



BEST GLOBAL LEADERSHIP RESEARCH AWARDS

June 2013

GLAC Best Article Award for 2012

"Dynamic Cross-Cultural Competencies and Global Leadership Effectiveness." *Journal of World Business*, 47(4): 612-622. A sample of 420 global leaders or international executives from 41 countries was matched with 221 supervisors in three large multinational conglomerates. Findings indicated that the combined effect of three personality characteristics (extraversion, openness to experience, and conscientiousness) and cultural experiences (both organization-initiated experiences and prior non-work experiences) predicted dynamic cross-cultural competencies (tolerance of ambiguity, cultural flexibility, and reduced ethnocentrism). These competencies in turn predicted supervisor ratings of global leader effectiveness, which means they function as mediators between developmental experiences and personality characteristics as they relate to global leader effectiveness. Organization-initiated cross-cultural experiences included these specific high-contact activities: long-term expatriate assignments, membership on a global team, mentoring by a person from another culture, and meetings in various international locations. Non-work cross-cultural experiences included family diversity, international vacation travel, international volunteer work, and study abroad. The practical lessons for companies are that not everyone benefits equally from cross-cultural developmental experiences and not all experiences are equal.



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We would like to thank all the researchers who submitted their work and our judges.

The Call for Best Global Leadership Research published in 2013 is available at <http://www.sjsu.edu/glac/Research>.

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