work experience 65
4.6 Global business knowledge and organizational knowledge 67
4.7 Cross-cultural competencies 69
4.8 Global mindset 71
4.9 Leadership effectiveness 76
4.10 Conclusion 77

5 Instrument development 79
5.1 Research strategy 79
  5.1.1 Research issue 79
  5.1.2 Method 80
  5.1.3 Questionnaire design 81
5.2 Sample 81
5.3 Measures 82
  5.3.1 Indicators of business environment 82
  5.3.2 Indicators of organization 84
  5.3.3 Indicators of culture 87
  5.3.4 Indicators of time 89
  5.3.5 Indicators of personal factors 90
5.4 Pilot study 90
5.5 Analysis and results 91
  5.5.1 Sample description 91
  5.5.2 Data analysis 92
5.6 The Global Mindset Questionnaire 98
  5.6.1 A typology of mindsets 98
  5.6.2 Global mindset 100
  5.6.3 Universal mindset 103
5.6.4 Local mindset 105
5.7 Validity of the Global Mindset Questionnaire 106
5.8 Conclusion 107

6 Global mindset and leadership effectiveness 109

6.1 Research strategy 109
   6.1.1 Research issue 109
   6.1.2 Method 110
6.2 The research model and hypotheses 111
   6.2.1 The research model 111
   6.2.2 Hypotheses 113
6.3 Sample 117
6.4 Measures 118
   6.4.1 The global mindset questionnaire 118
   6.4.2 Influencing factors 119
   6.4.3 Criteria for leadership effectiveness 120
6.5 Descriptive results 122
6.6 Instrument reliability 123
6.7 The relationship between personal and person-in-job factors and global mindset 123
6.8 The relationship between global mindset and leadership effectiveness 127
   6.8.1 Global mindset and career success 127
   6.8.2 Global mindset and salary growth 128
   6.8.3 Global mindset and performance rating 129
   6.8.4 Global mindset and career satisfaction 130
6.9 The relationship between global mindset, its antecedents, and leadership effectiveness 131