

The Nature of Global Leaders' Power

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Abstract

Advancements in communication and efficiencies in moving goods and people throughout the world during the 1990s have led to today's global organizations and a new form of leadership—global leadership. This study uses an exploratory mixed methods research design, including a survey on sources of power and semi-structured interviews, to examine the following research question: "Which *bases of power* does a global leader employ when leading global followers versus domestic followers, and what are the similarities and differences in how those *bases of power* are employed when leading globally versus domestically?" The study's findings show that global leaders employ the same bases of power as domestic leaders when requesting a change in work task from both global followers and domestic followers.

However, the study also demonstrates that, when compared to domestic leaders, global leaders confront five significant moderators on their bases of power. The moderators are differences between the global leader and global follower in language and culture, reduced times when both global leader and global follower are working, extended physical distances, and matrix organizational structures. When compared with domestic leaders, these five moderators require global leaders to invest unusual amounts of time and creative energy into building relationships, sharing leadership, and ensuring common understanding of vision and goals.

This research study also identifies three new types of power—*ecological power*, *network power*, and *relationship power*. It proposes that ecological power should be considered a new, distinct base of power, and that *impersonal reward* and *impersonal coercive power* should be subcategories of ecological power. It argues that network power should be considered a subcategory of *information power*. Finally, the study proposes that relationship power should be considered a new, distinct base of power separate from *referent power*. Referent power is a one-dimensional relationship in which a leader gains influence by giving followers a feeling of membership. In contrast, relationship power is an instrumental two-dimensional relationship between leaders and followers. These revisions are presented in a proposed recategorization of the bases of power.

Key words: Global Leadership, Bases of Power, Culture, Organizational Change, and Relationship Power

Dedication

I would like to dedicate this effort to my father, who always valued education and hard work; to my mother, who supported me to grow beyond life's obstacles; to my children, Noah, Mackenzie, and Sydney—always remember: "You're braver than you believe, and stronger than you seem, and smarter than you think" (Geurs & Shay, 1997); and to Gayle—you are the light that makes my journey clear and the light that always guides me home.

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One of my favorite quotes is “If I have seen further it is by standing on the shoulders of giants.” This quote is attributed to Sir Isaac Newton in a 1675 letter discussing his work, and it encompasses my feelings for all the individuals that were part of this dissertation. This dissertation is the summation of numerous individuals and organizations whose contributions not only relate to the dissertation but contributed to my personal and professional growth as a leader, team member, and person.

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Chapter 1: Introduction

Emergence of Global Leadership

On April 18, 1989, the new fiber optic network, Transpac 3 (TPC-3), started exchanging phone calls and data between the United States and Japan (Sims, 1989). The new fiber optic cable replaced two older copper communication cables increasing telephone calling capability from 6,000 simultaneous phone calls to 40,000 simultaneous phone calls, improving the reliability of the transmissions and increasing the amount of data that could be transmitted between the two countries. The new communication lines completed a fiber optic network that connected Europe, the Americas, and Japan. As stated by the *New York Times* at the time, the new network “is expected to spur growth of telecommunications uses involving computer data...and video broadcasts...” (Sims, 1989). Although April 18, 1989, cannot be claimed as the start of global leadership, it does represent the expanding trend of increased global presence and interconnectedness in the world that occurred around the 1990s. With the advancement of digital communications, leaders were less restricted to in-person contact as the means to communicate directions or receive feedback on status. By 2015, over 80 percent of the world population had access to mobile phones, and over 30 percent had access to the internet. When only high-income countries are considered, the access jumps to 98 percent and 80 percent respectively (World Bank Group, 2016).

In addition to the changes in communications, the world economy became more interconnected during the late 20th century. The increased ability to move goods between countries enabled goods manufacturers to produce products in countries with lower labor costs and then export those goods to other countries for consumption (Taylor, 2002, p. 17). This change in manufacturing strategy meant management teams, product design teams, and manufacturing teams were free to move about the world without significant losses in communication efficiency. It also meant the emergence of a new form of leadership that was required to manage across distance, time zones, and multiple countries and cultures.

The trend for increased global interaction within businesses has continued. “Between 2000 and 2015...American multinationals hired 4.3 million people in the U.S. but added even more jobs—6.2 million—overseas. In total, U.S. multinationals in 2015 employed 28.3 million people domestically and 14.1 million abroad” (Fuhrmans 2018). With the expansion to a global workforce, at some level within an organization, there are leaders who have followers and networks in a different part of the world. A 2016 survey of 1372 business respondents from 80 countries found that 36% identified themselves as global leaders of a virtual team (Schell, 2016). This global interaction brings with it different languages and cultures, different political systems and laws, work teams in different time zones, and combinations of the above.

With increased global communication and distribution of leaders, followers, and networks, a new form of leadership emerged—global leadership. Although there is no generally agreed upon definition of global leadership, one of the most widely recognized definitions defines global leadership as “the processes 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). This is the definition that was used in this research.

Why Study Global Leadership Power?

One of the central terms in the definition of global leadership is *influence*. From the definition, global leadership is “influenc[ing] a range of internal and external constituents” (Reiche et al., 2017, p. 556). The ability to influence originates with an individual having power with regard to another individual. Thus, studying the power of leaders is an important element in understanding leadership. A leader’s power, and therein the leader’s ability to influence other individuals, is one element at the center of a leader’s effectiveness. Power “pervades all aspects of organizing and therefore needs to be given consideration in theories involving every other concept found in organization theory” (Hatch, 2013, p. 229). Studying a leader’s power is also important because the type and degree of power a leader employs may be changing as globalization evolves. Whether it is as dramatic as Barbara Kellerman (2012) suggested in *The End of Leadership* or a more evolutionary process as outlined by

William Pasmore (2015) in *Leading Continuous Change*, today's leaders have to operate in a different environment than leaders from just a few years ago. Pasmore (2015) offered the following description:

Three things make the changes organizations face today different from those of even two decades ago. First, the speed with which change is occurring is increasing, largely due to the second factor, which is the influence of technology on nearly every aspect of doing business. The third factor is globalization, which has arrived and is making standing pat an almost certain recipe for obsolescence. (p. 12)

Research into leadership bases of power appears to follow a cyclical pattern of investigation. As the field of leadership studies emerged in the mid-twentieth century, the study on bases of power was one of the earliest subjects researched. Foundational research by Dahl (1957) and French and Raven (1959) established a foundation that was steadily built upon (as cited in Raven, 1965). In the early 2000s, with the introduction of new communication technologies, new forms of leadership, and global organizations, the study of a leader's bases of power needs to be revisited.

Summary of the Research Proposal

Classic research on managerial power identified 11 sources of power used by leaders to influence their followers—six structural and five personal bases of power.

Structural sources of power include *impersonal reward power*, *impersonal coercive power*, *personal coercive power*, *legitimate power of position*, *legitimate power of equity*, and *legitimate power of reciprocity*. Personal sources of power include *referent power*, *expert power*, *information power*, *legitimate power of dependence*,

and *personal reward power*. However, most of the research on power has been completed with regional (i.e., domestic) leaders, not global leaders (i.e., those who lead teams and organizational units with members in more than two countries).

As discussed earlier, global leadership is characterized by high degrees of task and relational complexity. In this context, this research will consider three additional sources of power: *ecological power* (i.e., organizational systems), *network power*, and *relationship power*.

This dissertation is an exploratory study that examined the bases of power employed by global leaders when leading global followers compared to domestic followers. The research proposed this question—When leading globally versus leading domestically, would global leaders have lower levels of structural power and rely more heavily on personal sources of power?

To conduct the study, an exploratory mixed methods design was used. The research combined a survey instrument and semi-structured interviews to collect the data. On the quantitative side, the research used snowball sampling within the researcher's network of global leaders in the auto industry to invite global leaders to take the survey. Participants were asked to complete the survey instrument twice, once when

thinking about leading a global follower and once when thinking about leading a domestic follower. The survey instrument included the following:

- Demographic questions.
- The Interpersonal Power Interaction (IPI) questionnaire (Raven, Schwarzwald, & Koslowsky, 1998). This instrument includes questions on the 11 sources of power mentioned above.
- Three questions on ecological power, three on relationship power, and three on network power. Each of these nine questions was written based on the relative literature.

Research Questions

The intersection of global leadership and bases of power has limited previous research work and, in turn, introduces research questions to explore. The first research question (Q1) was, “Is there a statistically significant difference between a global leader’s bases of power when leading global followers compared to leading domestic followers?”

As discussed earlier, the expanded environment of the global leader brings challenges in task and relationship complexity when compared to domestic leaders. With these new challenges, there is the potential of both expanded and restricted bases of power for global leaders. As an example, challenges due to increased distance between leaders and followers may change their relationship. The increased geographic and

temporal distances make it more difficult for the global leader and follower to establish strong personal relationships due to restricted in-person contact. The reduced communication can also limit both structural and personal bases of power. Reduced structural power can, in turn, show that the global leader has a reduced ecological power over the follower's environment. However, because of the global follower's more remote setting, the follower can become more dependent on the global leader for information and knowledge. This increased dependency can increase the global leader's personal bases of power with the follower and potentially introduce a new base of power that highlights the global leader's network. In parallel, increased communication between Western and Eastern cultures can highlight cultural differences and introduce an expanded definition of referent power. These uncertain conditions led to the second research question (Q2): "Does a global leader have an expanded set of power bases compared to a domestic leader?"

In the author's personal experience in global leadership roles, a global leader experiences reductions in structural bases of power and relies more on personal bases of power when working with global followers. Reduced structural powers limits the global leader's ability to influence the physical and operating environment of global followers and significantly reduces ecological power. In parallel, the follower's increased reliance on the global leader for information and knowledge flow introduces an expanded and unique information power for the global leader.

Additionally, the global leader has the potential to become a central node in the network between the home organization and the regional organization, creating a network power. If a global leader's role bridges between Western and Eastern cultures, the personal bases of power further expand to accommodate Eastern leader-follower dynamics. These personal assumptions helped frame the boundaries of the study, but my research methodology, as described in Chapter 3, served to mitigate researcher bias.

In addition to collecting survey data, the research included semi-structured interviews with 23 global leaders. To conduct the interviews, a Critical Incident Technique (Flanagan, 1954) was used. Global leaders were asked to share one example of leading globally and one example of leading domestically. As they told their stories, the interviewees were asked to expand on the ways in which they used bases of power. All interviews were recorded, transcribed, and analyzed using the conventions of Grounded Theory (Charmaz, 2014). The interview questions were designed to supplement the findings from the survey research and elicit a deeper exploration of the ways global leaders understand their sources of power when leading globally versus domestically.

Benefits of the Research

This research offers several important individual and societal benefits. The central role of a leader is to influence followers to achieve a task. Global leadership is an

emerging and important form of leadership in modern organizations. To date, most of the research on global leadership has been descriptive of global leader characteristics.

As discussed in a recent article from *Advances in Global Leadership*, “[t]here is a compelling need in the field for the propositions of these theories to be empirically tested in order for the [global leadership] field to fruitfully develop” (Osland, Li, & Mendenhall, 2017, p. 254). This research increases our understanding of a global leader’s bases of power and the processes that leaders employ to influence followers. With increased understanding of influence processes, informed leaders have the potential to provide clearer communication with their followers, in turn reducing overall stress in the leader-follower relationship and improving the operating efficiency of the organization.

This research also provides insight regarding cultural differences that may be related to the application of power bases. Understanding how different cultures apply and experience power can help reduce elements of diversity tension. Additionally, understanding a global leader’s bases of power can improve global leader-follower reporting relationships by reducing reporting tensions through clearer communication. Improved global communication can also foster increased global dialog in matters beyond the organization, which may foster greater understanding of the global community.

Several participants in the study also benefited from a reflection on previous work experience as a way to develop increased understanding of themselves and their peers. Global leaders, when reflecting on past change requests, were able to connect their actions with successful change requests. Similarly, discussions with global leaders provided the opportunity for them to reflect on the challenges they face when working with global followers. With an increased understanding, global leaders are better prepared to articulate and utilize previously successful methods, improving their current global leader and global follower situation and relationships.

Overview of the Dissertation Chapters

Chapter 2 contains a literature review in the areas of leader bases of power, global leadership, ecological power, network power, and the Eastern concepts of Chinese *guanxi* and Japanese *on* relationships. Additionally, three established instruments to measure bases of power were investigated. The literature review indicates that bases of power are a fundamental concept when studying leadership. The literature review also shows that global leadership is an emerging form of leadership and further research work is required to understand global leadership. There was limited research work on global leader bases of power. Review of previous studies did highlight that global leaders experience more complexities in their tasks and relationships, which may influence their application of power bases.

Chapter 3 describes the research methods used in this research. The research utilized an exploratory mixed method study, including a quantitative survey on bases of power and qualitative interviews with global leaders from multiple organizations, countries, and cultures. The survey consisted of the Interpersonal Power Interaction (IPI) Model, nine additional statements (IPI+) on ecological power, network power, and relationship power, and demographic information. The IPI questionnaire was presented to global leaders leading global followers and domestic followers. The IPI questionnaire was also administered to domestic leaders leading domestic followers as a control group. The results of the questionnaire were compared statistically to determine if there were differences in the use of the bases of power between global and domestic leaders. The qualitative interviews were conducted with 23 global leaders from the automotive manufacturing industry. The interviews were coded using the Gioia method (Gioia, Corley, & Hamilton, 2012) and organized into first order concepts, second order themes, and aggregate dimensions.

Analysis of the IPI and IPI+ questionnaire is presented in Chapter 4. The results of the quantitative comparison indicate that a global leader essentially employs the same bases of power when leading global followers and leading domestic followers. Additionally, a global leader employs essentially the same bases of power when leading global followers as a domestic leader leading domestic followers.

Chapter 5 includes the qualitative interview findings. Again, the research finds that a global leader employs essentially the same bases of power when leading global followers and domestic followers. This chapter also includes a discussion on the categorization of bases of power. The chapter outlines proposed changes in the categorization to include new bases of power—ecological, network, and relationship power—and expand on the definitions of current bases of power. The chapter integrates the quantitative and qualitative results and links them to the literature on French and Raven's (1959) power interaction model (as cited in Raven, 1992) and on global leadership (Osland, Li, et al., 2017).

Chapter 6 is a discussion of the global leader bases of power moderators. The moderators are (a) language and (b) cultural differences between the global leader and global follower, (c) time zone, (d) physical distance differences between the global leaders and global followers, and (e) the effects of global *matrix* organizations. These five global leader bases of power moderators affect the influence a global leader can employ with their global followers. The global leader interview results highlight the importance of relationships between global leaders and global followers and provide further distinction between referent power and relationship power.

In chapter 7, limitations on the research are discussed along with implications for practice and future research. The scope of automotive manufacturing global leaders

surveyed and interviewed in this study may limit the application of the results to other organizations with similar organizational boundaries. The chapter also discusses how learnings from this research could contribute to organizational policies and leader development programs, such as establishing policies to encourage development of the relationships between global leaders and global followers and expanded global leader development to include discussions on global leader bases of power moderators. Chapter 7 closes with a summary of future research questions that seek to understand the potential generalizability of the study results to other industries and the impact of the first in-person interaction between a global leader and global follower on bases of power.

Chapter 2: Literature Review

This chapter reviews the literature in four key areas: bases of leadership power, global leadership, additional bases of power for global leaders, and measures of power. First, the 11 bases of power identified by Dahl (1957), French and Raven (1959), and Raven et al. (1998) in their classic studies on leadership power are explained. Second, the nature of global leadership is explored, showing how task, relational, cultural, and contextual complexity can change the way the traditional bases of power are understood and employed. Third, three new bases of power are identified that may have particular relevance for global leadership, including (a) ecological power (i.e., control over the physical environment, technology, and organization that can provide indirect influence over global followers), (b) network power (i.e., a collection of connections and access to resources that can influence decisions and work practices for global followers), and (c) relationship power (i.e., a sense of obligation to family, friends, colleagues, and community to enhance current standing and future opportunities, similar to the Japanese concept of *on* and the Chinese idea of *guanxi*). Fourth, the various instruments used to measure power are reviewed. The three instruments reviewed present methods to determine the use of French and Raven's (1959) bases of power. Finally, the dissertation shows how this research fills a gap in the literature by assessing the bases of power employed by global leaders when leading global followers. This research expands the demographic of leader samples assessed using French and Raven' (1959) bases of power. The research also

compared global leaders to domestic leaders, further defining the complexities that confront global leaders.

Bases of Leadership Power

Discussions on the leader's power can be traced back to Plato and Aristotle and are still relevant in today's organizations (Sturm & Monzani, 2018). In a detailed review of research from the previous 75 years, authors Sturm and Antonakis (2015) identified three common characteristics that define power. Power is a combination of the (a) discretion and (b) means to (c) enforce one's will. In this definition, discretion is the ability to determine an objective for an individual or team. The means are defined as the ability to provide resources, skills, and knowledge to assist in achieving an objective. Enforcing one's will is the ability to choose between alternative actions that will assist in reaching an objective.

Robert Dahl, an American political scientist, offered the first modern definition of power in 1957, which has been widely used ever since. In Dahl's (1957) definition, power is defined as, "A has power over B to the extent that [A] can get B to do something that B would not otherwise do" (pp. 202-203).

The application of power is not a single effort, but rather a collection of elements defined by the individuals and situations. The seminal work defining different types of a leader's power was French and Raven's (1959) article "The Bases of Social

Power.” The authors defined five bases of power: (a) reward power, (b) coercive power, (c) legitimate power, (d) referent power, and (e) expert power. Reward power is the ability of an individual to provide positive valence or decrease negative valence on another individual. For a traditional workplace, reward power typically involves payment in the form salaries, bonuses, or monetary rewards. For this reason, reward power typically resides in the leader and there is limited reward power in the followers.

Coercive power is best viewed as the opposite to reward power. Coercive power is the ability of an individual to provide negative valence towards another individual, such as negative consequences (aggressive) or barriers that hinder an individual’s progress (passive aggressive). Within the traditional working environment, direct coercive power can be applied by the leader towards followers. This direct coercion takes the form of assigning challenging or non-favorable work assignments, removal of benefits, or the reduction of financial incentives. Followers and peers can employ indirect coercive power through passive aggressive methods, such as work slowdowns, lack of full effort (disengagement), or lack of supporting resources. Worker strikes are a powerful example of followers’ coercive power in action.

Legitimate power, as described by French and Raven (1959), “is probably the most complex” (p. 264) structural power because it requires recognition of and definition

by a legitimizing authority. For the purpose of this paper, the discussion of legitimate power is limited to the work environment where hierarchical structures typically define legitimate power. In the traditional work environment, legitimate power is largely defined by the office or job title of the individual and a *legitimizing agent*. The legitimizing agent is typically an individual of higher position within the organization that authorizes the scope of power within an office or job description. Legitimate power, in the traditional work environment, is often well-defined in task ownership and has defined boundaries. Examples of legitimate power are the plant manager who has authority over plant schedules, work assignments, and budgets, and the plant safety office, which has authority over matters of employee safety. Although the plant manager has a higher role and more responsibilities, the safety office can suspend operations if they feel employee safety is at risk. In this example, the safety office has greater legitimate power than the plant manager in a narrowly defined area of authority.

Referent power is a relationship between people or groups. Referent power is characterized as an individual or group having the ability to influence another individual without the use of reward or coercive power. The second individual has a “feeling of membership [and] wants to maintain this relationship” (French & Raven, 1959, p. 266). The desire of the second individual to maintain a relationship enables the first individual or group to make requests or give directions to which the second

individual will comply. In the traditional work environment, one example of referent power is demonstrated by the *esprit de corps* within a team or organization. Team members are energized by belonging to the team or organization and will make personal sacrifices of time and resources to ensure the success of the larger team. A second example of referent power is the establishment of friendships between co-workers. Friends within the work environment will do favors or reprioritize work assignments in an effort to help their friends accomplish their goals.

Expert power is established when an individual possesses a level of knowledge or experience that is required by another individual. The expert has the ability to make decisions and provide direction to others with little need for coercion or other forms of structural power. Expert power depends on the second individual acknowledging the knowledge and experience of the expert. The greater this perceived knowledge, the more power given to the expert. In the traditional work environment, expert knowledge can cut across many dimensions. Some individuals in the office possess technical knowledge while others possess procedural knowledge or the latest information.

In 1965, information power was elevated from a form of expert power to a sixth power (Raven, 1965). It is defined as the presentation of new knowledge that contributes to changes to the follower's work task. In a leader's role, informational

power can take the form of revised work instructions from senior leadership or details on project completion deadlines. Information power can also take the form of an explanation. A leader's explanation of how an individual's work task complements other work tasks or how an individual's work task contributes to the larger organization's objectives are additional examples of information power.

Informational power is a transient form of power and has value in the moment it is shared. If information is not exchanged, there is no value to the leader or the follower; once exchanged, however, the information no longer has value to the leader.

By 1998, the list of leader powers was further expanded to 11 powers (Raven et al., 1998), classified into harsh and soft power bases. The revised powers are listed in Table 1. In this paper, harsh powers are described as structured powers, and soft powers are described as personal powers. Describing these powers as structured and personal more appropriately describes whether the bases of power are within the organization or role of the global leader or are based on personal attributes of the global leader.

Table 1. Leader Power Bases

Power Bases	
Structured Bases	Personal Bases
Impersonal Reward Power	Referent Power
Impersonal Coercive Power	Expert power

Power Bases	
Structured Bases	Personal Bases
Personal Coercive Power	Informational Power
Legitimate Power of Position	Legitimate Power of Dependence
Legitimate Power of Equity	Personal Reward Power
Legitimate Power of Reciprocity	

Source: Adapted from Raven et al., 1998

The increase from six bases of power to eleven occurred as a refinement of the original six. Legitimate power was separated into legitimate power of position, legitimate power of equity, legitimate power of reciprocity, and legitimate power of dependence. Legitimate power of position is power that is defined by title or position in the organization. Legitimate power of position is granted by the organization. Legitimate power of equity involves a feeling of obligation by the follower to the leader to make up for previous shortcomings. Legitimate power of reciprocity occurs when a follower feels obligated to the leader because of previous events between the two.

Like legitimate power of equity, legitimate power of reciprocity is a feeling of obligation by the follower to take the leader's work instruction. With respect to legitimate power of equity, the follower's actions are a means to amend previous shortcomings, while with legitimate power of reciprocity, the follower's actions are

driven by repayment for previous positive valence. Legitimate power of dependence is a social norm in which an individual feels obligated to help others whom they feel may benefit from their help. For a leader in an organization, legitimate power of dependency may arise when followers feel obligated to follow work instruction to make the leader's work task easier.

The second revision to the six bases of power was the separation of reward and coercive power into impersonal and personal powers. The impersonal reward and coercive powers represent the organizational factors of a leader's job, such as the ability to provide promotions or the threat to dismiss. The personal reward and coercive powers recognized the ability of the leader to provide the promise of liking or disliking a follower based on their contributions.

Global Leadership

Research into global leadership is a relatively new field of study. The leadership challenges and changes that started in the late twentieth century with the expansion of multinational corporations and international competition resulted in corresponding changes in academic research and scholarly publications. Global leadership emerged as a field of research in the late 1980s (Osland, 2018, p. 20). Research in global leadership began with investigations into the competencies employed by leaders who were working in these new global environments. As the field of study developed, global leadership also drew from related bodies of research, including cultural

awareness (House, Hanges, Javidan, Dorfman, & Gupta, 2004) and virtual teams (Dulebohn & Hoch, 2017). Early research identified that the global leadership process involved working across cultures, international borders, geographical distances and temporal differences, which presented new challenges to leaders.

Research into global leaders identified four domains of tasks, relationships, awareness, and purpose to help organize the unique characteristics of global leaders (Dunn, Lafferty, & Alford, 2012). The first domain is task or transactional leadership complexity. Compared to domestic leaders, global leaders have increased task complexity, which is introduced by the global nature of the role. This requires a corresponding increase in cognitive abilities (Hruby, Watkins-Mathys, & Hanke, 2016; Osland, Ehret, & Ruiz, 2017) to interpret differing and more complex situations when making decisions. A global leader's work is significantly different compared to a domestic leader's work. A global leader is often required to (a) interface with multiple time zones and over large geographical distances; (b) have extended work day hours; (c) utilize flexible schedules and fluid time that involves integrating work and non-work schedules; (d) rely on technology for communication and information flow; (e) experience more time by themselves but connected to others; (f) engage in considerable global travel; (g) combine functional expertise with global scope; (h) coordinate global information, advice, and action; (i) manage increased task

complexity; and (j) deal with increased personal risk due to travel to less secure locations (Huesing & Ludema, 2017, pp. 16–17).

Another aspect of task complexity relates to global leaders' decision considerations, which often involve more factors than domestic leaders confront (Reiche et al., 2017). Global decisions frequently pertain to diversity differences, ethical differences, and sustainability considerations that have increased complexity due to stakeholders potentially being from different regions and cultures. Additionally, global leaders may have global citizenship considerations that domestic leaders are not presented with (Stahl, Miska, & Puffer, 2016). Research has shown that to be effective, a global leader must (a) see how past events contribute to current events and how future events might unfold; (b) see how local events contribute to the larger framework of the organization or larger events; (c) see subtle clues in individuals or events and use those clues to develop paths forward; (d) possess expert knowledge in the task or situation at hand; (e) have the ability quickly to incorporate new information and adjust plans to accommodate new directions; (f) be self-monitoring and understand their personal strengths and limitations; and (g) see subtle clues in individuals or events that explain the underlying situation (Osland, Ehret, et al., 2017, p. 51).

The second domain to consider when comparing global and domestic leaders is relationships (Dunn et al., 2012). Global leaders have higher relationship complexity

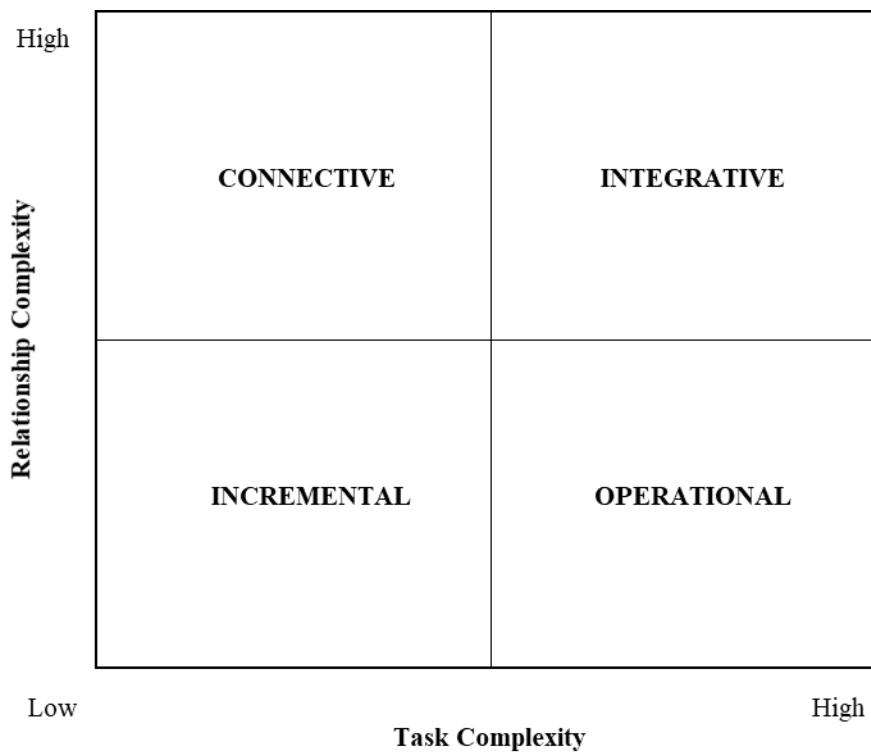
compared to domestic leaders. To be successful, global leaders must be boundary spanners, bridge makers, and culture blenders (Butler, Zander, Mockaitis, & Sutton, 2012). Global leaders must embrace new cultures and views. They must also manage the paradox of working in a community while remaining separate from the community (Lester, Virick, & Clapp-Smith, 2016).

Awareness of personal strengths is the third domain in which a global leader's role has greater complexity than a domestic leader's role (Dunn et al., 2012). A global leader is confronted with a greater diversity of tasks and relationships as well as a greater integration of work and personal time. These challenges require that a global leader understand his or her personal strengths, such that they can leverage those personal strengths when appropriate and look for assistance from peers and colleagues when other strengths are needed.

The fourth domain of global leadership is transpersonal, or the ability of the global leader to look at the greater human condition (Dunn et al., 2012). With a global leader's role often crossing organizational boundaries and political boundaries, a global leader is presented with a vantage point to consider viewpoints from multiple perspectives. Global leaders must consider moral, political, and sociocultural concerns (Levy, Peiperl, & Jonsen, 2016).

A review of global leader literature also identified constructs to help categorize global leaders. One construct is the Global Leader Typology (Reiche et al., 2017). The typology organizes global leaders along two dimensions—Task Complexity and Relationship Complexity—and into four categories—Incremental, Operational, Connective, and Integrative (shown in *Source*: Adapted from Reiche et al., 2017, p. 560

Figure 1). Incremental global leadership is characterized as marginally incremental global task and global relationship complexity. Operational global leadership is characterized by levels of task complexity that is largely influenced by global factors and moderate increases in global relationship complexity. Connective global leadership is characterized as moderate increase in global task complexity and high levels of global relationship complexity. Integrative global leadership has task and relationship complexity that are both largely influenced by global factors. The global leader typology provides the framework to further refine the role of global leaders. Further refinement may offer insights in how individual global leaders operate and what characteristics and practices are effective.



Source: Adapted from Reiche et al., 2017, p. 560

Figure 1. A Typology of Global Leaders

Reviews of the existing literature on global leadership agree that there are still many areas that need to be investigated (Osland, Li, et al., 2017). Researchers need to increase the understanding on how global managers lead their followers and resolve challenges and how to develop current and future global leaders to be effective in their roles. In their summary of foundational research in global leadership, Osland, Li, et al. (2017) explained that global leadership research has focused on construct definition, scope of tasks, observation of global leader tasks, global leader competencies, global leader assessment methods, women global leaders, training and

development, and responsible global leaders. They also outlined two areas for future research in the area of global research, noting that there is a need for more sophisticated theory building and a focus on global leader cognition and behavior (Osland, Li, et al., 2017). The authors specifically highlighted two areas of investigation that relate to a global leader's understanding and use of power. They called for research "that takes into consideration the different ways that global leaders do their work..." and "greater understanding of how global leaders empower themselves and the communities in which they work" (Osland, Li, et al., 2017, p. 258).

Power is missing from the current knowledge base. To answer the call for increased understanding of how leaders accomplish their objectives, a study of global leader's power would complement the existing research and potentially expand the knowledge of both global leaders' and domestic leaders' means of influencing followers and work partners.

Additional Bases of Power for Global Leaders

In addition to the bases of power recently identified, a global leader, because of his or her expanded relationships that interact across geographic and cultural distances, appears to have unique bases of power. The researcher's review of the literature on emerging leadership trends highlights three new potential bases of power. Ecological power is the ability to control the physical environment or work system such that task

flows are controlled. Network power is the global leader's ability to act as a boundary spanner in a network, influencing work practices and controlling resources. The third potentially new base of power is relationship power. Relationship power is particularly relevant in Eastern cultures.

Ecological power

In recent years, an additional base of power was proposed to be added to French and Raven's (1959) original list: ecological power. Ecological power is defined as "control over the physical environment, technology, and organization of the work [that] provides an opportunity for indirect influence over other people" (Yukl, 2013, p. 195). Ecological power is the ability for an individual to shape the flow of work processes and collaborations by controlling the environment and tools that are used within the organization. Ecological power is also the ability for a leader to assign or reassign work tasks to individuals or groups within the organization. By controlling the environment, there is an indirect control on the establishment of networks and efficiencies in the flow of information. The indirect control of the networks effects the referent power, expert power, and information power that can be exchanged within the organization. Ecological power is often exercised by a global leader when new work tasks are initiated within the organization. When a new work task is initiated, a global leader must decide who will be assigned to the new work task. This decision is important because new work tasks create new networks and often create

new opportunities for followers. These opportunities could eventually lead to increased responsibilities or financial benefits for followers.

The view that ecological control is a power is in contrast to the view of Raven from his 1992 paper, “A Power/Interaction Model of Interpersonal Influence: French and Raven Thirty Years Later.” In the paper, Raven (1992) identified *force* and *manipulation* as other means of influence. These two influences were not considered in the bases of power because the “target” (follower) is not able to reject these influences. Under the discussion on manipulation, Raven addressed ecological or environmental manipulation. Raven does not consider environmental control a power because the target does not have the ability to reject the influence.

For the purpose of this research paper, however, ecological power was included as a potential power for global leaders. The ability of a leader to assign or re-assign work tasks represents a base of power that is unique from impersonal reward or impersonal coercive powers. The decision to assign work tasks to a particular individual or global region represents an authority of the global leader. At the same time, followers that work in large organizations often have the opportunity to reject new job assignments; however, they may be limited in their ability to reject re-assignment of work tasks away from their work group. These conditions move ecological power away from

being considered a manipulation and back towards being considered a unique base of power.

Network power

Another outcome of the globalization of organizations is the emergence of communities of practice (CoP), which are also referred to as networks (Cross, Laseter, Parker, & Velasquez, 2006). CoPs are a “group of people who share a passion for something that they know how to do, and who interact regularly in order to learn how to do it better” (Cross et al., 2006, p. 33). CoPs within an organization can be both formal and informal. CoPs are also a situation where a global leader can emerge. In many large corporations, CoP members are often geographically distributed and do not have direct reporting responsibility to the leader. Leaders of CoPs parallel to global leaders “often have no direct control over employees contributing discretionary effort and so must look for subtle means to exert influence and promote effectiveness” (Cross et al., 2006, p. 33).

One of the central roles in CoPs is the knowledge broker. The knowledge broker is responsible for the identification and localization of knowledge, the redistribution of knowledge, and the rescaling and transformation of knowledge (Meyer, 2010). It is in the role of the network knowledge broker that a global leader has a unique base of power compared to a domestic leader. The global leader is the conduit between the home organization and the regional organizations. As a knowledge broker, the global

leader influences followers and controls information flow. The global leader has a network power. Network power may be different from expert power, information power, or referent power. Expert power is having the ability to influence others because of specific knowledge or skill possessed by the leader. Information power is the transfer of knowledge that assists the follower or enables the follower to understand how their work practice contributes to the wider organization. Referent power is having the ability to influence others because of their desire to maintain a relationship with the leader. In contrast, network power is a collection of connections and access to resources that can influence decisions and work practices in the global follower. Network power appears to be stronger for global leaders than for domestic leaders. In a domestic organization, there are multiple avenues to information and resources. In a global organization, conversely, communication challenges restrict the flow of information and access to resources.

Relationship power

In the article “A Power/Interaction Model of Interpersonal Influence: French and Raven Thirty Years Later,” Raven (1992) included a section on cross-cultural comparisons. Raven pointed out the bases of power models derive from Western research and may not apply to Eastern cultures. As an example, Raven (1992) discussed the concept of *on* (obligations) and *giri* (duties). *Giri* is generally associated with reciprocity—a responsibility to repay small debts and favors with similar acts. *On* represents a much more significant obligation—an obligation to one’s parents for

giving life and providing for when growing up, an obligation to one's nation and rulers for providing an environment that is safe and prosperous, an obligation to one's employer and to one's teachers who have taught knowledge. Raven (1992) cautioned researchers to consider cultural elements like these when considering the bases of power.

A Chinese parallel to the concept of the Japanese *on* is familial collectivism, or *guanxi* (Chua, Morris, & Ingram, 2009). Familial collectivism has four key defining features: (a) recognition of mutual dependence, (b) hierarchical power, (c) the importance of family interaction over other relationships, and (d) the importance of extended family structure. *Guanxi* potentially represents a unique base of power that is distinct from referent power and network power.

The concept of *on* and *guanxi* represents a third potentially additional base of power. Referring to these concepts as relationship power, the concepts appear to be different from referent power. Referent power, as defined by French and Raven (1959) in their original definition, is when a follower has a “feeling of membership [and] wants to maintain this relationship” (p. 266). Relationship power appears to be unique. A global leader’s relationship power is based on a recognition of connection between the leader and follower that approaches family bonds. Relationship power is rooted in

feelings of obligation to family and community for the individual's current standing and future opportunities.

Summary of Bases of Power

Table 2 below summarizes the definitions of each of the bases of power.

Table 2. Summary of Bases of Power Definitions

Definition	
Structural Powers	
Impersonal Reward	“...ability to administer positive valences and to remove or decrease negative valences” (French & Raven, 1959, p. 152).
Impersonal Coercive	“...stems from the expectation on the part of [follower] that [they] will be punished by [leader] if [they] fails to conform to the influence attempt” (French & Raven, 1959, p. 152).
Personal Coercive	“... indicated when the [leader] threatens to disapprove or dislike the [follower] for noncompliance ... if the [follower] does [not] comply” (Raven et al., 1998, p. 309).
Legitimacy of Position	“...in a formal organization is largely a relationship between offices rather than between persons. And the acceptance of an office as right is a basis for legitimate power...However, legitimate power also involves the perceived right of the person to hold the office” (French & Raven, 1959, p. 154).

Legitimacy of Equity	“...the [leader] demands compliance to compensate for either hard work or sufferance by the [leader], or harm inflicted by the [follower]” (Raven et al., 1998, p. 310).
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Legitimacy of Reciprocity	“...the [follower’s] obligation to comply with the [leader’s] request after the [leader] has done something positive for the [follower]” (Raven et al., 1998, p. 310).
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Personal Powers

Referent	When a follower has a “feeling of membership [and] wants to maintain this relationship” (French & Raven, 1959, p. 154).
Expert	“... [the follower] evaluates [the leader’s] expertness in relation to [their] own knowledge as well us against an absolute standard” (French & Raven, 1959, p. 155).
Information	“...is based on the information, or logical argument, that the [leader] could present to the [follower] in order to implement change” (Raven, 1993, p. 235).
Legitimacy of Dependence	“...a social responsibility norm, which obliges one person to assist another who is in need of assistance ... It sometimes has been called power of the powerless” (Raven et al., 1998, p. 310).
Personal Reward	“... indicated when the [leader] ... promises to approve or like the [follower] if the [follower] does comply” (Raven et al., 1998, p. 309).

Additional Powers

Ecological Power	“...control over the physical environment, technology, and organization of the work [that] provides an opportunity for indirect influence over other people” (Yukl, 2013, p. 195)
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Network Power	A collection of connections and access to resources that can influence decisions and work practices in the global follower.
Relationship Power	A relationship between the leader and follower that approaches family bonds.

Measures of Power

When reviewing instruments for studying French and Raven's (1959) bases of power, an important article to start with is "Field Studies of French and Raven's Bases of Power: Critique, Reanalysis, and Suggestions for Future Research" (Podsakoff & Schriesheim, 1985). In the article, Podsakoff and Schriesheim (1985) provided a convincing discussion that an examination of common survey instruments used up to that point, including Bachman et al. (1966), Student (1968), and Thamhain and Gemmill (1974), "indicates a major problem with these scales...each scale has questionable content validity" (p. 388). The article calls for increased methodological analysis and proposes the use of observational studies as a means to further improvement power assessment measurements.

A second article that reviewed power measurement instruments is "Comparing Alternative Measures of the French and Raven Power Bases" (Drea, Bruner, & Hensel, 1993). In the article, Drea et al. (1993) compared 25 power instruments using

the validity content provided in the original article. The authors (1993) reviewed the “convergent, discriminant, and nomological validities of each of the power constructs” (p. 73). Drea et al. (1993) commented positively several times on the Hinkin and Schriesheim instrument and the Gaski instrument development throughout their review.

Gaski instrument

Gaski’s (1986) instrument to measure power is based on French and Raven’s (1959) five bases of power. The instrument focuses on the fictional company Clark Equipment. The instrument uses questions that propose situations with Clark Equipment in which the respondent scores his or her likelihood to respond in a particular manner. The survey has 15 questions related to reward, six questions related to coercion, and five questions related to expert power, referent power, and legitimate power. The survey also has 10 questions related to the perception of power, or “reputational power” (Gaski, 1986, p. 68).

Hinkin and Schriesheim instrument

The Hinkin and Schriesheim (1989) instrument is based on French and Raven’s (1959) five bases of power. Hinkin and Schriesheim (1989) developed the instrument in their 1989 study on power in workgroups (Shaffer, Percy, & Tepper, 1997). The Hinkin and Schriesheim (1989) model uses a 20-item scale created from the French and Raven (1959) definitions of power. The questionnaire uses a 5-point scale with four questions each to address each of the five original leader powers: reward,

coercive, legitimate, expert, and referent. A summary of Hinkin and Schriesheim's (1989) results are shown in Table 3. The results show that legitimate (#1), referent (#2), and expert (#3) powers are the most often employed by leaders, while coercive power (#5) is the least employed. Validation of the model demonstrated adequate psychometric properties and addressed methodological inadequacies (Hinkin & Schriesheim, 1989) that were identified in previous models (Littlepage, Van Hein, Cohen, & Janiec, 1993; Podsakoff & Schriesheim, 1985).

Table 3. Hinkin and Schriesheim's Measure of Leader Power

Scale	M	SD	Alpha
Reward	3.01	0.95	0.74
Coercive	2.49	0.98	0.84
Legitimate	3.83	0.81	0.86
Referent	3.63	1.03	0.92
Expert	3.42	0.94	0.84

Source: Adapted from Littlepage et al., 1993

The Hinkin and Schriesheim (1989) model was further studied in "Further Assessment of the Structure of Hinkin and Schriesheim's Measures of Interpersonal Power" (Shaffer et al., 1997). In the research, the Shaffer et al. (1997) administered the Hinkin and Schriesheim (1989) questionnaire to two different populations and evaluated the responses to determine if a two higher-order dimension model could be constructed. The two higher orders were described as *position power* and *personal*

power. The results of the statistical study did not show support for a two higher-order model. The results showed that a five-factor oblique model, following the five power tactics in the model, provided the best fit.

Interpersonal power interaction model (IPI)

The Interpersonal Power Interaction Model (IPI) was presented in the article “Conceptualizing and Measuring a Power-Interaction Model of Interpersonal Influence” (Raven et al., 1998). The IPI was developed as a survey that could measure the power of the leader (supervisor) and of the follower (subordinate) with the same questionnaire. The IPI measures the expanded 11 power classifications that were categorized by Raven et al. (1998). The IPI questionnaire consists of 33 questions—three questions for each of the 11 bases of power. The IPI questionnaire is included in Appendix A. A summary of the IPI model results from the original study are shown in Table 4. Statistical analysis presented on the IPI model has demonstrated that the model is reliable and repeatable (Raven et al., 1998). After initial development, the model has been successfully used in organizational settings (Bélanger, Pierro, & Kruglanski, 2015; Pierro, Cicero, & Raven, 2008).

Table 4. Interpersonal Power Interaction (IPI) Model

	Supervisor		Subordinate		Total		
	M	SD	M	SD	M	SD	Rank
Legitimate power of reciprocity	3.35	1.14	3.22	1.22	3.27	1.19	10
Impersonal coercive power	3.17	1.69	3.43	1.59	3.32	1.61	9

	Supervisor		Subordinate		Total		
	M	SD	M	SD	M	SD	Rank
Legitimate power of equity	3.22	1.14	2.95	1.42	3.06	1.34	11
Impersonal reward power	3.50	1.75	3.65	1.62	3.59	1.68	8
Personal coercive power	3.55	1.33	3.75	1.30	3.66	1.31	6
Legitimate power of position	4.55	1.30	4.69	1.34	4.63	1.31	2
Expert power	4.82	1.14	4.17	1.42	4.44	1.37	3
Referent power	3.96	1.05	3.41	1.32	3.65	1.24	7
Informational power	5.06	0.99	4.57	1.52	4.78	1.34	1
Legitimate power of dependence	4.24	1.23	4.43	1.23	4.35	1.29	4
Personal reward power	4.06	1.10	3.82	1.37	3.92	1.27	5

Source: Adapted from Raven et al., 1998

Similar to the Hinkin and Schriesheim's (1989) model, which listed legitimate power as the most employed power and expert power as the third most employed, the IPI model results showed that legitimate power (#2) and expert power (#3) are frequently employed by leaders. The Hinkin and Schriesheim (1989) model listed coercive power as the least deployed base of power, and the IPI also listed impersonal coercive power (#9) as employed infrequently. In the IPI model, informational power was the most employed power (#1) and legitimate power of equity (#11) was rated the lowest. In the original French and Raven (1959) model, informational power was a subset of expert power.

Summary and Rationale for the Dissertation

The literature review for this research focused on four areas of literature. First, the literature review focused on the concept of power. As a concept, a leader's power and the corresponding ability to influence followers can be viewed as one of the foundational leadership topics. Early discussions on power can be traced to Plato and Aristotle. During the mid-1950s, with the introduction of corporations, a new organization of power was introduced by French and Raven (1959). The new power model organized power into five bases. By the 1980s the bases of power model had expanded to eleven bases and further grouped into structural powers and personal powers. Thirty years later, with the introduction of technologies such as computers, smart phones, and the internet, and with organizations moving towards being multi-national, there appears to be a need to revisit the bases of power to understand if they are still reflecting the interactions between leader and follower.

With the introduction of technologies and multi-national organizations also came the introduction of global leadership, the second topic of literature research in this paper. Global leadership research has focused on four leadership domains. Previous studies have looked at a global leader's task complexity, relationship complexity, personal awareness, and societal awareness. The global leader literature also recognizes that there are areas of global leader research that would still expand understanding. The intersection of research between a leader's base of power and how global leaders

implement a change request would benefit both power and global leadership fields of study.

The third subject of literature review in this study was looking at potential additional bases of power. The three additional bases of power considered were ecological power, network power, and relationship power. For each additional proposed base of power, there were articles that supported how global leaders could potentially influence followers using these bases of power. To understand their potential contribution, the three additional potential bases of power were included in the research study.

The literature review for this research paper also reviewed articles on measures of bases of power. The literature review investigated three instruments that measure French and Raven's (1959) bases of power. The review concluded with the identification of the Interpersonal Power Interaction (IPI) model as the instrument for use in this study. The model has been validated and used successfully in organizational settings.

Chapter 3: Methodology

This study uses an exploratory mixed methods research design, including an assessment survey on sources of power and semi-structured interviews to explore the research question, "Which bases of power does a global leader employ when leading global followers versus domestic followers, and what are the similarities and differences in how those bases of power are employed when leading globally versus domestically?" The study was conducted with global leaders in the automotive manufacturing industry from multiple countries and cultures who lead both globally and domestically. In this chapter, the quantitative data collection and analysis procedures are described, followed by a description of the qualitative data collection and analysis procedures.

Quantitative Data Collection and Data Analysis

To collect quantitative data about the use of bases of power, the author administered the Interpersonal Power Inventory (IPI) (Raven et al., 1998) coupled with additional questions to explore three new bases of power—ecological power, network power, and relationship power. The IPI instrument was selected for three reasons. First, the instrument includes the most recent categorization of bases of power. Second, the instrument has successfully demonstrated reliability and validity. Lastly, the survey has been used in work place evaluations of leader's bases of power.

Sampling procedure for global leader survey

To administer the IPI survey, the instrument statements were entered into a commercially available internet-based survey tool. The survey link was emailed to prospective global leader candidates for completion. The global leader candidates were solicited using three methods. For the first method, global leaders from the author's personal network were recruited and asked to complete the survey. Second, the author employed snowball sampling (Biernacki & Waldorf, 1981) by requesting network contacts to send the survey to their networks and request the survey completion. In the last method, the author wrote an article for a professional social media website (LinkedIn) on global leadership. The author included a link to the survey in the article. Of the 71 leaders who responded to the questionnaire, 60 came from the author's personal network. The remaining 11 were a result of the snowball sampling or the link from the social media article. See Appendix C for the list of global leaders surveyed.

Survey instrument

The overall structure of the survey instrument was to determine first if a given leader was a global leader or not. If a given leader answered that they were indeed a global leader, they were instructed to consider two situations, one in which they asked a global follower to change a work practice and one in which they asked a domestic follower to change a work practice. Then, for each situation (global and domestic), the leader was instructed to fill out the IPI questions to determine which bases of power they used to influence the follower. If a given leader answered that they were

not a global leader, they were instructed to consider a situation in which they asked a domestic follower to change a work practice, and then they were instructed to fill out the IPI questions to determine which bases of power they used to influence the domestic follower. However, the responses from the non-global leaders were not used in this study. This structure allowed for a clear comparison of the similarities and differences in the bases of power used by global leaders when influencing global followers versus domestic followers.

The questionnaire itself consisted of five sections:

1. Industry and job-related demographic questions,
2. Questions about the Global Leader Typology (Reiche et al., 2017)
3. IPI questions focused on leading global followers,
4. IPI questions focused on leading domestic followers, and
5. Personal demographic questions.

In section 1, the industry and job-related demographic questions included industry, firm size, occupation, job title, role, and years in current occupation, role, and job. They also included eight questions specifically related to the nature of the leaders' reporting relationships with their followers. The questions included the following:

1. Do you work in a global environment?
2. Are you supervised by a leader that works in another country?

3. Do you have work partners/suppliers in another country?
4. In which country or region have you spent the most of your professional career: Africa, Australia, Canada, China, Germany, Great Britain, India, Japan, Mexico, South America, South Korea, United States, Other (Asia), Other (Europe), Other?
5. For the example that you are considering, please select the country or region in which you were working and the region in which your subordinate was working: [Same choices as above].
6. In which country or region has your subordinate spent most of their working career: [Same choices as above]?
7. For the example considered in the previous questions, how many years and months have you worked closely with that person?
8. What is the reporting relationship for this employee: Structural reporting (solid line), matrix reporting (dotted line/employee also has a domestic supervisor), team members (shared leadership)?

The purpose of these questions was to determine (a) if a given leader was a global leader or not; (b) if the leader led global followers only, domestic followers only, or both; (c) the specific countries and cultures the global leaders and followers were from originally; (d) the specific countries and cultures the global leaders and followers were in when the change requests were made and bases of power used; and

(e) the nature of the reporting relationship between global leader and follower (structural, matrix, or team). The question about the nature of reporting relationships was added after the first 28 of 71 respondents completed the survey when parallel global leader interviews suggested that matrix organizations affected a global leader's bases of power. The full set of demographic questions can be found in Appendix D.

Section 2 of the survey instrument assessed the Global Leader Typology (Reiche et al., 2017). Understanding the typology of global leaders may provide insights on how global task and relationship complexity affects personal sources of power. The global leader typology questions are shown in Appendix E.

Section 3 of the online questionnaire consisted of the questions from the IPI survey (see Figure 2 and included in Appendix A) focused on leading global followers. First, the leaders were given the following prompt:

Think about a time when you were supervising a global subordinate in doing some task. Suppose you asked your subordinate to do the job somewhat differently and, though they were initially reluctant, they did exactly as you asked. On the following pages, there are a number of reasons why they might do so. Read each descriptive statement carefully, thinking of the situation in which you were supervising. Decide how likely it would be that this would be the reason your subordinates would comply.

The questionnaire then asked the respondents to read each statement on the IPI and assess on a Likert scale from 1 to 7 the likelihood their global follower agreed with that statement.

Impersonal Reward Power

- 1. A good evaluation from my supervisor could lead to an increase in pay.
- 22. My supervisor could help me receive special benefits.
- 37. My supervisor's actions could help me get a promotion.

Impersonal Coercive Power

- 13. My supervisor could make things unpleasant for me.
- 31. My supervisor could make it more difficult for me to get a promotion.
- 39. My supervisor could make it more difficult for me to get a pay increase.

Expert Power

- 3. My supervisor probably knew the best way to do the job.
- 19. My supervisor probably knew more about the job than I did.
- 38. My supervisor probably had more technical knowledge about this than I did.

Referent Power

- 5. I respected my supervisor and thought highly of him/her and did not wish to disagree.
- 15. I saw my supervisor as someone I could identify with.
- 35. I looked up to my supervisor and generally modeled my work accordingly.

Informational Power

- 4. Once it was pointed out, I could see why the change was necessary.
- 24. My supervisor gave me good reasons for changing how I did the job.
- 42. I could then understand why the recommended change was for the better.

Power of Legitimacy/Position

- 2. After all, he/she was my supervisor.
- 28. My supervisor had the right to request that I do my work in a particular way.
- 34. As a subordinate, I had an obligation to do as my supervisor said.

Power of Legitimacy/Reciprocity

- 12. For past considerations I had received, I felt obliged to comply.
- 32. My supervisor had previously done some good things that I had requested.

43. My supervisor had let me have my way earlier, so I felt obliged to comply now.

Power of Legitimacy/Dependence

- 16. Unless I did so, his/her job would be more difficult.
- 25. I understood that my supervisor really needed my help on this.
- 40. I realized that a supervisor needs assistance and cooperation from those working with him/her.

Power of Legitimacy/Equity

- 11. By doing so, I could make up for some problems I may have caused in the past.
- 21. Complying helped make up for things I had not done so well previously.
- 30. I had made some mistakes and therefore felt that I owed this to him/her.

Personal Reward Power

- 8. I liked my supervisor and his/her approval was important to me.
- 29. My supervisor made me feel more valued when I did as requested.
- 33. It made me feel personally accepted when I did as my supervisor asked.

Personal Coercion Power

- 18. It would have been disturbing to know that my supervisor disapproved of me.
- 23. My supervisor may have been cold and distant if I did not do as requested.
- 44. Just knowing that I was on the bad side of my supervisor would have upset me.

Figure 2. IPI Bases of Power Assessment Statements

The author also explored three additional concepts as potential bases of power in section 3 of the survey. Ecological power, network power, and relationship power have shown the potential in literature reviews, and through personal experience, to be classified as unique bases of power. The author created three additional questions for each of the additional potential bases of power (shown in Figure 3 and included in Appendix B). The concepts were statistically compared through factor analysis to determine if they represent unique bases of power.

Ecological Power

- 45. How I perform on this task will affect my job responsibilities.
- 46. How I perform on this task will affect the work group I am assigned to work with.
- 47. My supervisor is responsible for my work instructions.

Network Power

- 48. My supervisor is an important source of information into my organization.
- 49. My supervisor is well connected with other parts of the organization.
- 50. My supervisor can connect me with resources that can help my task easier and/or better.

Relationship Power

- 51. In this organization we are mutually dependent on each other's success.
- 52. My supervisor feels like part of my extended family.
- 53. My supervisor has valuable extended social connection.

Figure 3. IPI+ Additional Bases of Power Assessment Statements

Section 4 of the survey was also comprised of the IPI questions and the expanded base of power questions (ecological, network, and relationship). For section 4 of the survey, leaders were asked to consider a situation in which a domestic follower was asked to make a change in their work practice. The questionnaire again asked the respondents to read a statement and assess on a Likert scale from 1 to 7 the likelihood their global follower agreed with that statement. By asking global leaders to complete the survey twice, the author was looking to determine a difference in bases of power employed when leading global versus domestic followers.

The last section of the survey, section 5, requested additional respondent demographic information regarding the age and sex of the respondent. The survey requested information on the respondent's highest level of education. The survey also asked the respondent if they would be available for follow-up questions and requested their contact information.

Survey administration to control group of domestic leaders

A reduced version of the online survey was also sent to a control group of domestic leaders. The control group survey included section 1 demographic questions, section 4 IPI questionnaire and expanded bases of power questionnaire, and the section 5 demographic questions. The survey was sent to 125 first level, second level, and executive leaders at Company One. Seventy-two responses were received to the survey. All the leaders worked in the same engineering functional organization. The leaders worked in the United States, Mexico, the United Kingdom, and China. None of the leaders surveyed were identified as global leaders.

Quantitative data analysis

Statistical comparison was conducted between all the responses to answer the following: (1) Is there a statistically significant difference between a global leader's bases of power employed when leading a global follower compared to a domestic follower? (2) How do the results from this research study compare to previously conducted research? Additional detail on the quantitative data analysis and results can be found in Chapter 4.

Qualitative Data Collection and Analysis

In addition to collecting questionnaire assessments on global leaders, the author conducted in-person and audio interviews with global leaders. To conduct the interviews, the author used the Critical Incident Interview technique (Flanagan, 1954) to ask interviewees to share two stories of leading globally, one story of leading globally and one domestically. As they told the stories, the researcher probed for the ways in which they used bases of power. All interviews were recorded, transcribed, and analyzed using the conventions of Grounded Theory (Charmaz, 2014) and the Gioia method of interview analysis (Gioia et al., 2012). All interviews, except one, were conducted and transcribed in English. The remaining interview, which was with a Chinese global leader, was conducted with two translators to translate between English and Chinese. The transcribed quotations throughout the dissertation are presented as spoken by the global leader. In some instances, the quotations appear to be an improper translation and would typically use [sic]; however, the quotations are accurately represented and [sic] is not used. In the dissertation, presenting the quotations as spoken by global leaders helps demonstrate the complexities of language. The interview questions were designed to supplement the findings from the survey research and elicit a deeper exploration of the ways global leaders understand their sources of power when leading globally versus domestically. Additional detail on the qualitative analysis and results can be found in Chapter 5.

Sampling procedure for global leader interviews

To add texture and depth to the Global Leader IPI survey, twenty-three global leaders were interviewed from the automotive manufacturing and automotive component supply industry. The global leaders were a combination of product development engineering global leaders and component purchasing and business relationship global leaders. The global leaders were located in the United States, China, Japan, and Germany. The global leaders led global followers located in numerous countries, including China, the United States, Germany, and India. The global leaders ranged from first-level supervisors to vice president level. Seventeen of the global leaders were men and six were women. Twenty-two of the twenty-three interviews were conducted in person, and one was conducted over the phone. Fourteen of the interviews were from the researcher's personal network, and nine of the interviews were from the researcher's extended network. All of the global leader interviews were recorded and transcribed using commercial transcription services. See Table 5 for the list of global leaders interviewed. A summary of the global leaders interviewed is also included in Appendix F.

Table 5. List of Global Leader Interviewees

	Leader Name, Gender	Leader Nationality, Based In	Follower 1 Nationality, Based In	Follower 2 Nationality, Based In
1	Craig, Male	US, US	Chinese, China	UK, UK
2	Emily, Female	GB, US	Chinese, China	None

3	Tracy, Female	US, US	Mexican, Mexico	None
4	Felix, Male	US, US	Chinese, China	Indian, India
5	Michelle, Female	US, US	Indian, India	None
6	Jun, Male	Chinese, China	Indian, India	None
7	Keith, Male	US, US	UK, UK	None
8	Kyle, Male	US, China	Chinese, China	None
9	Takahiro, Male	Japanese, US	Japanese, Japan	None
10	Takuma, Male	Japanese, Japan	US, US	None
11	Yoshikane, Male	Japanese, Japan		
12	Rokuro, Male	Japanese, Japan		
13	Roy, Male	US, US	Chinese, China	Israeli, Israel
14	Herrick, Male	German, Germany	South Korean, South Korea	None
15	Bob, Male	US, China	Indian, India	None
16	Dave, Male	US, US	Multiple	Multiple
17	Ann, Female	US, US	Multiple	Multiple
18	Dawn, Female	US, US	German, Germany	None
19	Liang, Male	Chinese, China	German, Germany	None
20	Mian, Male	Chinese, China	US, US	None
21	Wei, Male	Chinese, China		
22	Li, Female	Chinese, China	Australian, Australia	None
23	Jie, Male	Chinese, China	US, US	None

Summary of interview questions

The global leader interviews started with an introduction to the concept of global leadership. The author reviewed a widely accepted definition of global leadership.

The following is the definition used:

The processes 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 et al., 2017, p. 566)

After reviewing the global leader definition, the researcher highlighted several key words in the definition to the interviewee. The first word was “influence.” The author explained that the interview was focused on how leaders influence their global and domestic followers. The second set of key words were “cultures and jurisdictions” and “task and relationship complexity.” The author explained that during the interview, we would explore the interviewees’ experience with these concepts. The next step of the interview was to read the prompt from the IPI survey and discuss details of the situation outlined. The prompt and question were similar to those used in the quantitative survey:

Often supervisors ask subordinates to do their job somewhat differently. Sometimes subordinates resist doing so or do not follow the supervisor’s directions exactly. Other times, they will do exactly as their supervisor requests.

Think about a time when you were supervising someone in doing some task. Suppose you asked your global subordinate to do the job somewhat differently and, though they were initially reluctant, they did exactly as you asked. (Raven et al., 1998)

What was the situation? What steps did you follow when giving the revised direction?

As the example unfolded, the author asked the global leader interviewee to provide details of the global follower change request example. The author also asked the

global leader to provide a reflection on their feelings at the time of making a change request.

After the first couple of interviews, the author noted that some global leaders were discussing challenges with, and benefits of, global followers who had in-region matrix leaders. To understand this reporting structure better, the author added the question, “Does this follower report directly to you (solid line) or is it a matrix reporting (dotted line)?” The author also asked the global leader to describe their experience with this reporting relationship.

The global leader interviews also explored the global leader’s relationship with the global follower. The author asked the global leader, “How would you describe your relationship with the global follower?” To complement this question, the author also asked questions to understand how long they have known the follower, how do they regularly communicate, and how often do they have in-person meetings and visits. When discussing in-person meetings and visits, the author also explored if there were social events during the visit and asked the global leader to provide details on the social event.

The same sequence of prompts and questions were then repeated with the situation of a domestic follower. The global leader was asked to share an example of a change

request with a domestic follower. Once the sequence of questions was completed, the author asked the global leader, “What are the differences between leading a global follower and domestic follower?”

During the interview with the seventh global leader, the global leader proposed that a possible difference between leading domestic followers and leading global followers was the contribution from regional organizational culture. The global leader proposed that the national culture may influence the follower and the regional company culture may also influence the global follower. The global leader also commented that some organizations had strong organizational cultures that were prioritized over regional and national cultures. To expand on this idea, the researcher added the question: “Does your company have a strong global culture or is your company culture more aligned by region (i.e. Japan, US, Other)?” to subsequent global leader interviews. In later interviews, once the answer was provided by the global leader, the researcher explored the specific organizational culture identified by asking the global leader to describe examples of that organizational culture influencing decisions within the organization. If the global leader could not describe an organizational culture, the questioning was not pursued.

To expand the understanding of a global leader’s use of legitimate power of position, the global leaders were asked during the interview, “Have you ever just said ‘This is

the way we are going to do it!' when working leading global followers?" The follow-up questions were, "What was the situation?" and "How did you feel when giving the direction?" The researcher asked the global leader interviewee to explain the situation preceding, during, and post the use of legitimate power of position. The researcher also asked the global leader to describe their feelings during the situation they described.

The last question asked of all the global leaders was to rank four global leader challenges in order of difficulty when leading a global follower. The four global leader challenges were (a) culture, (b) distance, (c) language, and (d) time zone. Once the global leader ranked the four challenges, the researcher asked the global leader to provide explanations of why they ranked the challenges in their particular order. The researcher also asked the global leader to provide examples of how they minimize the challenges when working with global followers.

If the global leader was from Japan or China, the researcher asked the global leader to define and explain the concept of Japanese *on* and Chinese *guanxi*, respectively. The researcher asked for the global leader's definition of the concept and asked the global leader to provide an example of how the concept worked within their organization. The researcher also asked the global leader if these concepts extended to other non-Japanese or non-Chinese global followers.

The last step in the interview was to thank the global leaders for their time and willingness to participate in the interview. The researcher also asked if, based on their experience and understanding of the interview, there was any additional comments or insights they wanted to add. This open-ended invitation often allowed the global leader to express the importance of global leadership and summarize some of the key thoughts they expressed around leading global followers. The full set of interview questions can be found in Appendix G.

Qualitative data analysis

As expected, the global leader interviews provided a rich description of the bases of power that are utilized by global leaders. The global leaders provided detailed descriptions of the situation in which they employed bases of power, details on which bases of powers were used, and how they felt when using different bases of power. Each interview was coded shortly after the interview for key words and themes and then summarized with a brief description. To gain confidence in the coding process, the fifth interview with “Michelle” was sent to an experienced global leadership researcher and member of dissertation committee, Dr. Joyce Osland. Dr. Osland reviewed Michelle’s interview and coded the interview for observation of uses of power and influence. Dr. Osland also identified other themes that in later interviews would prove to be important themes. From the Michelle interview, Dr. Osland highlighted the importance of antecedents to the change request, the importance of a

vision of future success as information power, and the strength of Michelle's relationships with her global followers. The additional themes identified by Dr. Osland were coded in all the other interviews. Once all interviews were completed and coded for a first time, all the interviews were re-coded a second time for key words and themes using a code book developed by the researcher. Results from the coding were exported to an Excel database to enable organization of the results. The coding effort resulted in identifying 817 quotes that reflected the use of power. The quotations were organized using the Gioia method (Gioia et al., 2012) to determine 1st order concepts, 2nd order themes, and aggregate dimensions. Using the Gioia method (Gioia et al., 2012), the researcher identified 37 1st order concepts, 21 2nd order themes, and 5 aggregate dimensions. The aggregate dimensions were bases of power, additional powers, change process, moderators, and leadership. A summary of the results is shown in Figure 4, Figure 5, and Appendix H. As expected, the interviews highlighted the use of different bases of power for different scenarios. What became more apparent from the coding exercise was the existence of a process for change requests and a sequence of usage for bases of power. The coding process also highlighted the challenges faced by global leaders when leading global followers in the form of bases of power moderators. These themes will be discussed more in Chapter 5 and Chapter 6.

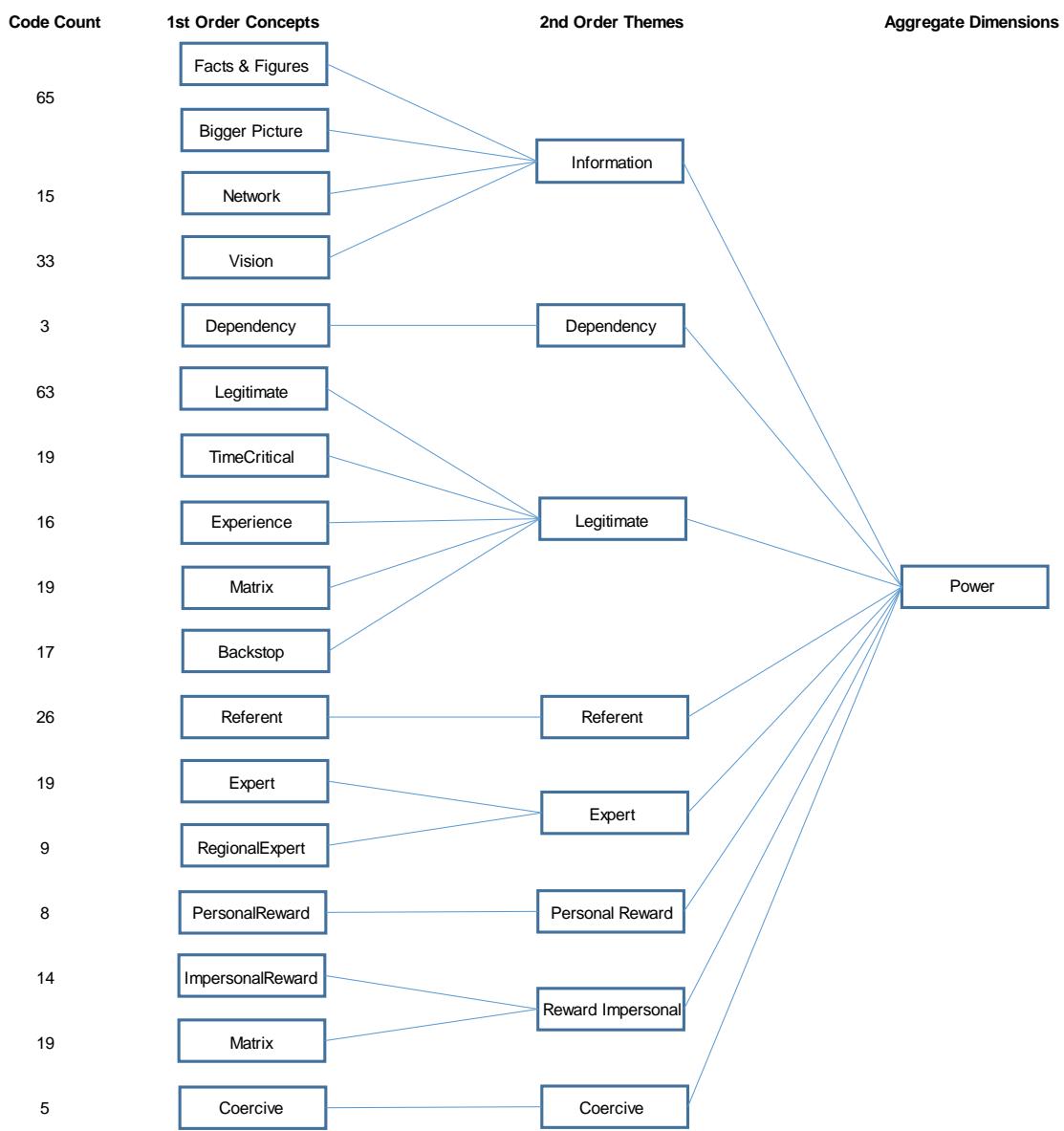


Figure 4. 1st Order Concepts, 2nd Order Themes, and Aggregate Theme of Power from Global Leader Interviews

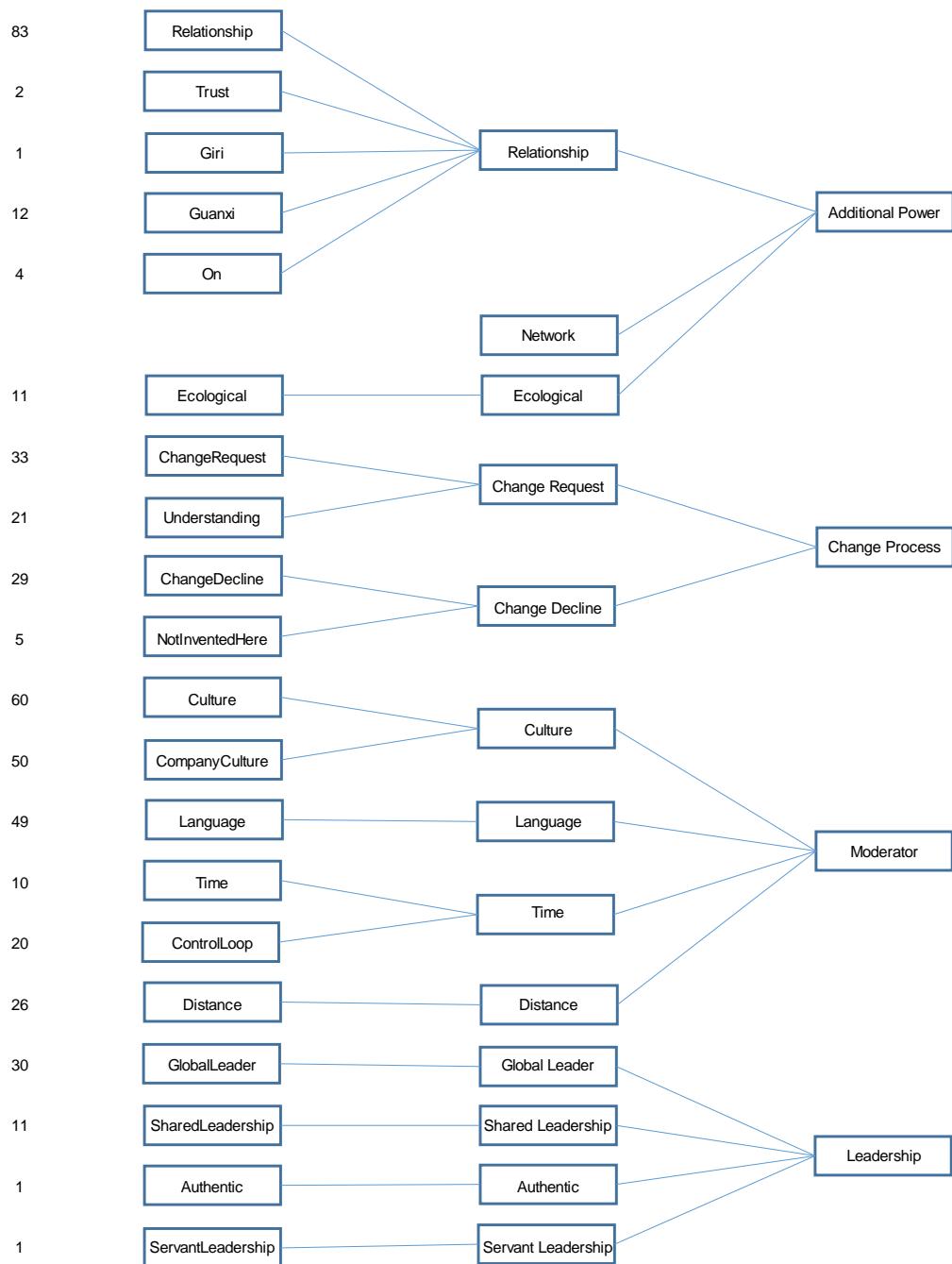


Figure 5. 1st Order Concepts, 2nd Order Themes, and Aggregate Theme of Additional Powers, Change Process, and Moderators from Global Leader Interviews

Chapter 4: Quantitative Survey Results

Interpersonal Power Inventory Survey Results

Global leader leading global and domestic follower comparison

The global leader Interpersonal Power Inventory (IPI) survey was collected from 69 global leaders working in multiple countries, including 38 from the United States, 10 from Great Britain, 6 from Germany, 6 from Japan, and 6 from China. The global leaders had global followers in multiple countries, including Great Britain, the United States, Germany, India, China, and over 10 other countries. The global leaders worked at a global automotive manufacturer or at global automotive component supplier organizations. Forty-nine percent of the global leaders worked at a single company, referred to in this paper as Company One, and fifty-one percent were from other global companies. Seventy-two percent of the global leaders were men, seventeen percent were women, and ten percent chose not to respond. From the 69 global leader responses to the survey, 53 responses were used for the quantitative analysis due to missing response data.

The global leader IPI survey results indicate that a global leader's bases of power are statistically the same between global leaders leading global followers (GLGF) and global leaders leading domestic followers (GLDF). The mean results and rank order of the survey are summarized in Table 6, and the median results and rank order are shown in Appendix I.

Table 6. IPI Survey Mean Survey Result Comparison Between Global Leader Leading Global and Domestic Followers

Base of Power	Global Leader-Global Follower		Global Leader-Domestic Follower	
Sample Size	n = 53		n = 53	
	Mean	Rank	Mean	Rank
Structural Powers				
Impersonal Reward	3.2	7	3.6	7
Impersonal Coercive	2.7	10	3.0	10
Personal Coercion	2.8	9	3.1	8
Legitimacy of Position	4.7	3	4.7	3
Legitimacy of Equity	2.4	11	2.3	11
Legitimacy of Reciprocity	2.9	8	3.1	9
Personal Powers				
Referent	4.6	4	4.7	4
Expert	4.6	5	4.7	5
Information	5.6	1	5.8	1
Legitimacy of Dependence	4.8	2	5.2	2
Personal Reward	4.5	6	4.4	6

The global leader IPI survey results show that when mean Likert scores are considered, information power is ranked as the #1 base of power employed by global leaders when interacting with global followers, and the #1 base of power when interacting with domestic followers. Similarly, when median Likert ratings are considered, information power is the #1 base of power employed by global leaders when working with both global and domestic followers.

In addition to reviewing mean and median Likert scores, a statistical analysis on the individual questions of the global leader IPI responses was conducted to determine if there was a difference between a global leader leading global followers and a global leader leading domestic followers. For each of the individual IPI questions, survey results were compared between a global leader leading global followers and global leaders leading domestic followers. P-values were calculated using three methods of sample comparison. The first sample comparison was a parametric, 2-Sample T-Test using 95% confidence intervals. The 2-Sample T-Test assumes that the survey response means are normally distributed. The 2-Sample T-Test compares the means of the two sample groups to determine if they are from the same, or from different, populations (Ogee, Ellis, Scibila, Pammer, & Steele, 2016). The second sample comparison was a Mann-Whitney U Test. A Mann-Whitney U Test is a nonparametric sample comparison that uses the median value of the population for the comparison. The Mann-Whitney U Test assumes the two-population distribution have the same shape, which may be different from a normal distribution (LaMorte, 2017). The third sample comparison conducted was a Moods Median Test. A Moods Median test is also a nonparametric analysis that compares sample population medians and can be conducted on sample results that are not normally distributed (Zaiontz, n.d.).

When analyzing Likert data, either 2-Sample T-Test or Mann-Whitney U Tests are considered acceptable methods of analysis (de Winter & DoDou, 2010). The P-value results are shown in Appendix I. For all three analysis methods, there was only three statement comparisons that calculated a P-value less than $P = 0.05$. The first IPI statement assessed impersonal reward power with statement #1: *A good evaluation from my supervisor could lead to an increase in pay*. The analysis calculated a Two-Sample T-test P-value of 0.054 and a Mann-Whitney P-value of 0.048. The second statement, in which $P < 0.05$ was an assessment of *legitimacy of dependency* with statement #40: *I realized that a supervisor needs assistance and cooperation from those working*. For this statistical comparison, the Two-Sample T-test P-value was $p = 0.042$ and the Mann-Whitney analysis calculated a value of $p = 0.165$. The lack of P-values less than 0.05 calculated for both methods does not support that there is a meaningful difference between the global leader leading global followers and leading domestic followers.

IPI statement #42

The one statement that showed a statistically confident difference between global leaders leading global followers and global leaders leading domestic followers was statement #42. Statistical comparison of both a 2-Sample T-Test and Mann-Whitney U Test resulted in P-values < 0.05 . Statement #42 is related to information power. The statement for scoring #42 was, *I could then understand why the recommended change was for the better*. A statistical summary of the results is shown in Table 7. The mean

results of 5.4 for global followers and 5.8 for domestic followers suggest that a global follower is “less likely” than a domestic follower to understand information that is provided by a global leader when making a change request. IPI survey statements #4 and #24 also referred to information power; however, there was not a statistical difference in these survey results. The IPI survey did not have any other results that would help explain the results for this difference in statement #42. A further discussion that might help explain the difference by highlighting the challenges that global leaders face when relaying information to global followers, which will be included in the Chapter 5 discussion on information power.

Table 7. Statistical Summary of IPI Statement #42 Results

	GLGF	GLDF
N=	53	53
Mean	5.4	5.8
Standard Deviation	1.13	1.08
Skew	-0.51	-0.57
Median	6	6

From the IPI survey results, we can draw the conclusion that global leaders employ the same bases of power when leading global followers and when leading domestic followers.

Global leader and domestic leader comparison

In addition to investigating if there is a difference in the base of power usage between global leaders leading global followers and domestic followers, the research also compared the base of power usage of global leaders leading global followers (GLGF) and domestic leaders leading domestic followers (DLDF). Seventy-two domestic leaders working at Company One in the United States, China, and Mexico completed the IPI survey to assess how likely they were to use particular bases of power. These results were compared to the results of global leaders leading global followers to determine if there is a statistical difference. The results of the comparison again indicate that there is no difference between the bases of power employed by global leaders leading global followers and domestic leaders leading domestic followers. The mean results and rank order of the survey are summarized in Table 8 and the median results and rank order are shown in Appendix I.

Table 8. IPI Survey Mean Survey Result Comparison Between Global Leader and Domestic Leader

Base of Power	Global Leader-Global Follower		Domestic Leader-Domestic Follower	
Sample Size	Mean	Rank	Mean	Rank
Structural Power				
Impersonal Reward	3.2	7	3.6	7
Impersonal Coercive	2.7	10	2.7	11
Personal Coercion	2.8	9	3.0	9
Legitimacy of Position	4.7	3	5.0	2

Legitimacy of Equity	2.4	11	2.9	10
Legitimacy of Reciprocity	2.9	8	3.4	8
Personal Power				
Referent	4.6	4	4.8	4
Expert	4.6	5	4.7	5
Information	5.6	1	5.9	1
Legitimacy of Dependence	4.8	2	4.9	3
Personal Reward	4.5	6	4.7	6

The domestic leader IPI survey results show that when mean Likert scores are considered, information power is ranked as the #1 base of power employed by domestic leaders when interacting with domestic followers. Similarly, when median Likert ratings are considered, information power is the #1 base of power employed by domestic leaders when working with domestic followers. These results are consistent with the results shown for global leaders.

A statistical analysis on the individual questions of the global leader IPI responses was conducted to determine if there was a difference between a global leader leading global followers and a domestic leader leading domestic followers. P-values were calculated using parametric 2-Sample T-Test using 95% confidence intervals and nonparametric Mann-Whitney U Test. From the individual question analysis, with only one exception, there were no P-values <0.05, and no question showed P-values <0.05 for more than one of the comparison methods. We can again draw the

conclusion, as measured by the IPI, that global leaders employ the same bases of power as domestic leaders.

IPI statement #30

The one statement that showed a statistically confident difference between global leaders leading global followers and domestic leaders leading domestic followers was statement #30. Statistical comparison of both a 2-Sample T-Test and Mann-Whitney U Test resulted in P-values <0.05. Statement #30 is related to *legitimacy of equity*. The statement for scoring #30 was, *I had made some mistakes and therefore felt that I owed this to him/her*. A statistical summary of the results is shown in Table 9. The mean results of 1.9 for global leaders leading global followers and 2.5 for domestic leaders leading domestic followers suggest that a global follower is “less likely” than a domestic follower to feel obligated to make amends for a previous error when a change request is made by their respective leaders. IPI survey statement #11 and #21 also referred to legitimacy of equity; however, there was not a statistical difference in these survey results. The IPI survey did not have any other results that would help explain the results for this difference in statement #30.

Table 9. Statistical Summary of IPI Statement #30 Results

	GLGF	DLDL
N=	53	72
Mean	1.9	2.5
Standard Deviation	1.23	1.65

Skew	1.80	0.85
Median	2	2

Review of Individual Base of Power Responses

The following sections take a closer look at the individual responses for bases of power and reviews the questions that measure each base of power.

Information power

The IPI survey identified information power as the base of power that is most employed when asking a follower to make a change. Information power is the process of providing increased perspective to the follower so that the follower can better understand why a change should be made. The process also outlines how the change will be better for the follower, leader, and organization. Information power in another description is educating the follower. The results of the global leadership IPI survey show that information power is the highest rated power for both global leaders leading global followers, global leaders leading domestic followers, and domestic leaders leading domestic followers.

Legitimacy of dependence power

Legitimacy of dependence power is the #2 ranked base of power for global leaders leading domestic followers and #2 base of power for global leaders leading global followers when considering mean Likert ratings (Table 6). Legitimacy of dependence is also ranked as the #2 base of power for global leaders leading both global and domestic followers when median Likert ratings are considered (Table 52). Legitimacy

of dependence highlights the *reciprocal interdependence* (Castañer & Ketokivi, 2018) of the leader and follower when considering success in each other's outcomes. For the global leaders in this survey population, all the participants' followers directly or indirectly reported to the global leader. The global leader provides work instructions and assists in issue resolution. Additionally, all the global leaders and their followers belonged to the same functional organization. This strong relationship creates an interdependence between the leader and follower. When the follower understands this interdependence, the global leader has an increased legitimacy of dependency base of power when establishing follower objectives or giving task direction.

A closer inspection of the questions that assess a leader's legitimacy of dependency base of power resulted in uncertainty for statement #16. In the IPI survey, statements #16, #25, and #40 are intended to measure a leader's legitimacy of dependency base of power. Statements are included in Table 10.

Table 10. IPI Statements on Legitimacy of Dependence

Statement #16	Unless I did so, his/her job would be more difficult.
Statement #25	I understood that my supervisor really needed my help on this.
Statement #40	I realized that a supervisor needs assistance and cooperation from those working with him/her.

Legitimacy of position, referent power, expert power, personal reward power, and legitimacy of reciprocity

For the global leaders surveyed, legitimacy of position and legitimacy of dependency are closely related in concept. While legitimacy of dependency recognizes a reciprocal interaction between leader and follower, legitimacy of position is a recognition of the formal authority of the leader over the follower. All global leaders who were surveyed were the organizationally assigned structured or matrixed leader for the follower. This arrangement means the leader is formally recognized within the organization as having a higher status position in the organization and has formally been recognized as having decision-making authority. Statements to assess legitimacy of position power are shown in Table 11.

Table 11. IPI Statements on Legitimacy of Dependence

Statement #2	After all, he/she was my supervisor.
Statement #28	My supervisor had the right to request that I do my work in a particular way.
Statement #34	As a subordinate, I had an obligation to do as my supervisor said.

Reward impersonal power

Statement #1 assesses the global leader's impersonal reward power. Statement #1 is, *A good evaluation from my supervisor could lead to an increase in pay.* A potential difference between a global leader leading global followers compared to leading domestic followers in reduced impersonal reward power was identified in the global

leadership demographic survey responses. In the survey, 36% of global leaders described their leader role as matrix reporting or described their global follower as having a second supervisor. In comparison, however, global leaders reported that only 11% of their domestic followers were matrix reporting.

Impersonal coercive power

Similar to reward impersonal power, a potential difference between a global leader leading global followers compared to leading domestic followers was identified in the global leadership demographic survey responses. As noted above, approximately one-third of global leaders described their leadership role as a matrix manager with another in-region manager. The dual reporting of global followers may have the effect of reducing the global leader's ability to employ impersonal coercive power. A global leader that attempts to use impersonal coercive power may find that the influence is mitigated by the in-region manager who may not support the attempt.

Global Leader Global Follower and Global Leader Domestic Follower Survey Results Parametric Analysis

Power to power parametric analysis

To determine if global leader bases of power demonstrated correlation in the responses, a parametric analysis of the global leader leading global followers' responses was conducted. Because the survey results are in the form of Likert data, a Spearman correlation was used. A Spearman correlation is typically used “to examine the strength and direction of the monotonic relationship between two continuous or ordinal variables” (Minitab, 2020). The results of the analysis are summarized in

Table 12Table 12. Global Leader Leading Global Follower Bases of Power

Parametric Analysis Correlations. The analysis showed that only impersonal coercive power, impersonal reward power, and personal coercive power demonstrated correlation greater than rho = 0.60. From the analysis, personal coercive power and impersonal coercive power had a correlation of rho = 0.626. This correlation is not a surprising result. A global leader who employs coercive power would be willing to employ both personal and impersonal forms. The second set of powers to show correlation was impersonal coercive power and impersonal reward power. These two powers showed a correlation of rho = 0.708. The correlation is also not unexpected as a leader who is willing to employ coercion would also be willing to employ rewards to influence followers. Although there was a high correlation between these powers, it is important to recognize that these powers were ranked low in usage relative to other forms of power. As shown in Table 6, impersonal reward power was ranked seventh, personal coercion was ranked ninth, and impersonal coercion was ranked tenth.

Statement to statement parametric analysis

A correlation analysis was also conducted comparing the individual statements of the IPI survey. The parametric analysis looked at all the responses from global leaders leading global followers (GLGF) and global leaders leading domestic followers (GLDF). The results of the analysis are included in Appendix J and key finding are discussed below.

The results of the correlation analysis of individual IPI survey statements of global leaders leading global followers and global leaders leading domestic followers showed five statements with correlations greater than $\rho = 0.75$ and one additional statement with a correlation greater than $\rho = 0.80$.

Table 12. Global Leader Leading Global Follower Bases of Power Parametric Analysis Correlations

	Impersonal Reward	Impersonal Coercive	Expert	Referent	Information	Legitimacy of Position	Legitimacy of Reciprocity	Legitimacy of Dependency	Legitimacy of Equity	Personal Reward	Personal Coercive	Ecological	Network
Impersonal Coercive	0.708												
Expert	0.090	-0.069											
Referent	0.030	0.041	0.161										
Information	0.060	-0.104	0.429	0.145									
Legitimacy of Position	0.324	0.289	0.349	0.261	-0.013								
Legitimacy of Reciprocity	0.388	0.530	-0.030	-0.015	-0.108	0.168							
Legitimacy of Dependency	0.285	0.295	0.253	0.273	0.250	0.425	0.377						
Legitimacy of Equity	0.367	0.408	0.207	-0.184	-0.112	0.049	0.517	0.063					
Personal Reward	0.480	0.403	0.172	0.328	0.030	0.344	0.361	0.383	0.182				
Personal Coercive	0.352	0.626	-0.076	0.225	-0.245	0.396	0.280	0.204	0.200	0.561			
Ecological	0.362	0.411	0.334	0.120	0.068	0.426	0.516	0.461	0.228	0.403	0.446		
Network	0.140	0.014	0.266	0.259	0.126	0.377	0.131	0.544	-0.252	0.118	0.026	0.404	
Relationship	0.017	-0.088	-0.088	0.129	0.082	-0.017	0.041	0.328	-0.279	0.116	0.064	0.336	0.427

The first of the five strongly correlated statements is GLDF statement #12 and GLDF statement #11. The analysis determined a correlation factor of rho = 0.78. Statement #12 is related to *legitimacy of reciprocity* (#12. *For past considerations I had received, I felt obliged to comply.*) and statement #11 is related to legitimacy of equity (#11. *By doing so, I could make up for some problems I may have caused in the past.*). Both statements refer to a domestic follower's feelings of obligation; however, there was no additional information in the survey or interviews to draw a conclusion for the correlation. A correlation of rho = 0.46 was calculated between GLGF statement #12 and GLGF statement #11.

The second statement that showed a high correlation is GLDF statement #19 and GLDF statement #3. The analysis determined a correlation actor of rho = 0.77. Both of these questions were related to expert power (#3. *My supervisor probably knew the best way to do the job;* and #19. *My supervisor probably knew more about the job than I did.*) Because these questions are both intended to assess expert power, a correlation was expected. A correlation of rho = 0.48 was calculated between GLGF statement #19 and GLGF statement #3.

The third and fourth groupings of highly positive correlation were related to impersonal coercive power. The third correlation grouping was for GLDF statement

#39 and GLDF statement #31. The analysis for these statements had a correlation factor of rho = 0.77. Similarly, the fourth high correlation was for GLGF statement #39 and GLGF statement #31. In this comparison, the correlation factor was 0.76. The respective statements were #39. *My supervisor could make it more difficult for me to get a pay increase*; and #31. *My supervisor could make it more difficult for me to get a promotion*. A similar high positive correlation was not calculated for GLGF and GLDF statement #31, for GLGF and GLDF statement #39, or GLGF statement #31 and GLDF statement #39. For these analyses, the correlation factors were rho = 0.44, rho = 0.35, and rho = 0.40 respectively. The analysis is summarized in Table 13. A potential explanation for the high correlation within domestic followers and within global followers, but not between domestic and global, may be related to the potential presence of in-region matrix leaders for global followers. An in-region matrix manager for global followers may create differences in the use of impersonal coercive power when leading globally and domestically. Global leaders may recognize that an impersonal coercive power will be less effective if the global follower has a second in-region leader.

Table 13. Parametric Analysis of Impersonal Coercive Power Statement 31 for Global Followers and Domestic Followers

	31_GLDF	39_GLDF	31_GLGF
39_GLDF	0.770		
31_GLGF	0.436	0.399	
39_GLGF	0.371	0.347	0.775

The fifth comparison that showed a correlation factor greater than 0.75 was for GLGF statement #25 and GLGF statement #24. The analysis resulted in a correlation factor of rho = 0.75. The two statements assessed informational power (#24. *My supervisor gave me good reasons for changing how I did the job.*) and legitimacy of dependence (#25. *I understood that my supervisor really needed my help on this.*) respectively. A potential explanation for the high correlation is the “good reason” expressed in information power statement #24 may be an explanation of the “needed help” in statement #25 on legitimacy of dependency. There was no additional information in the survey or interviews that would help further explain this correlation.

In the correlation analysis, there was only one GLGF and GLDF statement that correlated at a correlation factor greater than rho = 0.80. For statement #23 (#23. *My supervisor may have been cold and distant if I did not do as requested.*), which assessed personal coercion power, the correlation factor between GLGF and GLDF was rho = 0.81. This result is not unexpected. A global leader willing to employ coercive power would be equally willing to employ the power with both global followers and domestic followers.

The greatest negative correlation calculated in the correlation analysis was the relationship between GLGF statement #51 and GLDF statement #11. Statement #51

is an assessment of relationship power (#51. *In this organization we are mutually dependent on each other's success.*) and statement #11 is an assessment of legitimacy of equity power (#11. *By doing so, I could make up for some problems I may have caused in the past.*) The correlation factor between these statements was rho = -0.60. There was no additional information in the survey or interviews that would help explain this correlation.

Summary of parametric analysis

The lack of correlation between the bases of power may be a result of the assessment by the global leader when answering the prompt question regarding a global follower making a change. When global leaders considered an example in which they were making a change request, they most likely did not consider bases of power that were pre-existing or an antecedent power to the change, and they only considered the powers they were actively employing. As an example, all the global leaders that completed the survey were the global follower's structured or matrixed leader and, therefore, had legitimate power of position. However, the global leader may not consider this when they are also employing information power. The result is that although the global leader is effectively employing both legitimate power of position and information power, they may only acknowledge the use of information power when completing the survey.

A similar lack of strong correlation between statements from global leaders leading global followers (GLGF) and global leaders leading domestic followers (GLDF) can most likely also be explained by the prompt statement and question that were asked. When completing the survey, global leaders were asked to consider both a global follower scenario and a domestic follower scenario. In this construct, the global leader was considering different global followers and different situations in which they were using bases of power. With both the situations and followers being different, the global leaders may choose different bases of power to employ. The lack of correlation most likely speaks more to the situation being assessed than the instrument used to make the assessment.

The influence of in-region matrix managers may also contribute to a lack of correlation between statements from global leaders leading global followers and global leaders leading domestic followers. Global leaders may need to revise their bases of power usage if an in-region matrix leader is present. The in-region matrix leader may limit the global leader's ability to apply reward and coercive powers and may be a complementary or completing source of information power or expert power.

Global Leader IPI Survey Results Compared to Original IPI Survey Results

To evaluate the global leader IPI survey feedback, the results were compared to the IPI survey results that were presented in the original paper. In the paper, Ravenet al., (1998) presented the development, analysis, and results from the development of the

IPI survey. In the paper, the authors conducted two studies. The first study “consisted of 317 students (102 males, 215 females) from several universities in California” (Raven et al., 1998, p. 312). A summary of the global leader IPI survey results and the results from IPI Study 1 is shown in Table 14.

Table 14. IPI Survey Mean Survey Result Comparison Between Global Leader Leading Global Followers and 1998 IPI Survey Results

Base of Power	Global Leader-Global Follower		1998 Study 1 Leader-Follower	
Sample Size	n = 53		n = 158	
	Mean	Rank	Mean	Rank
Structural Power				
Reward Impersonal	3.2	7	3.5	8
Coercive Impersonal	2.7	10	3.2	11
Personal Coercion	2.8	9	3.6	7
Legitimacy of Position	4.7	3	4.6	3
Legitimacy of Equity	2.4	11	3.2	10
Legitimacy of Reciprocity	2.9	8	3.4	9
Personal Power				
Referent	4.6	4	4.0	6
Expert	4.6	5	4.8	2
Information	5.6	1	5.1	1
Legitimacy of Dependence	4.8	2	4.2	4
Personal Reward	4.5	6	4.1	5

The second study in the IPI paper included a “group of 101 hospital workers (technicians, clerks, laboratory assistants) from several departments in an Israeli

hospital...The sample consisted of 38 males and 62 females, with an average age of 36.8 years" (Raven et al., 1998, p. 319). A summary of the global leader IPI survey results and the results from IPI Study 1 are shown in Table 15.

Table 15. IPI Survey Mean Survey Result Comparison Between Global Leader Leading Global Followers and 1998 IPI Survey Results

Base of Power	Global Leader-Global Follower		1998 Study 2 Leader-Follower	
	Mean	Rank	Mean	Rank
Structural Power				
Reward Impersonal	3.2	7	3.2	10
Coercive Impersonal	2.7	10	3.2	9
Personal Coercion	2.8	9	3.4	8
Legitimacy of Position	4.7	3	5.0	2
Legitimacy of Equity	2.4	11	2.8	11
Legitimacy of Reciprocity	2.9	8	3.6	7
Personal Power				
Referent	4.6	4	4.0	5
Expert	4.6	5	4.7	3
Information	5.6	1	5.5	1
Legitimacy of Dependence	4.8	2	4.6	4
Personal Reward	4.5	6	3.9	6

Comparing the results of the different IPI surveys, three observations can be made. First, information power is ranked first for all survey groups. When a leader is

making a change request of a follower, information power is the first base of power that is employed.

The second observation from comparing the global leader results to the Study 1 and Study 2 results is the swap in positions of expert power and legitimacy of dependence. In the Study 1 and 2 results, expert power is ranked second and third respectively, while in the global leader IPI survey results, expert power is rated fifth. These ratings are reversed for legitimacy of dependence. In the Study 1 and Study 2 results, legitimacy of dependency is rated fourth, and for global leaders, it is rated second. The IPI survey or demographic information does not provide a clear explanation for this difference. The results may be related to the industry, domains of the survey respondents, structural management level, or cultural influences of the global leader respondents. The results do not support that it is related to global leadership, because, as presented in Table 8, global leaders and domestic leaders have similar rank order of bases of power usage.

Additional Bases of Power

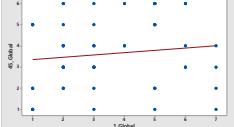
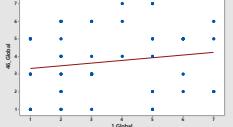
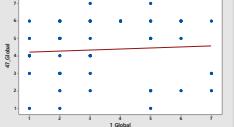
In addition to the standard IPI statements, nine additional statements were placed in the survey to assess ecological power, network power, and relationship power. The statements used the same Likert rating scale as the IPI statements. The new bases of power statements were placed at the end of the original IPI survey statements to minimize the effect of new statements in the survey. Assessment on the IPI+

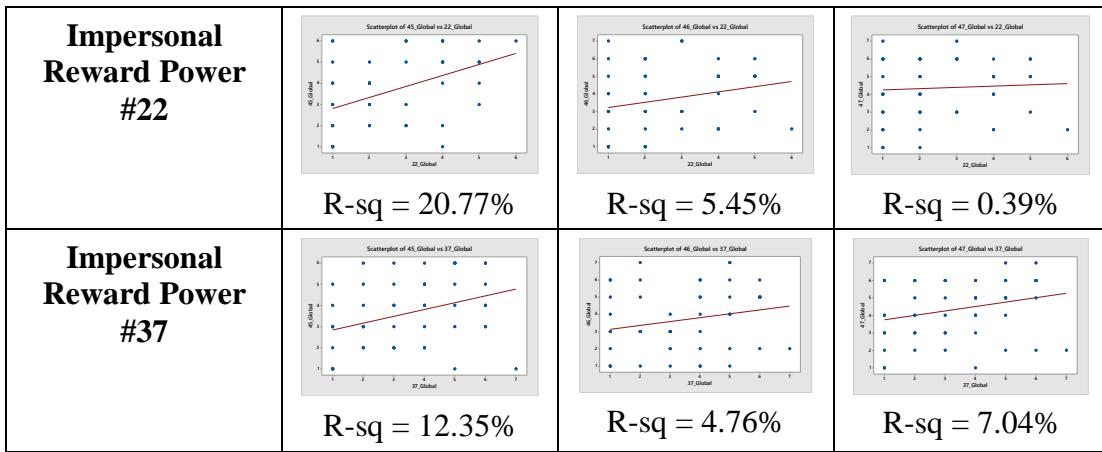
statement's independence from other bases of power, correlation with the statement set, and ranking relative to the original IPI bases of power are included in the subsequent sections.

Unique power analysis—Ecological power and Impersonal reward

Impersonal reward power is the ability for a global leader to provide rewards to followers that successfully implement a change request. Ecological power is the ability of a global leader to control resources within the organization to assist in a change request. To determine if ecological power was unique from impersonal reward power, a statistical comparison of the individual statements was conducted. First, a scatterplot was constructed comparing one ecological power statement to another impersonal reward power statement. Next, a statistical regression calculation was conducted using Minitab (2020) to determine the R-square of the linear fit. A summary of the analysis is shown in Table 16. The analysis indicates no correlation between the statements on ecological power and impersonal reward power.

Table 16. Statistical Analysis for Correlation between Ecological Power and Impersonal Reward Power

	Ecological Power #45	Ecological Power #46	Ecological Power #47
Impersonal Reward Power #1	 R-sq = 1.64%	 R-sq = 2.57%	 R-sq = 0.48%



In the IPI+ survey, statements #45, #46, and #47 are intended to measure a leader's ecological power. Statements are included in Table 17.

Table 17. IPI+ Statements on Ecological Power

Statement #45	How I perform on this task will affect my job responsibilities.
Statement #46	How I perform on this task will affect the work group I am assigned to work with.
Statement #47	My supervisor is responsible for my work instructions.

A Mann-Whitney test was performed on the global leader leading global follower responses from statements #45, #46, and #47. The results of the comparison are summarized in Table 18.

Table 18. Mann Whitney P-Value Comparison for Statements #45, #46, and #47

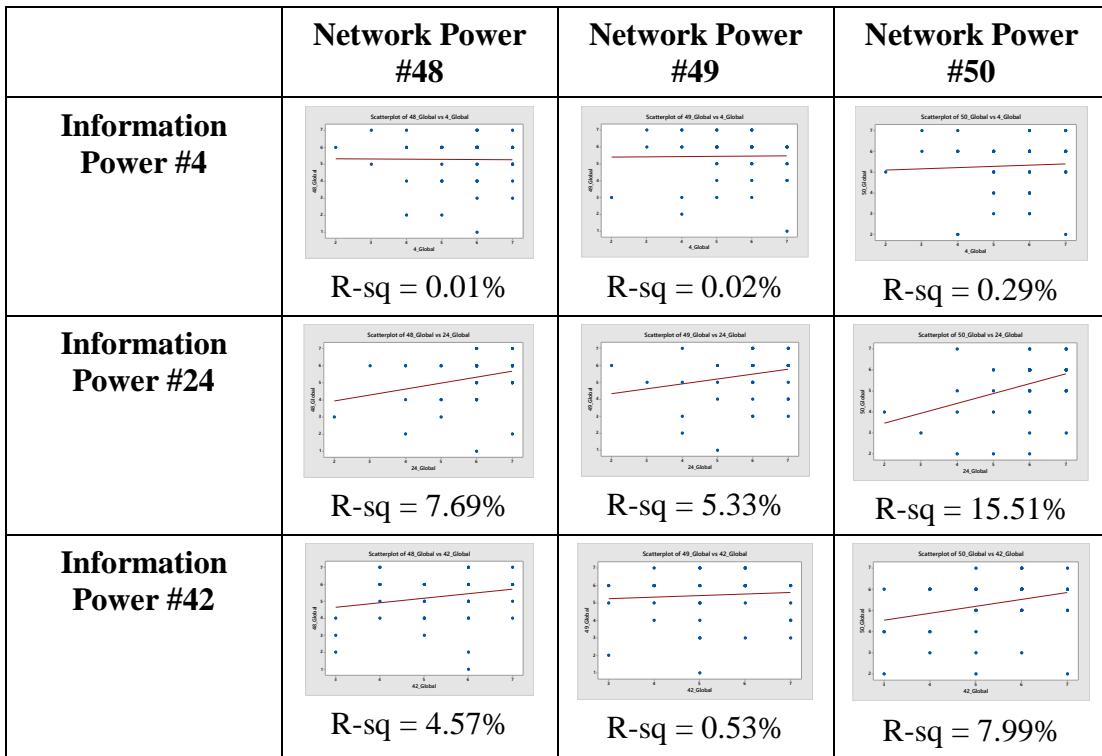
	S45	S46	S47
S45	=		
S46	0.845	=	
S47	0.028	0.058	=

The statement response comparison indicates that statements #45 and #47, when compared to each other, are from different populations (P-Value <0.05). However, when the results are compared with statement #46, the responses are from the same population (P-Value > 0.05). The global leader IPI survey did not provide insights for this population difference.

Unique power analysis—Network power and information power

Network power may appear to a subset of information power. Network contacts may be considered a form of organizational knowledge the global leader uses to assist in implementing a change request. To determine if network power was unique from information power, a statistical comparison of the individual statements was conducted. A summary of the analysis is shown in Table 19. The analysis indicates no correlation between the statements on network power and information power.

Table 19. Statistical Analysis for Correlation between Network Power and Information Power



A leader's network power was assessed in the IPI+ survey with statements #48, #49, and #50. The statements are included in Table 20.

Table 20. IPI+ Statements on Network Power

Statement #48	My supervisor is an important source of information into my organization.
Statement #49	My supervisor is well connected with other parts of the organization.
Statement #50	My supervisor can connect me with resources that can help my task be easier and/or better.

A Mann-Whitney test was performed on the global leader leading global follower responses from statement #48, #49, and #50. The results of the comparison are summarized in Table 21. The results indicate that all the questions intended to assess network power are assessing the same population.

Table 21. Mann Whitney P-Value Comparison for Statements #48, #49, and #50

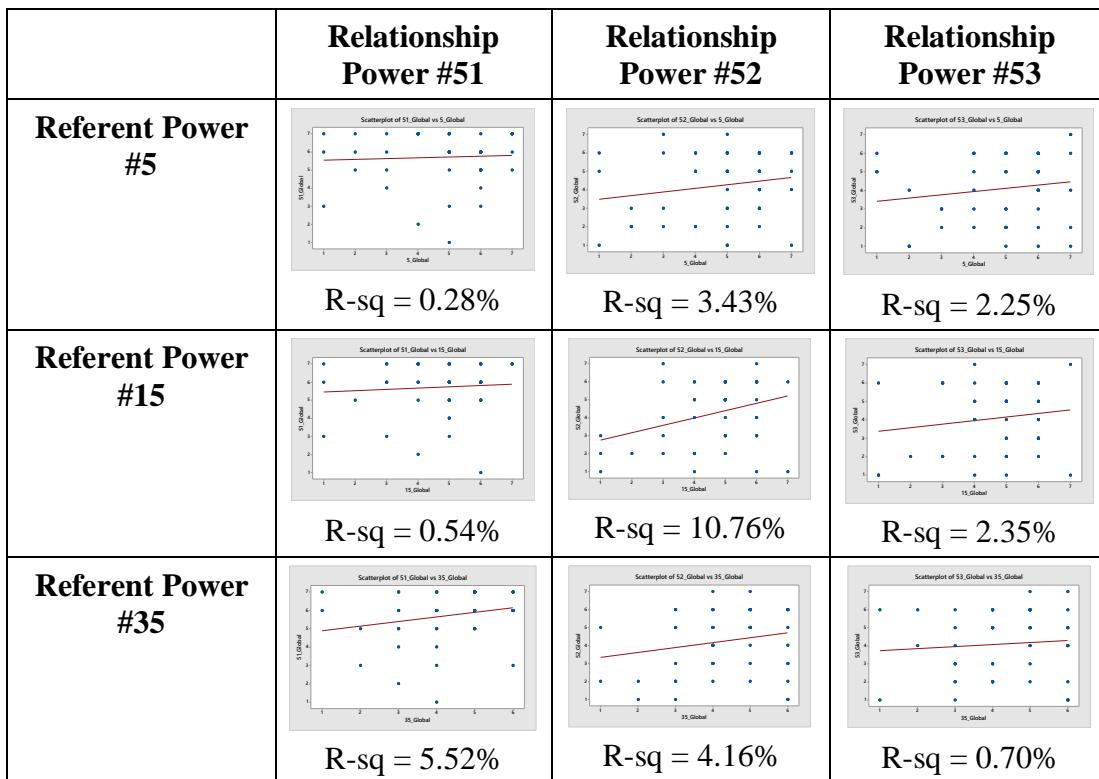
	S48	S49	S50
S48	=		
S49	0.489	=	
S50	0.979	0.452	=

Unique power analysis—Relationship power and referent power

To determine if relationship power was unique from referent power, a statistical comparison of the individual statements was conducted. A summary of the analysis is shown in

Table 22. The analysis indicates no correlation between the statements on relationship power and referent power.

Table 22. Statistical Analysis for Correlation between Relationship Power and Referent Power



In the IPI+ survey, statements #51, #52, and #53 are intended to measure a leader's relationship power. Statements are included in Table 23.

Table 23. IPI+ Statements on Relationship Power

Statement #51	In this organization, we are mutually dependent on each other's success.
Statement #52	My supervisor feels like part of my extended family.
Statement #53	My supervisor has valuable extended social connections.

A Mann-Whitney test was performed on the global leader leading global follower responses from statement #51, #52, and #53. The results of the comparison are summarized in Table 24.

Table 24. Mann Whitney P-Value Comparison for Statements #51, #52, and #53

	S51	S52	S53
S51	=		
S52	0.000	=	
S53	0.000	0.671	=

The statement response comparison indicates that statement #51 is from a different population than #52 and #53 (P-Value <0.05). The analysis shows that statement #52 and #53 are from the same population (P-Value > 0.05).

After reviewing statement #51, the statement may better align with legitimacy of dependency statements #16, #25, and #40 shown in Table 10. To assess if these statements are related, a Mann-Whitney test was conducted, and the P-values were compared. The results are summarized in Table 25. The results of the comparison analysis indicate that statement #51 better aligns with legitimacy of dependency and should not be considered as an assessment of relationship power.

Table 25. Mann-Whitney P-Value Comparison for Statements #51 and #16, #25, and #40

S51	
S16	0.000
S25	0.201
S40	0.111

Global Leader IPI Survey Results with IPI+ Statements Included

The ratings and relative rank order compared to the original IPI statements is shown in Table 26. With the three additional bases of power, the rank order of all the powers changed. Network power was assessed as the second power behind information power. Relationship power was rated eighth. Ecological power was rated ninth, ahead of impersonal reward power.

Table 26. IPI Survey Mean Survey Result Comparison Between Global Leader Leading Global and Domestic Followers with Additional Power Questions

Base of Power	Global Leader— Global Follower			Global Leader— Domestic Follower		
	Mean	IPI Rank	IPI+ Rank	Mean	IPI Rank	IPI+ Rank
Sample Size			n = 53			n = 53
Structural Power						
Impersonal Reward	3.2	7	10	3.6	7	10
Impersonal Coercive	2.7	10	13	3.0	10	13

Personal Coercion	2.8	9	12	3.1	8	11
Legitimacy of Position	4.7	3	4	4.7	3	4
Legitimacy of Reciprocity	2.9	8	11	3.1	9	12
Legitimacy of Equity	2.4	11	14	2.3	11	14
Ecological Power	3.9	-	9	4.1	-	8
Personal Power						
Referent	4.6	4	5	4.7	4	5
Expert	4.6	5	6	4.7	5	6
Information	5.6	1	1	5.8	1	1
Legitimacy of Dependence	4.8	2	3	5.2	2	3
Personal Reward	4.5	6	7	4.4	6	7
Network Power	5.3	-	2	5.4	-	2
Relationship Power*	4.2	-	8	4.0	-	9

* Excluding statement #51

Further analysis on the three proposed additional bases of power included a statistical analysis on the individual statements to determine if there was a difference between a global leader leading global followers and a global leader leading domestic followers.

For each new IPI+ statements, survey results were compared between these two groups. P-values were calculated using 2-sample T-test, Mann-Whitney U testing, and Moods Median testing. The results are shown in Appendix I. The analysis resulted in all three methods calculating no P-values less than 0.05, resulting in the conclusion that there is no difference between global leaders leading global followers

and global leaders leading domestic followers for the expanded bases of power statements.

IPI+ statement #53

A similar statistical comparison was conducted between the global leader leading global followers and domestic leaders leading domestic followers. The results for this comparison demonstrated similar results with no statistical difference between the leaders, with one exception. The one statement that showed a statistically confident difference between global leaders leading global followers and domestic leaders leading domestic followers was statement #53, which relates to relationship power.

The statement for scoring was, *My supervisor has valuable extended social connections*. A statistical summary of the results is shown in Table 27. Statistical comparison of a 2-Sample T-Test, Mann-Whitney U test, and Moods Median test resulted in P-values <0.05. The mean results of 4.1 for global leaders and 3.2 for domestic leaders suggest that a global follower is “more likely” than a domestic follower to value the extended relationships of the global leader. This IPI+ statement was specifically written to assess the concept of *guanxi* that is recognized in Chinese cultures. The IPI survey did not have any other results that would help explain the results for the difference in statement #53. Potential difference between global leader’s and domestic leader’s relationships with followers was explored during the global leader interviews and will be discussed more in Chapter 5.

Table 27. Statistical Summary of IPI+ Statement #53 Results

	GLGF	DLDL
N=	53	72
Mean	4.1	3.2
Standard Deviation	1.78	1.84
Skew	-0.27	0.23
Median	4	3

Conclusion

The results of the analysis comparing global leaders leading global followers and domestic leaders leading domestic followers have no P-values <0.05 except for statement #53. From the IPI survey results, we can again draw the conclusion that global leaders employ the same bases of power when leading global followers and when leading domestic followers.

The IPI+ survey question #53 indicates that global leaders recognize that when they are from Eastern cultures or when they are from a Western culture leading Eastern culture followers, there is a potentially unique base of power that is influencing the follower's decisions. Eastern culture leaders and followers, when compared to Western culture leaders and followers, consider extended relationships beyond the leader-follower dyad when deciding to complete a change request. The observation of IPI+ survey statement #53 indicates that referent power may not fully capture the

influence between global leaders and global followers and a unique relationship power should be considered.

Global Leader Typology

In addition to asking global leaders to assess IPI statements and answering demographic information, the research also asked global leaders to determine where they were placed relative to the global leader typology (Reiche et al., 2017, p. 558). The global leader typology is a four-quadrant categorization. The two assessment criteria are task complexity rated as high complexity and low complexity, and relationship complexity rated as high complexity and low complexity. The global leaders were asked to read five statements and determine which statement best reflects their global leader role. The global leader typology statements are included in Appendix E. The results of the global leader categorization are shown in Figure 6.

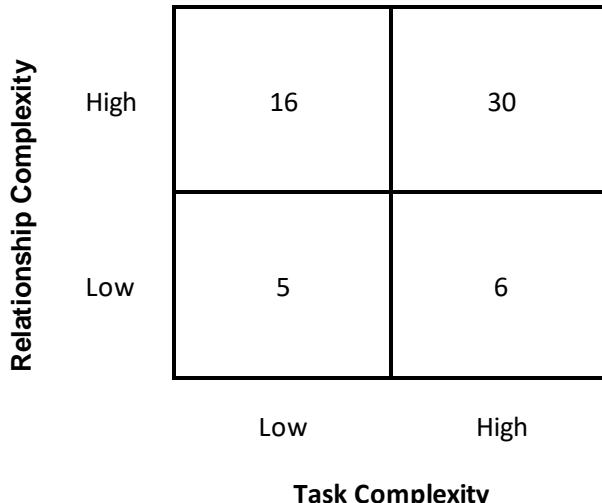


Figure 6. Global Leader Typology Self-Assessment Placement

Of the 58 global leaders who completed this portion of the survey, 30 assessed their role as having high task and relationship complexity. Six global leaders assessed their role as high task complexity and low relationship complexity. Sixteen global leaders had high relationship complexity and low task complexity. The remaining group of five global leaders had both low task complexity and low relationship complexity.

To understand the global leader's self-assessment, the organizational leadership level of the global leader was collected as part of the demographic information and was placed in the global leader typology four quadrants. The results are shown in Figure 7. In the results, 1 = project leader, 2 = first level manager, 3 = second level manager, 4 = executive, and 5 = vice president. The results indicate that there were vice

presidents (5), executives (4), and second level managers (4) in each of the typology quadrants.

The research also reviewed seven global leaders with known similar roles. All the global leaders worked at Company One, were chief engineers (executive level, 4), and all had global followers in China and Europe. The self-assessment showed that five of the respondents rated their role as high task complexity and high relationship complexity. One assessed their role as high task complexity and low relationship complexity, and another rated their role as low task complexity and high relationship complexity. The data is shown in Figure 7 as orange points.

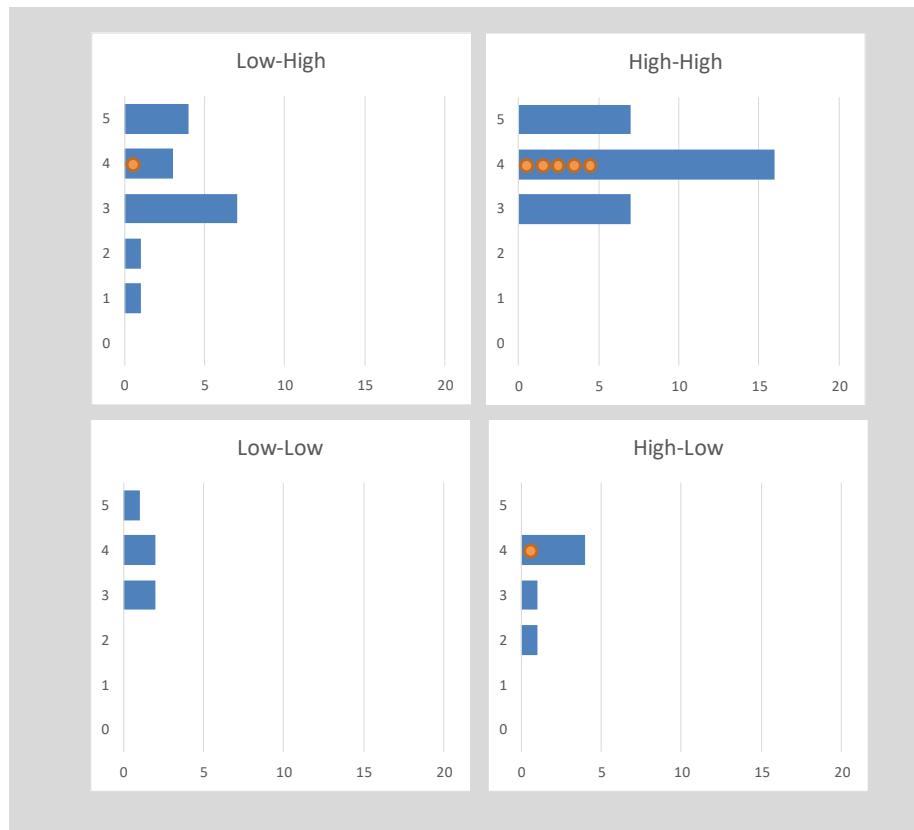


Figure 7. Global Leader Typology Self-Assessment by Organizational Leadership Level

Although the global leader typology is a method to differentiate global leader task and relationship complexity, from the results of this survey, the global leader typology was not an accurate self-assessment instrument. The assessment of “high complexity” is a relative assessment by the individual and does not allow for a reliable comparison method (Carter & Dunning, 2007). Based on these observations, the global leader typology assessment information was not used in this research.

Summary of Quantitative Results

The results of the global leader survey demonstrate that, within the measures of the IPI questionnaire, a global leader utilizes the same bases of power when leading global followers and when leading domestic followers. The results of the research show that global leaders use personal forms of power more frequently than structural forms of power. Of the personal forms of power, information power is the highest ranked base of power. Legitimate power of position is the highest ranked structural form of power employed by global leaders. The results of the survey research also show that global leaders leading global followers employ the same bases of power as domestic leaders leading domestic followers.

The global leader survey also investigated three new proposed bases of power: ecological power, network power, and relationship power. The results of the survey analysis show that these bases of power are not correlated with the original bases of power. This result supports the idea that the three additional proposed powers are an additional categorization of power. The results of the study also demonstrated for these new proposed bases of power that a global leader's use of these powers leading global followers is the same as a domestic leader leading domestic followers. There was one exception to this conclusion. The statement in the survey that assessed relationship power by asking about the value of a leader's "extended social network," showed a difference between global leaders and domestic leaders. The results of the statistical comparison showed global leaders rated this statement as "more likely"

when considering global followers than domestic leaders when considering domestic followers. This result suggests that it may be plausible that a global leader's relationship power is unique compared to a domestic leader's relationship power.

The research study also compared the results of the global leader survey responses to survey responses from two previously published studies on U.S. university students and Israeli medical personnel. In both comparisons, the global leader survey results demonstrated a higher ranking for legitimacy of dependency and a lower ranking for expert power. The difference in ranking of these two bases of power may be related to industry or cultural differences between the global leaders and the students and medical personnel or many other factors. There was insufficient survey response data to determine a cause for this difference.

The results of the global leader survey set the stage for the global leader interviews. The survey indicated that personal forms of power, such as information power and legitimacy of dependency, are important personal bases of powers when making a change request. The survey also indicated that structural forms of power are valuable when making a change request. Legitimate power of position was ranked high in the survey response and, therefore, is most likely a contributing base of power during a change request.

Demographic information from the survey also set the stage for identifying a global leader complexity. During the survey, global leaders identified if they had a structured or matrix reporting relationship with their global follower. Response to this question prompted interview questions with global leaders to explore how this reporting structure affected the global leader and global follower relationship.

Chapter 5: Qualitative Interview Results

As described in Chapter 3, in addition to collecting survey data from 69 global leaders, I conducted interviews with 23 global leaders to elicit a deeper insight into how these leaders used their power when leading globally versus domestically. I was particularly interested in understanding from their perspective how, why, and when they used the different bases of power and whether the complexities of the global environment, as described in the literature (Huesing & Ludema, 2017; Osland, 2018; Osland, Li, et al., 2017), had any material effect on the way they employed the various powers when leading globally versus domestically. To summarize the quantitative results from Chapter 4, my findings show the following:

1. Ecological power, network power, and relationship power can be added as new bases of power to the 11 bases of power identified by French and Raven (1959) in the IPI (I call these 14 bases of power the IPI+).
2. Global leaders use essentially the same bases of power when leading globally and when leading domestically (see Table 28).
3. Global leaders employ essentially the same bases of power as domestic leaders (see Table 28).
4. Both global leaders and domestic leaders use personal sources of power more frequently than structural sources of power (see Table 28).

5. One exception to the similarities between global leaders and domestic leaders is that global leaders are more likely than domestic leaders to use their extended social network (a form of relationship power) when attempting to influence their followers.

Table 28. Ranking of the Bases of Power Used by Global and Domestic Leaders

Base of Power	Source of Power	Global Leader, Global Follower (IPI+)	Global Leader, Domestic Follower (IPI+)	Domestic Leader, Domestic Follower (IPI)
Information	Personal	1	1	1
Network	Personal	2	2	NA
Dependence	Personal	3	3	3
Position	Structural	4	4	2
Referent	Personal	5	5	4
Expert	Personal	6	6	5
Personal Reward	Personal	7	7	6
Relationship	Personal	8	9	NA
Ecological	Structural	9	8	NA
Impersonal Reward	Structural	10	10	7
Reciprocity	Structural	11	12	8
Personal Coercion	Structural	12	11	9
Impersonal Coercion	Structural	13	13	11
Equity	Structural	14	14	10

In this chapter, I explore the nuances of how, why, and when the global leaders employed the different bases of power. I also explore three potentially additional bases of power – ecological power, network power, and relationship power. The results of the research from the global leader survey showed that these powers are unique from the widely recognized 11 French and Raven (1959) bases of power. The discussion in this chapter looks at how the global leader bases of power research in this study affects the categorization of bases of power and highlights areas of an established power interaction model that can be expanded to better describe the process in which leaders use power to make a change request.

The Use of Power When Making a Request for Change

The first major finding from my qualitative data was that, for the vast majority of the leaders interviewed, the choice of which bases of power to use when requesting a change followed a similar sequence. The process is shown in Figure 8 Figure 1 and described in the next sections. Preceding any change request, certain antecedent bases of power exist that have been established by the organization or fostered over time by the global leader him or herself (see box A in Figure 8).

Organizationally-established bases of power, such as legitimate power of dependency, legitimate power of position, impersonal reward power, and ecological power are determined primarily by organizational structure. These bases of power are often global-leader-independent and are related to the role of the global leader in the

organization hierarchy. Other antecedent bases of power, such as expert power, referent power, and relationship power, are dependent on the global leader himself or herself. Expert power, referent power, and relationship power are continuously evolving based on the leader's capability, previous experiences, and relationship with the global follower. As a global leader initiates a change request (see diamond CR in Figure 8), these antecedent bases of power set the stage for the request as a pre-existing "constellation of powers" (Raven et al., 1998, p. 309), and they combine with additional powers (e.g., information power, legitimate power of position, and impersonal coercive power) in the bases of power selection sequence.

Once the global leader is ready to make the change request, ideally, he or she starts with attempting to understand the context of the global follower and the global follower's regional context (see circle U in Figure 8Figure 8. Bases of Power Selection Sequence). With an understanding of why the global follower is performing tasks in a particular manner, the global leader is better informed on how to proceed with the change request. The first base of power that the interviewed global leaders utilized was information power (see diamond IP in Figure 8). The use of information power by the global leader provides an explanation and understanding to the global follower for why the change request was made. Most global leaders interviewed described that information power is typically sufficient for the global follower to complete the change request (see diamond CC in Figure 8). If the change request is

rejected by the global follower, however, most of the global leaders move to employ legitimate power of position as the next base of power (see diamond LP in Figure 8). With legitimate power of position, the global leader gives a direct order for the follower to complete the change. Occasionally, the global follower continues to reject the change request. In this event, the global leader typically employs coercive power with the global follower in an incrementally-escalating way until the change request is complete (see diamond CP in Figure 8).

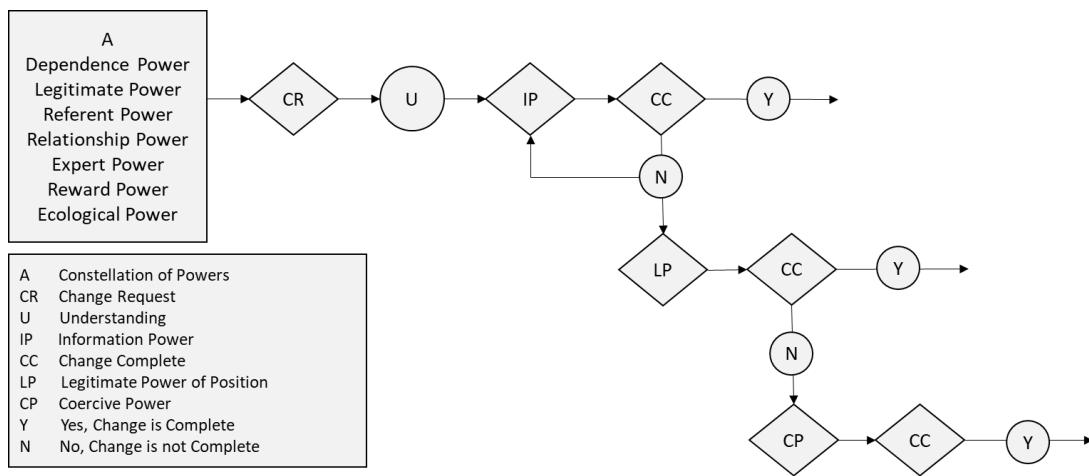


Figure 8. Bases of Power Selection Sequence

A detailed description of the bases of power selection sequence, complete with global leader vignettes, follows in the accompanying sections. First, I describe the constellation of antecedent powers established by the organization or fostered over time by the global leaders themselves. I pay particular attention to relationship power because of the number of times and the variety of ways in which it was mentioned by the participants of my study. Next, I explore the nature of the change requests that

were made by the global leaders and demonstrate the importance of global leaders understanding the unique perspectives of their followers from different regions around the world in order to achieve success. I then examine how, why, and when the global leaders used three primary bases of power in the influence process—information power, legitimate power of position, and impersonal coercive power. I focus particularly on the different dimensions of information power—providing facts and figures, clarifying the bigger picture, gathering insight from the organization's social network, and offering a vision of a better future—because these were described by the global leaders as the influence strategies they use most frequently and consistently with global and domestic followers.

A: Antecedent Powers

As mentioned above, prior to a request for change, global leaders have certain pre-established bases of power and are continuously expanding their bases of power with global followers (see box A in Figure 8Figure 8. Bases of Power Selection Sequence). This collection of antecedent bases of power forms what Raven et al. (1998) called a “constellation of powers” that global leaders can draw upon when requesting a change (p. 309). The constellation of antecedent bases of power is established by the organization in the way it is organized, developed between the leader and follower as they interact in organizational assignments, and developed within the global leader with their increased experiences. These antecedent bases of power set the stage for subsequent base of power usage when a global leader is required to lead change. In

this section, I explore seven bases of antecedent power that were identified as important for global leaders: legitimate power of dependency, legitimate power of position, referent power, relationship power, expert power, impersonal reward power, and ecological power. I pay particular attention to legitimate power of position and relationship power because of the importance they were given by my interviewees. As discussed previously, for the global leader interview quotations included in the subsequent sections, [sic] is not used. The quotations are an accurate transcription of the global leader's message. Presenting the quotations as spoken by global leaders and with minimal revision helps to demonstrate the complexities of language.

Antecedent power #1: Legitimate power of dependency

Although legitimate power of dependency was originally described as “obligation to help others who cannot help themselves and are dependent upon us” (Raven, 1993, p. 4), this base of power is also important within work groups and between leaders and followers with a high reciprocal interdependence (Castañer & Ketokivi, 2018). For the global leaders interviewed, there was consistently a strong reciprocal interdependence between the global follower's success and the global leader's success. This interdependence meant that, for the global leader to achieve the organization's goals, the global leader was dependent on the global and domestic followers and vice versa. The mutual dependence/interdependence between the global leaders and their followers was described by Dave (a global leader) in the following

manner: “I don't look at subordinates as being subordinates...they are partners on the journey.”

Recognition of followers as “partners on the journey” is the acknowledgement that leaders and followers are interconnected in their work practices and their ability to accomplish their goals. During another interview, Li (a global leader) described a similar point of view: “It's not like his or her business, it's our business. So, always work together to see what I can do to help you, what you need to do to fix the issues.” Like Dave, Li reinforces the reciprocal interdependence between leaders and followers in accomplishing shared objectives. Additionally, Li highlights the importance of global leaders as helping followers overcome challenges.

Antecedent power #2: Legitimate power of position

The second base of power that makes up a global leader's antecedent powers is legitimate power of position. Legitimate power of position is a hierachal assignment of roles within the organization. Legitimate power of position is the assignment of individuals as managers and as subordinates. For the global leaders interviewed, all held legitimate power of position over their followers.

Legitimate power of position in matrix organizations

A unique organizational configuration for approximately one-third of the global leaders interviewed was that, despite having a certain level of legitimate power of position with their followers, they did not have direct organizational reporting

relationships with their global followers. Global leaders in this organizational structure had less than usual legitimate power of position because they had only indirect functional reporting relationships with global followers. The global followers in this organizational structure had a second regional manager that was their direct reporting manager responsible for in-region organization matters. This leadership arrangement can be referred to as matrix reporting (Ford & Randolph 1992; Moodley, Sutherland, & Pretorius, 2016).

In matrix-reporting organizations, the follower effectively has two managers. One manager typically sets functional objectives and the second manager addresses administrative functions such as pay and benefits, along with insuring quality of the follower's work performed.

For global leaders and global followers, the matrix reporting takes on an added dimension, in which the global follower has both a global leader and an in-region leader. In this situation, the global leader may be separated by distance, time, culture, and language from the global follower, and the matrix manager may be in the same region. A matrix-reporting organization introduces challenges for any leader to ensure both leaders have aligned direction to give the follower, and global leaders are no exception. During the global leader interviews, Dawn (global leader) explained why she needed to stay aligned with the in-region manager in the following quotation:

So, that person [global follower] reports directly to me but he's matrix to the local entity there... I need to influence that [in-region] boss as well to influence that person. So, that boss, I had leadership meetings, invited him to participate with me so that he can start seeing that customer is his customer too, not just my customer.

Dawn explained that in addition to staying in contact with global followers, global leaders need to stay in contact with the in-region matrix leaders. By staying in contact and having aligned objectives with in-region leaders, global followers will receive a consistent message. In-region managers, by nature of their physical location to the global follower, have more access to the global follower. This reporting arrangement results in the situation where the global leader has less legitimate power of position because global followers are receiving direction from the in-region manager. This point was described by the global leader Ann during her interview:

In reality, they're [in-region managers] probably walking down and talking to the [global followers] and not keeping me in the loop all the time, so I needed to know that...they're going to be giving direction to the [global follower] that report to me, but locally, they're giving direction every day. I need to make sure I'm aligned with these people constantly so that their direction is consistent with my direction.

Occasionally, however, the in-region manager is not aligned with the global leader as described by Jun, a China based global leader, during his interview: “the main reason I found, finally, is the [in-region] manager based in India, disagree to do the [global follower's assignment]. But he doesn't tell me directly because he's working in India.” Situations in which the global leader and in-region matrix leader are not aligned create additional work for the global leader. The global leader is effectively making a

second change request of the in-region leader and needs to employ similar bases of power. Global leaders may need to employ information power and expert power with the in-region leader to explain why the change request was made. Global leaders may also appeal to network resources or rely on previous relationships with the in-region matrix leader to gain support for the change request. During his interview, Jun commented on the increased effort required to work with the in-region leader to also convince them of the change request. Jun's effort was "very long, several rounds. At least one week, we take one week, while we have four or five meetings in that week."

In-region matrix managers, however, can also provide a unique advantage to global leaders. They can act as a cultural and linguistic boundary spanner (Butler et al., 2012) between the global leader and the global follower. The benefit of being a linguistic bridge was identified by Tracy (global leader) during her interview. She described how she called the in-region matrix manager to check on her global follower to make sure the global follower understood the change request he was given. Tracy's uncertainty with the global follower was around his understanding of the English language versus his native Mexican language. To address these concerns, Tracy "called [the in-region matrix manager explaining] I'm not sure how fluent [the global follower] actually is, because he wasn't following my directions. I was double-checking to say, 'Is he understanding me?'"

Similar to acting as a bridge for language, the in-region matrix managers can act as a cultural bridge between global leaders and global followers. In a global reporting relationship, there may be cultural differences that are not apparent to global leaders or that are apparent but not understood. Ann, a new global leader in the U.S. with followers in China and Germany, explained how she recognizes the culture differences and works to overcome the challenge. According to Ann, “there's a whole cultural aspect happening locally that I may not know about on a day-to-day basis. How I get through it is to communicate a lot to the other [in-region matrix] leaders there, and to the [global follower] individuals.”

Eastern vs. western views of hierarchical power

Experienced global leaders recognize that global followers from eastern cultures view hierachal decision-making differently than western followers, which contributes to the strength of the legitimate power of position of the global leader. In this situation, the culture of the global leader and global follower are acting a moderator on legitimate power of position. Craig, a United States global manager discussing his global follower in China, stated that in his experience “my colleagues [peers] in China and my direct reports in China tend to be more hierarchical. They'll follow whatever the leader says.” Similarly, Emily, a global leader from Great Britain, working in the U.S., and who was leading a global follower in China, commented:

It's one of those things that does exist quite a lot in Asia still. If your manager tells you to do something, to a large extent that carries weight, whether or not you think it's a good or bad idea. Whereas when you spend time in the UK, Europe, if your manager told you to

do something there, and you thought it was a rubbish idea, you just wouldn't do it.

The characteristic of eastern cultures' greater recognition of hierarchical power is also recognized by global leaders from eastern cultures. When discussing legitimacy of position with Jun, a Chinese manager leading Indian followers, Jun said "in Asia...people is more following the people who is senior than you, rather than start challenging them...."

Legitimate power of position is an important base of power for leaders, including global leaders. Global leaders, however, may not have all same authority as domestic leaders while they are leading. As identified by the survey results and expanded upon in the interviews, global leaders are occasionally leading their global followers in a matrix reporting relationship with a parallel in-region matrix leader. In this situation, the in-region matrix leader also has legitimate power of position over the follower. A matrix reporting role may require that in addition to considering the global follower, global leaders also need to consider the in-region matrix leader when making a change request. The global leader may need to rely on other bases of power, such as information power and relationship power, when dealing with the in-region matrix leader. Global leaders need to ensure the in-region matrix leader is supporting the change request.

Antecedent power #3: Referent power

One of my most interesting findings was that referent power and relationship power are two different things. A leader has referent power when his or her follower has a “feeling of membership [and] wants to maintain this relationship” (French & Raven, 1959, p. 266). This implies a one-dimensional relationship in which the global follower is influenced by the global leader. The global follower’s respect and interest to be part of the global leader organization increases the global leader’s referent power. Relationship power, however, implies a two-sided relationship in which the global leader personally knows and understands the interests of the global follower. This personal connection between the global leader and global follower yields additional insights and provides the global leader an additional base of power with which to influence the global follower.

Antecedent power #4: Relationship power

The interviews highlighted the importance for global leaders to establish relationships with their global followers. Global leaders often rely on their relationship with the global follower to minimize the complexities of global leadership. Global leaders are occasionally leading across cultures, with followers who may speak a different native language, across time zones, and over geographic distances. By establishing a relationship with global followers, global leaders can minimize these complexities. The interviews reinforced the idea that global leaders have relationship power in addition to referent power.

As described by Dave during his interview, relationships are important for global leaders because they create an understanding between the global leader and the global follower. With an established relationship, global leaders can communicate more clearly with global followers and are better able to determine the bases of power that work with each global follower. Dave described his view on relationships in the following statement:

When you start peeling into the word relationship, there's a lot there. There's the mutual respect. There's a mutual trust and other elements. I think if you work on the fundamentals of the relationship, then that goes a long way and you leverage that relationship not only in tough times but just as an ongoing basis. Because in our new world today, for any company globally, you can't be everywhere all the time and you can't be even jumping on an airplane every other week to go see the teams.

The importance of trust in relationship power

A foundation to the global leader and global follower relationship is mutual trust between the global leader and the global follower. The global leader needs to trust that the global follower will complete tasks in a quality and timely manner. At the same time, the global followers trust that the global leader has the organization's, the global leader's, and the follower's best interest in mind when using bases of power to make a change request.

Keeping the global followers' needs in front when making decisions and showing a personal interest in the global follower was described by Michelle during her

interview. Michelle described that a global leader who “genuinely love[s] people” is going to be a good global leader. When a global follower recognizes and trusts that a global leader is making a change request and at the same time considering the personal interests and goals of the follower, the global follower will be more willing to act upon the request. As described by Michelle, the best global leaders are truly concerned with the interests of their followers:

I genuinely find leaders that really are centered and really have a joy and appreciation for general human beings, I think, do much better as global leaders. Because it's a common denominator. Doesn't matter what culture, doesn't matter what time zone you're in, if you really genuinely love people, it's just going to show.

During the time prior to a change request, global leaders are establishing and deepening their relationship with global followers. By strengthening their relationship, global leaders are building relationship power with their global follower. With strong relationship power in place, when the global leader makes a change request, the global follower will require less influence from other bases of power. This observation was explained by Jie during his interview: “if you have a really good relationship and he [global follower] respect you, he understand you very well, he will follow. Although he could not understand why you ask him to do so.”

Almost all the global leaders interviewed expressed the importance of establishing relationships with global followers and the importance of trust. Global leaders recognize that relationship power is based in the global follower trusting the global

leader's intentions. Global leader quotations on relationship power, along with feedback on trust and credibility, are provided in Table 29.

Table 29. Global Leader Quotations on Relationship Power

Global Leader	Quotations
Jie	“...in my mind, if you want to like convince people, ask him to go another direction, it needs time. We need to know each other very well. Otherwise, if you ask experienced people to change direction, it is very difficult...”
Li	“...build trust is through the communication and through try to help each other. So, it's not just the subordinate try to build trust with the leaders. I hope the leaders also will have initiative to communicate or build trust to try help their team. That's also very important.”
Roy	“To me there's, whenever I'm talking about changing people's behavior, obviously some of this is a cultural thing, but it starts with building credibility with your team...it's a lot more about human connection credibility, less about expert credibility”
Kyle	“...build the credibility as you go forward with the team, so when you make the next request even if they're not quite sure they're willing to engage because they think you'll bring value to the process.”
Emily	“...optimal balance of knowing them enough as people and connecting to them and having some kind of trusted relationship with them as it is to just get the work done.”
Dawn	“...especially working globally, the process of establishing a relationship, establishing the thinking part of it and the discussion part is a part of the whole process.”

Establishing trust between the global leader and global follower is a complicated process. First, global leaders need to establish that they have the global followers' best interests in mind when making decisions or making a change request. Michelle

described this first step as displaying “genuine ness and that empathy for caring about what they [global followers] think, I think, is really critical to build that trust.” Next, to establish relationship power, global leaders need to demonstrate consistency in their concern for their global follower over time. Global leaders need to demonstrate that over multiple change requests and an extended time period, the global follower’s interests are considered along with organization interests. As described by Felix (global leader) during his global leader interview, “People need to have a sense of trust over time, and if you’ve been there time and again to help them out, to get them through situations, they are willing to work with you a little bit easier.”

How global leaders establish relationship power

During the interviews, global leaders identified many ways to strengthen relationship power with global followers. Table 30 provides quotations from global leaders on how they work to establish and strengthen relationships with global followers. One of the most common means is over a meal. Global leaders often set aside one evening of their in-region visits to eat with their global followers. Meals are an opportunity to exchange cultures and have conversations on organizational and personal subjects.

Table 30. Quotations on How Global Leaders Establish Relationship Power with Global Followers

Global Leader	Quotations
Dawn	“I try to find where those common interests, or companies interests, person’s interests, my ability to support them and to help them grow and have an influence themselves of what’s going on.”

Michelle	“...when I go into the regions, I spend an inordinate amount of time just talking to the people about what they're doing, what their kids are doing. You know, we got rugby players, people who like to do barbecues. I mean, I try and really get to know them as people.”
Roy	“To me, being willing to listen to your local team and do things different is the foundation of getting them to listen to you and do things differently. Because if you do that you build up a credibility.”
Jun	“So your trust is buildings through the issue fixing process...encouraging and helping them is more from their heart. So it's more easy to grab the team, follow your direction rather than just pushing them.”
Herrick	“I think we sit together like in Japan for dinner, and you sit there two hours, and you show all that you're just being another human being, and it's not ‘I'm the boss, and you're the employee, or the team members somewhere.’ That there is a different set [of relationships] that starts growing.”
Yoshikane and Rokuro	“...just having a lunch with the [North American] tech center guys there. It really helps.”
Jun	“...we have team building together. With all their [engineers], we have a dinner together with their team. So normally when I was there...one night off with them to have a dinner with them.”
Tracy	“...we do lunch when they're here [in the U.S.] and then we do go out, and then when I'm in Mexico they go out with us to lunch and usually one dinner. Then I like to do one dinner just with my team without all the Mexico management, because it's a little bit easier to bond.”

The importance of in-person meetings and visits for building relationship power

During the interviews, global leaders reported that one of the benefits of in-person meetings was strengthening relationship power. In-person meetings and visits—or, as described by several global leaders, “face-to-face” meetings and visits—allowed the global leader and global follower to form or strengthen a relationship and gain a better understanding of the other person. The in-person meetings and visits often

contain topics and events that extend beyond the organizational business, such as sharing a meal, as described in the previous section. An in-person meeting and visit between a global leader and global follower often had a positive effect on the relationship that extended beyond the individual time the global leader and global follower were together. As described by Michelle during her interview, “Once you meet them a couple times face to face and you have some really good conversation, you can maintain that relationship globally.”

Michelle demonstrated how a strong relationship with her global follower benefitted both the global leader and the global follower. Because of the strength of her relationship with the global follower and her attentiveness to people, Michelle was capable of judging how well the global follower was feeling based on the global follower’s voice. During audio calls, Michelle could judge from the tempo and clarity of her global follower’s voice and read their emotions. If her global follower’s voice was more rushed and his or her English was not as clear, Michelle knew her global follower was having a difficult day. With this insight, she was able to spend additional time with her global follower to understand the challenges they were facing.

You can tell the inflection in their voice. You can tell when they're not having as good of a day as they were before. Because your sense of the voice, now that I think about it....Not even it's just the camera, it's the Webex thing, but the voice. You become so heightened to people's voices because that's what you have to tune into to hear how they're doing, you know? It's you've really have to pay attention to that.

As demonstrated by Michelle, establishing a strong relationship with global followers is important for global leaders. One of quickest ways to strengthen the global leader's relationship power is through in-person meetings and visits. During the interviews, global leaders shared a range of frequency in which they meet in-person with their global followers. Global leader in-person meetings and visits ranged from quarterly to once per year. From the interviews, global leaders suggested that twice per year might be the minimum number to maintain a strong relationship.

Table 31. Quotations on the Importance and Frequency of In-Person Meeting and Visits with Global Followers

Global Leader	Quotations	In-Person Meetings per Year
Li	"[in-person] at least once a quarter."	4
Liang	"Triple per year."	3
Jun	"I travel at least two times, twice per year, to India and to face to face with supervisor and spend time with team together. So, in this way I can close my distance with them in this way."	2
Keith	"I think we're coming to the realization that we need more frequent travel, shorter durations, and that's counter to what everybody wants to do...I think you're better off at two visits at three days each, or a day and a half each, even to Europe, rather than try to cram everything into one solid week or two solid weeks. I think that tap, tap, tap, tap, that cadence is better engagement."	2
Herrick	"I'm trying to be in every region twice a year."	2

Craig	“[after the visit six months ago] the ground that I've gained on informality and mutual respect and mutual caring. Nothing's been lost, but the ‘I just want to call [Craig]’ or ‘I just want to send a note because I thought of something,’ some of that has died down. Probably because I haven't been there and none of them have been allowed to come [to the U.S.].	2
Yoshikane and Rokuro	“...once per year, or maybe twice per year... team meet, best case. I invite them to our production site, or our engineering room or somewhere, what we are working, where we are working, and so we talked.”	1-2
Jie	“Every year that we invite them to travel to our company, to understand what we are doing and how we deal with people... we invite him back to China and we have team buildings. Set up close relationship with him so he know who we are and what kind of person we are.”	1
Ann	“The team is really good at every year about having a face to face, a global face to face if we can get the travel approved.”	1

Chinese and western views on the extent of relationship

The interviews highlighted a unique difference when establishing relationships with Chinese global leaders and global followers. When dealing with Chinese followers, there is a greater occurrence and acceptance of integrating organization and personal aspects into developing a relationship. Emily, a British leader working in the U.S. and leading followers in China, described the following events during her in-person meeting and visits with her global followers:

This last occasion I was in China in April I stayed in Nanjing over a weekend, and it made me smile in a way because they knew I was staying over the weekend and started suggesting things for me to do. And it became quite obvious quickly that they intended to all do it

with me. I said, "Well, I don't want to take up your entire weekend. Yeah, it's very kind of you." Because in the UK the thought of spending a weekend touring your boss around the city, everybody'd be like....You know breathing a sigh...but it's kind of ... They actually wanted to and I feel like they genuinely did. And so we went out one day over the weekend, and they brought their families and children with them, and we went to a museum, we went out to a park and we went for a nice lunch. And everybody was interacting like it was a group of friends.

Emily's experience with her Chinese followers demonstrated a willingness by the followers to expand their relationship with Emily to include personal aspects of themselves. Emily described how her global follower relationships were different from relationships with followers in the U.S. and the U.K.:

...it's a really different way colleagues interact socially in China versus in the US, that they had observed, that here maybe it's a bit more of a there's a clear distinction between your office interactions and relationships versus who you would call your friends outside. Whereas perhaps in the Chinese culture, there's a bit more of a merging of the two and deliberately so, so you see your colleagues as an extension of your group of friends and there's more socializing that would happen outside of the office.

Li, a Chinese global leader leading global followers in Australia, demonstrated a similar effort to engage followers in interests outside of the organization in an effort to strengthen relationships. As Li described, she was attempting to establish a "caring" relationship with her followers:

I find a way to talk with them, listen to them to say what they think about our work, and what issue, or what do they have outside of work. Like somebody... I went to Australia, I go to each employee to their desk to check for feelings. Somebody will tell you, they'll say, "Yeah. I bought a new house recently. It looks nice." Something like that.

Like a caring communication. (Li, personal communication, September 18, 2019)

Ann, a U.S. global leader leading Chinese followers, also used activities outside of the organization to build relationships. She found that sharing personal information invited global followers to share personal information. These greater in-depth exchanges strengthened the relationship between the global leader and global follower, which Ann described as “extended families.”

...similar in China too. I met a lot of the families. They were very family oriented. On nights and weekends, I would see what they were doing. Can I join you? Can I learn a little bit more about your family and then we have a better personal connection...I get their support more. I find when I give them a little bit of myself, about my family and then they are also sharing there so now we're a bigger extended family that way.

Craig, a U.S. leader leading Chinese followers, found that including families of followers was key to establishing in-depth relationships. Craig felt that by showing you care about the followers’ families strengthened the trust between the leader and follower.

I took out everybody for dinner on Saturday night...we bought a dinner at a place and it was right near the main city gate. But the key point was... each of them brought their kids and they were just out... and it's like bring your kids... I think in kind of connecting with their kids, the walls came down a little bit. The trust... and so they became a little more trusting. Cause I was eager to understand what their away from work life was like...

During the global leader interviews, including families in relationship-building was limited to Chinese leaders and followers. No other global leader from the U.S., Japan, or Europe referenced including global follower families. Herrick, a German leader leading followers in Japan and South Korea, commented that leader-follower relationships would not include families:

I think that it [relationships] doesn't have to go that far that I need to know family members of the other person, but at least yeah, meet outside of the office environment. I wouldn't overdo that, just say like, "We have to have all kinds of events, and let's go whatever, to an adventure park together, or something like that." I limit it to usually have dinner, or to go to a bar together.

Guanxi

A relationship concept that is familiar to global leaders who interact with Chinese leaders and followers is the concept of *guanxi*. Jun, a Chinese global leader, described how organizations in China are relationship based: "China, it's a relationship country actually. So, it's not process driven. So, if you want to work with others, especially like we work with cars, the joint venture, so you need to have a relationship with them." The global leaders interviewed described several forms of *guanxi*. The common aspect of the concept of *guanxi* can be described as an obligation to another person in the relationship. For some relationships, this obligation can be a burden. As described by Mian and Wei during their interview: "*guanxi* is a relationship from someone that you cannot say no. Like if it's your boss relationship. You feel it's very difficult you say...at least in China, if that's a *guanxi* relationship from your boss, you

always feel difficult to say no.” For other relationships, *guanxi* is an obligation that is a pleasure for the individual. *Guanxi* in this form is the belief that you are positively supporting your relationship. Mian and Wei also described this relationship:

Another *guanxi* that it comes from someone or something that you are familiar with or you are comfortable with, so you like to work with this relationship, or have a connection with this relationship. Like if this is relation from your friend, so you feel this is trustable, and then you are willing to help this relationship, or connect this relationship.

Included in the idea of *guanxi* is the belief that you are setting up a relationship for future exchanges. When one individual helps another, they are doing so with the idea that at some point if the future they will also need help and the favor will be returned. This idea of a future favor in return was described by Jun (global leader) during his interview:

...you seeing this is a relationship, *guanxi*. So, because of the relationship, [if something] is not my responsibility, I still help them, do him a favor.... So will benefit on my next project when I start to talk with [other] on sourcing or some stuff is more smooth because they start trusting you.

When Chinese global leaders were asked if *guanxi* exists outside of Chinese cultures, two leaders agreed that it is also within the U.S. and European cultures. Mian, Wei, and Li, respectively, described their experience with *guanxi* in the U.S.:

I feel it's [*guanxi*] also in western cultures. It's always there, but you just [need to know] how to deal with it. If it's based on a right, a clean, the connections, it's good, always good to use that.

[*Guanxi*] is important in Chinese, but I also found out it's also important in U.S. culture, in Australian culture. For example, if I don't know you, [and] one day I call you and [ask] help for this one. You might say, "Who is this person? Why she call me?" But, if now we met, I know you, if I ask for help, you might still reject me, but you might, "Oh, that's Li. I know her."

A key concept of *guanxi* is included by Li in her statement "...you might still reject me...." This is important, because *guanxi* is not a debt that needs to be repaid, but a favor that is returned. Moreover, even if Li's request is rejected, there will remain a relationship between her and the other individual.

On

A similar concept to the Chinese concept of *guanxi* is the Japanese concept of *on*. Takahiro, a Japanese leader leading U.S. followers, described *on* with the following example:

If someone help me when I'm struggling to do something, I cannot achieve so someone support me then I feel *on*. If someone who has supported me, has some trouble then I have to support next, that is *on*. I have *on* for him. That is *on*.

On, like *guanxi*, is repaying a favor to someone that has helped previously. Yoshikane and Rokuro, two other Japanese global leaders, described *on* with their story of a U.S. manager who recognized the effort of their organization. After years of extra effort and hard work, a customer of Yoshikane and Rokuro acknowledged their company's efforts by sending a thank you note and reorganizing the personnel in the customer organization to benefit Yoshikane's and Rokuro's company. Yoshikane and Rokuro

described this response: “He understood that [Company D] has been working very hard for years for that customer, and he felt appreciative of that, and he changed the organization, I think for [Company D].”

The global leader interviews presented an important and complex view of a global leader’s relationship power. Relationship power is a two-sided relationship in which the global leader knows the global follower personally. Relationship power was discussed by many of the global leaders during the interviews. Global leaders discussed how their intimate knowledge of the follower allowed them to understand the global follower’s perspective, to provide better targeted information, and to sense when the global follower was not aligned with the change request. Relationship power was established best through in-person meetings and visits, and the strengthened relationships lasted for extended time durations after the meeting. The global leader interviews suggest that relationship power may be particularly important when dealing with Chinese leaders and followers. Interviews with Chinese leaders or global leaders with Chinese followers both suggest that Chinese relationships often extend beyond the organizational boundaries. Relationships with Chinese leaders and followers often extend into personal spaces, such as family relationships.

The global leader interviews also demonstrated that relationship power is an important antecedent power and contributes to enhancing other bases of power. As

will be seen in the subsequent sections, relationship power contributes to a global leader's understanding of the global follower and strengthens the personal powers of a global leader. The global leader and global follower increase their legitimate power of dependency with each other and improve their ability to communicate across the complexities of global leadership.

Antecedent power #5: Expert power

In their role, global leaders often have extensive knowledge and experience that gives them expert power when leading global followers. The knowledge can be domain knowledge, procedural knowledge, industry knowledge, organization knowledge, and combinations of all the listed. Expert power is established with education and experience. As a global leader enters a change request situation with their global follower, expert power creates a foundation that the global leader can draw upon to complete the change request process, which is outlined in the subsequent sections of this chapter. Expert power allows the global leader to have a better understanding of the global follower's work tasks and environment. Expert power assists the global leader in using information power to provide relevant information. If the global leader utilizes legitimate power of position, expert power gives the global leader credibility when giving direction. Bob (global leader) described how having previous experience gave him expert power when making a change request of his followers:

I had to have a team that was willing to take a chance and I think they were willing to take a chance because I'd had X-amount of experience on programs, sort of knew what the program was trying to do. So, there's a degree of credibility.

Other global leaders expressed similar experiences with the recognition of their expert power. The examples in Table 32 demonstrate that expert power is not limited to domain knowledge but also encompasses process knowledge and organizational knowledge.

Table 32. Quotations on Expert Power

Global Leader	Quotations	Types of Expertise
Kyle	“...here's a guy with a lot of experience. I've been here for a few years and this guy's been around forever doing design work. Maybe I should listen and see.”	Domain
Michelle	“...what I have found is, it works when I ask them to do works and then all of a sudden, the next time I ask, they don't question it. They're like, ‘Hey man, she knows this is what's going on so we're just ... Yeah, trust me. [Michelle] knows what she's doing.’ And she gets to build up the win credibly, and then once you've done that, they want to follow you.”	Process
Tracy	“The process stuff I know. They don't need anybody else. I can probably help them through any process snafu, we're trying to get something done fast at [Company One] for me or so on, who to call.”	Process
Emily	“I often find it's the knowing what question you're answering and sometimes the person asking the question hasn't necessarily asked it in the right way, that they'll get an answer that satisfies them or gives them what they want. And it's thinking about that is that what do they really need to know and what is it in my interest to be telling them.”	Process
Craig	“I'm telling you as the boss who is just the boss, which is the easiest mode of telling...I'm telling you as the boss who has credibility, because he's done all this stuff	Domain

himself and isn't speaking ignorantly. He knows exactly what it is and why the right answer's the right answer.

...he's spent 29 years doing this, and everybody seems to respect how he does it, and he doesn't just ask people to do things that are unfounded."

The evolving nature of expert, referent, and relationship power

An aspect of expert power, referent power, and relationship power that is unique compared to other bases of power are these bases of power build upon on the success of previous change requests. As described by Jun during his interview, expert power is a reinforcing feedback that comes from previous successes:

Then we start delivering the program successfully they will trust you more, and say, oh, with Jun's method we just developed this stuff or fixing the engineering issue successfully. They start to trust you when you are more easy to get this repetition.

Expert power, referent power, and relationship power each evolve with a change request outcome. Ideally, expert power will grow with each successful or unsuccessful change request. Successful change requests will demonstrate which processes are effective while unsuccessful change requests will demonstrate which process are less effective. This increased knowledge will enhance a global leader's expert power.

Conversely, positive outcome change requests may enhance a global leader's referent power and negative outcome change requests may diminish a global leader's referent power. If a global leader continues to have positive outcome change requests, global

followers may increasingly trust the global leader's judgement and may be more likely to complete a change request. If a global leader has several negative outcome change requests, their referent power may diminish with global followers making it more difficult to complete future change requests.

Relationship power may have a wide variety of responses to the success of the change request. The important aspect of the reinforcing feedback for relationship power may not be the outcome of the change request, but how the global leader and global follower interacted during the process of the request. If a global leader and global follower had extended interfacing and established a strong relationship, the outcome of the change request may be less important.

The importance of expert regional knowledge and shared leadership

A unique characteristic facing global leaders leading western and eastern culture global followers, which was highlighted during the interviews, is related to the regional market knowledge required to address a challenge. For western global leaders leading eastern culture followers on eastern culture challenges, the western global leader may lack the eastern culture knowledge on processes, regulations, or procedures to provide guidance. The expert knowledge in this situation may reside with the eastern culture global followers or eastern culture matrix leaders. A similar challenge may also exist for eastern global leaders leading followers in a western

market. During interviews with the western global leaders, the concept of expert regional knowledge was discussed. The following excerpt is Emily's view:

So, I think getting across the fact that their [China follower] input is as important to defining the solution is key and it's key for me, because I don't think I've got all the answers. The people that work for me know a lot more about the detail of the everyday mechanics than I can hope to.

Regional expert knowledge is a unique base of power that global leaders must consider. This base of power, however, may be demonstrated by the global follower and contributes to shared leadership. Shared leadership is defined as “a dynamic, interactive influence process among individuals in groups for which the objective is to lead one another to the achievement of group or organizational goals” (Pearce & Conger, 2003, p. 1).

In a shared leadership relationship, the global leader and global follower can “actively and intentionally shift the role of leader to one another as needed by the environment or circumstances in which the group operates” (Wassenaar & Pearce, 2018, p. 168).

In a global situation, the global leader may rely on the global follower to provide region-based knowledge to determine next steps (Toegel & Jonsen, 2016, p. 163). In this situation, the global follower may possess information power and regional expert power. The interviews highlighted that many global leaders recognize their shared leadership role and, as they enter a change request situation, their first is to ask

questions. This process of understanding will be discussed in more detail in a section later in this chapter.

Antecedent power #6: Impersonal reward power

As discussed in the legitimate power of position section, a global leader occasionally does not have structured reporting relationships with their global followers. In these situations, the global follower will also have a regional manager. This type of organization is referred to as a matrix organization (Ford & Randolph, 1992). A consequence of this type of reporting is that global leaders have a reduced impersonal reward power when leading global followers versus when leading domestic followers. Impersonal reward power is the ability to provide pay increases or benefits based on performance to followers. For several of the global leaders interviewed, the global leader said that they provide input to the global follower's regional manager. The regional manager, in turn, is then responsible for arranging pay increases or distributing benefits. This reporting arrangement has the potential to isolate the global leader from the global follower, thereby reducing the global leader's power when the potential of impersonal reward power is considered.

This assessment on reduced impersonal reward power is supported by feedback during the global leader interviews. During the interviews of global leaders, responses to the questions on reporting structure and the ability to provide pay increases was asked. Global leaders explained that they had input on the pay of their global

follower, but often global followers had an in-region manager who performed supervisory duties, including determining pay raises. As described by Herrick, “the target line [global] manager makes the proposal [for pay increases], and the disciplinary [domestic] manager has to agree to the proposal.”

Antecedent power #7: Ecological power

During the interviews, global leaders referenced their ecological power by describing their ability to control resources within the organization. Global leaders shared how they were able to deploy physical resources or human resources throughout the globe to resolve global follower challenges, as described by Michelle during her interview:

The nice thing about being a global leader is you can move resources around the globe. Because I own the whole skill team, if North America is struggling with something and I know I have resources in India that can help, I can assign 20 folks in India to help out North America temporarily. South America was struggling with a plant shutdown, they needed some extra support, 10 people from Mexico were able to go and help out South America.

Jun described the same ability when discussing his ability to access resources across the globe. Jun stated that he “can find some resource even back to China or are using the US core team, helps them to find some results to do some training for them, either to help them finish their job.” Ecological power, as described by Michelle and Jun, demonstrates the ability to reassign global followers to new tasks in an effort to complete a change request. In Michelle’s example, she was able to reassign resources from the India region to resolve work challenges in the North America region. By default, Michelle was deprioritizing projects in the India region for potentially higher

value projects in the North American region. The second ability ecological power demonstrates is the ability to resolve challenges in front of the global follower.

Another dimension of a global leader's ecological power is the ability to provide rewarding job tasks to global followers. Tracy, during her global leader interview, provided an example of how she used ecological power to motivate global followers to complete a change request. She described how she told her global follower that once the change request was completed, she would expand the global follower's responsibilities to include tasks that are more interesting or have increased responsibility. Tracy explained her steps with "what I try to do when I talk to them [global followers] is balance between 'Okay, so prove that you can do this, and then I can find something a little bit more fun that we can augment in the job too.'"

CR: Change Request

Regardless of the nature or strength of a global leader's constellation of antecedent powers, at some point, the leader will need to make a request for change to global and domestic followers (see diamond CR in Figure 8). In this section, I explore the nature of the change requests that were made by the global leaders in my study and demonstrate the importance they place on understanding the unique perspectives of their followers from different regions around the world in order to achieve success. In the subsequent sections, I examine how, why, and when the global leaders used three

primary bases of power in the influence process—information power, legitimate power of position, and impersonal coercive power.

To understand how bases of power are employed as part of a change request, global leaders were interviewed and asked questions similar to those on the Interpersonal Power Inventory (IPI) questionnaire (Raven et al., 1998).

Think about a time when you were supervising someone in doing some task. Suppose you asked your global subordinate to do the job somewhat differently and, though they were initially reluctant, they did exactly as you asked.

What was the situation? What steps did you follow when giving the revised direction?

This prompt calls to mind relatively simple change requests rather than large-scale organizational changes driven from higher up in the organization. Instead, the prompt focuses on changes to which the leader is more likely to be committed and on the interaction between the leader and follower; this allows the researcher to investigate the aspects of the global leader's actions, feelings, and use of power. The change request examples provided during the interviews ranged from a change in the way meetings were conducted to a team reorganization. A summary of representative global leader change requests is listed in Table 33.

Table 33. Change Request Quotations from Global Leaders

Global Leader	Quotations
Liang	“...Asked someone in China to finish the commercial part and transport the engineering part to the guy in Germany. And the guy in Germany who is responsible for engineering, he is very willing to do that, because he think that it's part of [his] job.”
Dawn	“...we needed to support, modifying or evaluating, some components in Europe and my team members here [US] could not fly over there directly. So, I had to call upon some people that were working for me in our European facility to go to do this task.”
Ann	“...I was going to ask people to stop working in certain countries on this, and move it to other countries, and combine organizations in Australia, for example.”
Dave	“You need to please prioritize the global world, perspective of the outputs versus just your area.”
Bob	“...pulling ahead a fair amount of work. So, we're having to do stuff earlier ...we're going to do something faster and earlier.”
Roy	“...what I really wanted to have happen was for people not to use PowerPoints anymore, but be willing to go sit down with a customer, ask them how things were going, listen, and talk to them about the opportunities and what was on the customer's mind.”
Michelle	“Listen guys, you need to shift this [organization staffing] ... We need more people here.”
Tracy	“I had to convince them [followers] about the need to do [status reports] regardless of the customer receiving the papers.”
Craig	“I want you to do something different. I want you to go tell the program there's no volume for them from [the supplier].”
Craig	“...he was not concise at all with his communication. And it was stereotypical English writing style, which is just a long preamble with some transitional kind of work, and then there's the body of the argument. And you go through 28 minutes of reading to get to ‘And I think we should....’ And what I was trying to convince him was if you could eliminate three-quarters of the getting there, how about we start with the ‘I think we should....’ and button up with the whys and be done with this quicker.”
Roy	“...the change was, don't go in there feeling like you need to prove yourself every single time, go in there and start to develop this

relationship [with the customer]”

Global leaders from Company D also discussed additional steps that were taken to engage followers when executing a large change. For instance, Yoshikane and Rokuro from Company D described how global change leaders go on a “caravan” to other regions. They described the caravan as a group of global leaders that travel to other countries to meet with global followers in-person. The global leaders spend one to two days in each country and travel through multiple countries. Yoshikane and Rokuro said that they prioritize the in-person meetings with global followers to ensure that important messages are delivered clearly and there is an opportunity to spend extra time with global followers. This is described by Yoshikane and Rokuro below:

...if our change in policy in Japan is big, and we think it impacts the European region, sometimes we do what we call a caravan, where a few members of [Company D] Japan will tour each [region] to meet face to face and share direct thoughts. I guess what I'm trying to say is we prioritize face to face meetings.

The importance of understanding the unique perspectives of global followers

One of the first steps global leaders take after the change request is made is working to understand why the global follower is performing the task in a particular manner. Global leaders look to understand if there are regional differences that create a unique environment that defines the global follower’s task process. Global leaders might also consider national laws and cultural dimensions to ensure the change request is

appropriate or should be reconsidered. As described by Jun during his interview, it is important to “stand in the followers’ shoes” when making a change request:

...you have to respect them and showing your respect, so I mean, showing your respect is you have to listen to their voice and understand why they don't want to do it or why they are different directions than you, what's their rationale or what's their logic. And also you have to stand in their shoes and understand why is their behavior like this...

Understanding the follower’s actions were expressed by many of the global leaders during interviews. Feedback from global leaders on how they try to understand global followers is summarized in Table 34.

Table 34: Quotations on Understanding the Global Follower

Global Leader	Quotations
Dave	“I start with trying to put myself in their shoes. Because they see the task, the world, the situation at hand, so I try to see it through their eyes.”
Dave	“I always try to start off with understanding how they think, what they think, what their vision is, what their strategy is, and trying to be a good listener and being a good partner with them.”
Michelle	“I try and make sure that I really, genuinely listen to them, that I try and really understand their culture.”
Dawn	“...especially working globally, the process of establishing a relationship, establishing the thinking part of it and the discussion part is a part of the whole process.”
Ann	“I would propose to the stakeholders this is what I'm thinking. What do you think? Do you have any different ideas? It's a blank slate. What I told them was they're here to help me design and if they're willing to, provide me input and let's create it together. What's the best situation for

you and for all of us to deliver?"

Li "...we have a lot of discussion to say, what I think about a better way to handle that. What do they think about a better way? Not necessarily, my way is the better way. Maybe theirs is better, so we will discuss which way is more efficient, and we can go with the efficient way no matter if it's their method or my method. So, I have a lot of discussion these days."

Understanding as a way of engaging the follower's heart and mind

The importance of a global leader understanding the global follower's view served two purposes. The first purpose, in addition to gaining an understanding of the regional and cultural differences, is working to understand the global follower's view and engaging the global follower into the change process. The second purpose is modeling the positive working behavior of listening on the part of the global leader. Engaging the heart and not just the mind of the follower was an important step when making the change request. The process of understanding was expressed very clearly during the interview with Takuma, a Japanese global leader. Takuma described the understanding process as a multi-step process of first listening, second as fully understanding what the follower is saying, and then finally developing a proposal. Takuma described the process in the following manner:

So, the one thing I have learned as a global leadership...is listening is more important than you can speak, the presentation ability or speaking as a sales person. Listening is first, but it's not listening is only the one requirement. It's a surface unless you understand and come out with something as a proposal. So, I think the three layers, first you have to listen, regardless [of whether] you agree or not. But, unless you digest it and understand fully, you never...share the sympathy or the common ground. Without having that, there is no way

that you're going to move on to the next solution added together. So if we go through this process, I think this is a time that we can get over some distance of different nations or different cultures. At least, we may not kind of be able to understand the cultural differences at the end of the day, but at least from the job perspective I think we can be together.

The action of engaging the follower's heart was expressed by other global leaders during their respective interviews. The results are summarized in Table 35.

Table 35. Quotations on Global Leaders Engaging the Global Follower

Global Leader	Quotations
Dave	“...if you started dictating the output without understanding all the inputs, then you're again potentially at the risk of losing them...”
Roy	“...being willing to listen to your local team and do things different is the foundation of getting them to listen to you and do things differently. Because if you do that you build up a credibility. You model the behavior that says I'm gonna listen to you and I'm gonna be willing to change the way that I'm thinking about something or the way that we're doing something. It builds up a tremendous amount of credibility with your team...”
Takuma	“So normally I would start with asking for the opinions, when I would start discussions I would ask, what is a fact first? I would like to understand a fact, what's going on? Then I would ask subordinates, or the team members or whomever for their opinion. So I would try to separating fact and opinion.”
Emily	“...I think people want to be listened to whether or not you actually agree with them at the end of the day is perhaps less important than the fact that they've had their time when you've shared opinions and then you've come to a joint path forward.”
Craig	“...if they feel like you're fully taking in what they're bringing as the step one, that cultural, regional whatever, you cross a lot of the bridge, regardless of the topic.”

Entering into an influence event in the form of a change request, the global leader utilizes the bases of power that have been established up to that time. The combination of legitimate power of dependency, legitimate power of position, referent power, relationship power, expert power, impersonal reward power, and ecological power establish the bases of power constellation the leader has to draw upon. When making the change request, however, the global leader brings into place additional bases of power. The following sections outline the bases of power that are employed by global leaders once they confirm a change should be made and articulate some of the factors that affect a global leader's decision to employ a particular base of power.

First Step in the Influence Process: Information Power (IP)

As illustrated in the Bases of Power Selection Sequence (Figure 8), information power is the first base of power that is employed when influencing global and domestic followers. As an outcome of the global leader interviews, information power can be organized into different categories of information. These categories are (a) additional facts and figures, (b) an understanding of the bigger picture, (c) new connections in the organizational network, and (d) visions of a better future.

Additional facts and figures

The first category of information power that global leaders employed was providing new data and perspectives to the followers that helps them understand why the change request was made. The information may provide insight into organization

objectives that may not have been evident at first. The new information might also consist of examples from previous tasks that were successful or unsuccessful substantiating the change request. The new information uses logical arguments and explanations. Takahiro, a Japanese global leader, described his method:

I often explain the background, why I want to have the such result. That is very important. If I give such kind of background information then the...My associate can judge by himself if this direction or this direction. Based on that background information they can judge by themselves. Most of these things go good direction. I think the background information is very important.

A summary of how other global leaders use facts and figures when making a change request is shown in Table 36.

Table 36. Quotations on Global Leaders Using Facts and Figures in Information Power

Global Leader	Quotations
Craig	"I took the time to explain to him in a factual way why I wanted to do what I wanted to do"
Emily	"...where I steered him round, I think was I explained to him what I saw as some of the implications of just sharing cost stage at face value, you know we're the custodians of cost. We understand it, other people can interpret it, but we need to guide them down that path."
Michelle	"Michelle told us to go do this and then she gave us a piece of data that said why she thought that way and she was right."
Michelle	"I don't say, 'I would like you to do this.' I always say, 'Could you do this? Because if you could do this, we could save 50 some million dollars a quarter if you could. Could you do this?'"
Jun	"I talked with them. I just using some [warranty] data and some data, I mean the data driven you have to convince them to see the right

direction [Company One] needs to take. Just to try to convince some, we are data-driven, and this will be more. So I will show them why this needs to be happening and what do we have to do in the future, and how is the cost-effective timing and manufacturing visibility stuff to them as a final solution.”

Takahiro “Picture or drawing then more better. Just verbal explanation is not good, I think.”

An understanding of the bigger picture

When global leaders ask global followers to make a change, another form of information global leaders use is providing an expanded perspective to the global follower. The global leader provides the “bigger picture” for the global follower to see. Emily described this best during her interview:

[A] lot of my role is forcing my team to step back from the nitty gritty of their specific task on hand and think about: “How does this impact our business?” What are the things beyond that specific quotation and that piece of tooling money that make this important to us and fitting it into that context?

The new information provided by the global leader may explain how the global follower’s task fits into the larger objectives of the organization, or the new information may help explain that the global follower’s efforts are part of a series of steps that, when completed, support a bigger task. By sharing how the global follower’s contributions are important, it helps the global follower understand the importance of the task. The global follower can find meaning in their task, helping improve the quality and timeliness of the effort (Arnold, Kelloway, McKee, Turner,

& Barling, 2007). Benefits of sharing the increased perspective were summarized by the global leader Bob during his interview with the following comment:

I've worked with teams in Europe. I work with teams in India. I've worked with teams in Asean. I worked with teams in China. Again, they're all [on] different parts of their journey, but it's that transparent openness, the humbleness, the ability to learn where they're coming from and listen and try to engage in a dialogue. Then explain at the end why you want, you're asking them to consider this broader picture. I think that's much different than saying go do this.

Other global leaders interviewed expressed similar views when discussing a change request with their global followers. Global leaders saw that an important part of the change request was to provide global followers a description of how their efforts fit in the context of the organization. Global leaders found that with an increased understanding of how the organization fits together, global followers were more willing to complete the change request. Feedback from global interviews are summarized in Table 37.

Table 37. Quotations on Global Leaders Explaining the Bigger Picture in Information Power

Global Leader	Quotations
Tracy	“... [followers] just don't understand the whole process of [Company One] and why is important to somebody else. So I'm always talking about ... why it affects somebody else”
Kyle	“...we'll put out a better product if we look at this from a system standpoint. But also, when you're engaged in these reviews, you're going to see what the input from the other teams are, and that you'll get questions that you wouldn't have thought of.”

Dave	"I had a situation in China where the team in China translated all those inputs for the best outcome for just themselves. They were getting pressure and heat from the local China team to prioritize the output for China. But in prioritizing the output for China, they deprioritize and made it worse for the rest of the world. The net enterprise was worse than what it could have been. It was not fully optimized."
Dawn	"...sharing and reviewing that information is another way to, I think, to provide reasons to understand and recognize the big picture."
Craig	"When I explained the broader picture and why my version was better, he accepted it"

New connections in the organizational network

Another type of information power that global leaders employ is to leverage their global network of contacts. The new contacts are a source of additional information or experience that the global leader introduces to the global follower. The global follower can then draw upon this additional resource to gain additional information, develop a greater understanding of how the change request fits into the organization, or the new contact can provide information of past successful and unsuccessful change requests.

During the global leader interviews, Tracy, a global leader in the U.S. leading a team in Mexico, commented extensively on her use of networks to resolve challenges and implement changes. Tracy stated that global leaders, because of their physical and time zone separation from global followers, require a network of resources more than a domestic leader. Tracy offered the following comment: "I do employ networks globally more than I do internally if I really need to get something done." Network

contacts that are in the same region as the global follower act as another form of boundary spanner (Butler et al., 2012) for the global leader. Tracy employed her global network to collect information and engage global followers when she could not directly, as Tracy described in the following:

I've been calling people to sit on people's desks in other countries probably for 25 years or more, like way back in the day. You know, I need input from a person in Germany, who do I know in Germany? I used to have a contact in Brazil, I know this guy, will you go to this guy's desk and have him call me?

Use of network resources provided a global leader a beneficial form of information power. The in-region network resources can engage directly with the global leader's global followers to provide additional information. Network resources can also be drawn upon to provide previous experience and connect different parts of the organization together to explain why the change request is important.

Visions of a better future

A form of information power that a few of the interviewed global leaders employed was establishing a vision of a better future that would be possible after the change request was complete. The information took the form of how the organization and the individual might be better for the change effort. This vision information power was different than a fact-based logic information power or network information power because it drew upon the emotions of the follower as the influence for change. A change request in this manner presents the global follower with an inspirational goal and engages the global follower. As described by Michelle during her interview, “I

don't ask them [global followers] to change something they're doing. I give them a vision of where I think they can get to and I ask them if they can get there.”

This type of appeal to global followers has several benefits compared to a change request that relies on facts and figures. Because the change outcome is aspirational, the vision-based request for change has the potential to increase the engagement of the global follower to make the change successful. With increased engagement, the global follower is more likely to overcome adversity if presented with greater challenges than expected. The global follower is also more likely to ask for support from other team members and put in extra effort to be successful.

During the interviews, a few other global leaders expressed a similar view to provide a vision of success after the change as reason to complete the change request. Each of the global leaders expressed a vision to the global followers with the intent to identify how the individual or organization would be improved once the change was completed. Quotations from the global leaders are summarized in Table 38.

Table 38. Quotations on Vision as Information Power

Global Leader	Quotations
Michelle	“I want them to be a part of deciding what we do. My job is to show them how far I think they can go, right, and to give them examples of how others have accomplished it, and to give them that confidence that if we tried it, we can be successful.”

Michelle	"I try and do is paint a picture of what could be much better and do it in a way where they're very inspired to want to go be better and then let them make the change. Let them come to the change themselves."
Jun	"...you need to have a very clear vision to that team."
Herrick	"I put a positive vision out, and I sell my idea, and then I'm trying to make that person believe in the same idea, and this is more visionary be done, and say, 'Hey, if we make that change it will be better for everyone, we will gain here, we will gain there, I think we will better off.'"
Emily	"I think that feeds into their motivation and they want to do a really good job and for it to inspire them to think about other things if they have some equity in it. And so that's what I would spend my time on is I guess the convincing, talking it through, getting them to think about why it matters and to own that point of view."

The importance of tailoring information to fit the specific context

When global leaders request global followers to make a change and include information in the form of a vision, global leaders also recognize that not all followers have the same vision of success. Global leaders must understand the individual follower or global team and determine the best vision of the future. As described by Michelle during her interview, "because every culture is different and because every [follower] has a different motivator, I usually first of all, try and find out what success means for them. Because success for me may not mean the same thing as success for them and so I always...I like to call this what their currency." As discussed by Michelle, global leaders will tailor their message and vision of success to appeal to the follower.

In another global interview, Bob identified that global followers' years of experience also contribute to global followers' acceptance of vision information. Bob identified that followers with fewer years are often more accepting of vision information, while more experienced global followers may rely on facts and figures. Global followers with more experience have most likely been through many previous change requests, some of which were successful and some of which were unsuccessful. This experience makes experienced global leaders more cautious on where they put their energy. For experienced global leaders, it will take more categories of information power to engage the follower to complete the change request, as shown in Bob's description of global followers:

I think the vision weighs more for the newer employees. I think they are able to leverage success with given a project, any project. They can envision expanding upon that to bigger things for themselves and they treat it as experiences that will benefit them later because they have limited experiences. Someone with a 20 year already has a number of great experiences, or significant experiences. So, this is just one more. For the new employee this maybe be only their second or third, unique big project that they might be able to tag on and learn from but also leverage later. So, I suspect in their eyes, the magnitude of the project feels larger.

In another global leader interview, Dave identified why it was important for global leaders to provide a vision of success and not just facts and figures when making a change request. To be successful in the change request, global leaders want to have a high-level engagement from the global followers. With an increased level of engagement, global followers will be more willing to overcome minor obstacles, put

in extra effort, and provide higher quality results (Temkin, 2018). In Dave's description, global followers will "own" the change request:

You want to get them motivated going and unleash them. Because if they embrace it, and I've seen it happen on a number of occasions where again, the team was going on a path, they thought they were right. They found a better path and they embraced it and were energized by it. They even did more than anyone could've probably even imagined. It's getting the team anywhere around the world, the respective team to be able to embrace and run with it on their own.

Bob, in his interview, also recognized that with higher levels of follower engagement, potential obstacles could be overcome. For global leaders, compared to domestic leaders, these obstacles can also include communication challenges between the leader and follower created because of cultural, language, distance, and time zone differences, as described by Bob:

I think if I was just disseminating the what, and here's the process, the smaller items maybe come bigger problems because their heart's not really in there. They get the "what," the head's there but the heart's not. Then the little stuff can become impediments.

During the global leader interviews, global leaders also acknowledge that they need to recognize the unique characteristic of the global follower when making a change request. Global leaders need to understand the level of experience of the global followers. New employees may be energized by making a change, while more experienced followers may be more reluctant to change processes that have been successful in the past. Conversely, less experienced global followers may require

additional details that a more experienced global follower may already understand.

Bob described this evaluation process during his interview:

You've got to recognize that blend of who you're talking to. Not that they won't want to go down that path, you just need to package it to where they...you're convincing enough, it challenges your message, it's how strong is your message? Because if it's not convincing those who've already been down this path five different times, they're not going to head down that path again. So, it forces you to be sure. Which is a great challenge. It's harder and so it's different. It's not so much location, it's experience and maturity in the team that may already have a boat load of experiences that they're carrying around with them.

When making a change request, global leaders also need to consider how long they have known the global follower and the status of the global leader's relationship with the global follower. Global leaders need to understand if the relationship is new and the global follower will require significant levels of information, or if the relationship is more established and only limited amounts of information need to be delivered along with the change request. During the interview, Craig described his thought process:

First of all, who is it and where do they sit? And it's going to then put me into a place where I'm evaluating the person that I'm thinking about and how long have I known them, where am I at in establishing a relationship with them such that I can bring my model for trying to make decisions or trying to get decisions enacted.

In the experience of most global leaders interviewed, the use of information power is sufficient to influence global followers to revise the task method. With the increased knowledge and revised perspective, global followers are able to see from the vantage

of the global leader and the change revision request is successful. However, not all change requests are met with agreement. The next section explores feedback on why global followers reject the change request from global leaders.

CD: Change Decline

Occasionally, after information power is employed through the exchange of additional facts and figures, an understanding of the bigger picture, new contacts in the network, and a vision for a better future, followers decline to complete the change request. During the interviews, global leaders cited several examples of why change requests were denied.

Followers needed more information

The first example where global followers declined to complete the change request is where global leaders provided an inadequate amount of information and global followers needed more information. During the change request situation, global followers lacked sufficient understanding of the request, lacked understanding on how to complete the request, did not understand how the request provided benefits, or combinations of all the preceding. As described by Keith, global followers needed more information before they agreed to move forward with the change request:

I think the first thing was a lack of understanding of what was being requested. So, you can articulate something and have a discussion about what's requested, but I think until you actually go through the process it's hard to put the expectation with the actual work that needs to be delivered.

The process of employing information power can continue indefinitely until either the global follower gains sufficient information to proceed with the change request, or the change request reaches a critical milestone and the change must be implemented. The event of a critical milestone will be discussed in a future section.

Followers had inadequate or conflicting knowledge

The parallel discussion to the amount of information the global leader provides is to determine how much information the global follower needs. The first situation where the change request was declined was one in which the amount of information provided by the global leader was incomplete. The global follower required further information in order to complete the change request. The additional information could be because the global follower lacked knowledge and, therefore, expanded amounts of information were requested.

At the opposite end of the knowledge spectrum, global followers with significant knowledge may also decline the change request. Global followers with significant knowledge may decline the change request because they have had past experience with a similar change request that was unsuccessful. Bob (global leader) described his view in the following:

I think there's a degree of when you're five years in, you've only heard one or two of me tell you the story and you just...they know, go. Follow that message. When you get to 20 years, you've had six to seven people like me giving a message and half of them failed and half of them worked out. So, you weigh that, I think. And you're not as

immediately going to jump into the pool when you've got a hit rate of 50%. You're going to have to be convinced.

This situation, where knowledge affects the follower's acceptance of a change request, applies not only to individual followers, but also to organizations.

Organizations that are relatively new in their formation are often more willing to accept change requests, while organizations that are more established may be more resistant to change, as shown from Bob's (global leader) experience:

...so newer teams...pick China as an example or India or maybe South America. Europe's pretty mature, go over there, they've been around the block. Asia not as long, South America not as long. There are businesses in the U.S. that are new, they're going to jump but you're jumping to a group that's got 15 plus years of trying things. It just takes a little more work and specificity on your messages to why.

Followers did not see the value of the work

Another reason global followers decline a change request is because the resulting work may be more difficult than their current work tasks. Kyle interpreted his global follower's view during the interview with the following statement: "You're asking me [global follower] to do more work and I don't see the value in that work." Statements like this by global followers are a signal that the information exchange is incomplete. The follower has yet to connect that either completion of the change request will eventually provide equal workload, or that the change request has benefits to the wider organization. If the benefits of the change affect the wider organization and the increased workload of the global follower, the role of the global leader is to translate

those benefits into tangible or intangible rewards using the global leader's impersonal reward powers discussed earlier.

Followers felt it was “not my job”

A related concept to the global follower rejecting a change request because the work load may increase, is when the global follower declares that the change request is not part of their task to complete. In some situations, the global follower may have personally defined their tasks narrower than their global leader. When this situation occurs, the global follower may view the change request as outside their responsibility to complete. The global leader's role in this event is to employ information power to provide the global follower an increased perspective of how the change request is part of their tasks.

An occurrence of a global follower rejecting a change request was recalled by Liang during his interview. Liang is a Chinese global leader leading followers in both Germany and China. On the day before meeting with a customer, while preparing the final presentation for review, Liang's German follower refused to complete the commercial portions of the presentation. The German follower explained that his role was in engineering and that he would not complete the financial portion of the presentation. With little time before the customer meeting, Liang reassigned the financial portion of the presentation from the German follower to a Chinese follower,

who was also in engineering. Liang then assigned the engineering portion of the presentation from the China follower to the German follower.

In the end, the presentation was completed and the customer was pleased with the review. Behind the scenes, however, there were multiple dynamics underway. First, the Western engineering follower had defined his role to exclude financial reporting, and when the change request was made by Liang to complete the task, the Western follower rejected the change request. As described by Liang, he was surprised by this response. Via an interpreter, Liang said that he “think in Chinese way, because he is the boss. He want to be commanding, so normally it happened and can be made in China but he didn’t realize okay, this Germany engineering manager will refuse this request.”

In Liang’s description, he “was not very happy, but the first...the priority is to finish the task first, so he focused on persuading the Chinese [follower] to finish the task.” With the deadline looming, Liang asked his Chinese follower to complete the task. When asked if the Chinese follower accepted the requested change in assignment, Liang responded with, “Of course.” When asked to explain why the Chinese follower accepted the change request, Liang explained, “The reasons may be because the culture; first we understand each other. Maybe it is a common practice in China to accept and do what the leaders ask.” This response from Liang highlights the

potential differences between Eastern and Western cultures and will be discussed later in this section.

In addition to the cultural reason, Liang also identified that his long relationship with the Chinese follower assisted in the willingness of the follower to accept the change request: “The second is that [Liang] had a very long working experience and relationship with the Chinese guy.” Liang described that with the Chinese follower, “they have very good relationship [and] they have worked for many, many years.” This extended relationship between Liang and his Chinese follower allowed the follower to “stand in Liang’s shoes, [and he] can understand the urgency of the issue.”

Followers wanted to maintain the status quo

Another potential reason for global followers rejecting a change request is an effort to maintain the status quo of their task. With change often comes some level of uncertainty. There is uncertainty if the change will be successful and, if successful, will there be unidentified consequences. The effort to maintain the status quo was identified by Bob (global leader) during his interview as a reason global followers may reject a change:

It's a do I have the energy and interest to initiate change? And the unknown that might come from change, versus I'm pretty clear how this process works and the results that'll come from it. If I stick with my normal work pattern, and I can manage my days and weeks and months, I know what's going to come from the status quo and I'm pretty comfortable with that. I don't know what this new approach

might bring from a results or a work load stand point. So, given a choice, unless I'm really concerned about my job, or the company health, I'll default to the known. There's got to be a motivator in there that's significant enough that you're going to try to get a change.

As described by Bob, the global follower needs a motivator to complete the change request. As discussed in this section, the motivator may be in the form of additional information power, using impersonal reward power to provide tangible or intangible benefits, or application of other powers, as will be discussed in upcoming sections.

Followers fell into a “not invented here” mentality

A view that global followers may embrace when presented with a change request is to consider the region in-which the change request originated. During the interviews with global leaders, global leaders relayed their experience when they proposed a change in one region based on changes from another region. On some occasions, global followers resisted the change because it did not originate in their home country. This was uniquely described by Keith, who, at different times, worked in the U.S. leading followers in the U.S. and U.K. and in the U.K leading followers in the U.K. and U.S. During both times when a change request was made, Keith was accused of wanting to make a change based on the country he was working in and not accepting the process of his follower's country. From Keith's interview, he described his follower's feedback as saying, "Oh you want to do things the American way," when working with Europe, or the Americans would say, "Oh you want to do things the European way."

The reason for resisting change based on the country of origin was described by Mian and Wei during their interview. In the interview, Mian and Wei shared that followers find it easier to work with people and customs that are familiar and may not want to adopt new methods or work with new contacts. The new methods may require additional training and new contacts may present the same challenges that global leaders face of differences in culture, language, distance, and time zones. Mian and Wei described a time when they asked their U.S. based followers to consider using Chinese suppliers. After much discussion, the U.S. followers continued to work with U.S. suppliers, despite apparent benefits of working with Chinese suppliers and encouragement from Mian and Wei, their Chinese global leaders. Mian and Wei described their global follower's resistance during their interview:

I think another issue is that since the U.S. local team, they do [not] honor the Chinese team's machining options...because they are not familiar with those machinery suppliers, those tooling suppliers, so they feel more easier to work with the supplier they know, because it's U.S. based., the culture, the communication, everything.

Eastern vs. western perspectives on declining requests for change

As discussed in previous sections on legitimate power of position, culture is a moderating factor that contributes to a difference between Eastern global followers and Western global followers. Eastern followers are more accepting of hierarchical authority and, therefore, more likely to interpret a change request as a direct order compared to a Western follower. An additional consequence of the difference

between Eastern followers and Western followers is that Western followers may have a greater occurrence of rejecting change requests. Western followers are more willing to challenge their leader by asking for more information or outright telling their global leader that they are not willing to make the change. During the interviews, Jun, a Chinese leader who led teams in both China and the U.S., described how Western followers and Eastern followers respond:

If your direction is not right. [U.S. followers] will push back and saying, no your way is not right, I think we have to go the other way. I can't understand your direction this way. They will discuss with you, exchange the opinion. In China or India, most of people just follow your direction...So actually people [in Asia] is more following the people who is senior than you, rather than start challenging them, maybe you're a direction is wrong. So they push back less, and not mean in their heart, they do not push back.

This difference between Eastern and Western global followers is important for global leaders to recognize when making a change request. An Eastern global leader may need to be prepared to exercise more information power when leading Western followers during the change request process. If unclear, the Western global follower may ask for additional facts and figures or an understanding of the bigger picture. The Western global follower may also look to understand how there will be tangible or intangible personable benefits once the change request is complete.

Western global leaders also need to reflect on the aspect of hierachal authority when making a change request of Eastern global followers. Eastern global followers may

view a change request as the global leader exercising legitimate power of position and defer asking for additional information. This may have the net effect of the change being made; however, the engagement of the global follower may be reduced. The reduced engagement of the global follower may reduce the success of the change request in the event obstacles arise during the change process.

Second Step in Influence: Legitimate Power of Position (LP)

Despite the success of influencing global and domestic followers using information power, there are situations in which the global leader employs their legitimate power of position (see diamond LP in Figure 8), as described by Keith:

I think from my first time in professional career through now I still work through the process of let's make sure we explore it, let's make sure we try to sell it, and try to come to an agreement on how things are going to work, but then at some point the conclusion needs to be made and it goes forward.

As discussed earlier in this chapter, legitimate power of position is the assigned organizational hierarchy of the leader and follower. Legitimate power of position was present for all the global leaders interviewed. Legitimate power of position is the authority of the leader to instruct the follower to make a change to their work practice. However, in most daily change request situations, legitimate power of position lays dormant. Global leaders rely on the knowledge and experience of followers to move the organization forward.

However, the global leader interviews identified three reasons a global leader might choose to exercise legitimate power of position: (1) time critical events, (2) external requirements, and (3) lack of knowledge on the part of the follower. The global leaders also discussed the importance of creating as much psychological safety as possible when using legitimate power of position and shared their reluctance to use legitimate power of position in situations that are not time critical, not governed by external requirements, or not constrained by lack of knowledge on the part of the follower. They suggested that using too much legitimate power of position disempowers followers and can lead to broad disengagement and project failure.

Time critical events

When global leaders were asked to describe a time when they gave their followers direction to make a change using their legitimate power of position, they were also asked what conditions led to that decision. Several global leaders described that the presence of a deadline required that legitimate power of position be used to make a change or give direction. Often for an assigned task, there are strict deadlines that must be met. These deadlines can be self-imposed deadlines, or the deadlines may be externally established. Because of a global leader's greater experience (expert power) and access to more information (information power), global leaders may be in a position to accelerate the task processes, allowing the assignment to be completed sooner. Global leaders that were interviewed recognized this responsibility as part of their job function. The reason for exercising legitimate power of position was

described by Takuma during his interview: “Because we have to hit the customer's expected timeline, we have to make a decision. It's good to have a discussion as long as you have time.” Feedback from other global leaders interviewed is included in Table 39.

Table 39. Quotations on Legitimate Power of Position for Time Critical Events

Global Leader	Quotations
Li	“...we need to get this aftercare ready and presenting like within three days.” Normally, we need three weeks to get information ready. Some of the employee will understand the situation, they will do that. But, some of the employee to say, ‘Yeah. I really cannot, such struggle request for me. I don't think I can finish in such short time.’ So, I would first need to try to explain to them to say why it's so urgent.”
Mian & Wei	“It's in emergency situation, we will do that.”
Herrick	“I went into a... let's say almost into a micromanagement kind of situation... I don't think it was maybe fully understood, or the urgency wasn't clear, or they just don't follow because they don't see how they get followed.”
Dave	“As leaders, you've got to be able to do that [employ legitimate power of position] when the timing is right. If you pull that trigger too early, too soon, too often, you'll lose the teams. If you never pull it, you'll be at risk of letting the teams fail. Or letting the business fail or whatever.”

Another measure of time that was also considered by global leaders when using legitimate power of position was followers taking too much time to complete a task. If a global leader recognizes that a follower or team has become suspended in a situation where there is insufficient or excessive amounts of information, and no clear

conclusion can be drawn, global leaders took the responsibility to make a decision on the course of action. During his interview, Felix explained that occasionally followers do not recognize the timeliness that is required when a change request has been made. In Felix's example, he described how the engineering team was focused on understanding the problem but did not fully understand how the delayed implementation was affecting the organization: "They [engineers] want to dig into the science of the issue and sometimes they don't quite appreciate the urgency of the impact on the business." When presented with this situation, Felix used his legitimate power of position, to determine next steps, allowing the overall project to move forward.

Another scenario in which global followers can stall to complete a change request is when they are looking for the optimum or ideal solution. As described by Bob during his interview, the team becomes embroiled in finding the optimum solution, but time and resources are consumed in the discovery process. As a leader, Bob decides that he has "gotten 90% of what I was looking for," and it is time to say the change request is complete. During his interview, Bob said that he asks these questions: "When do you reach the point of diminishing returns? Coupled with, how much passion does your team have on the topic?" Bob recognized that the follower "may want to continue fighting for something because they truly believe in their pushing. And they're not out of gas yet." As a leader, you "let them go until they're just about to the point of...it's

unhealthy for you to keep going down this path, [and then you decide] I'm going to stop you."

In this example, Bob demonstrated that, as a leader, you are trying to balance finding the best solution to a change request and making sure organization resources are used to their full potential. This example also showed how global leaders have a responsibility to use their legitimate power of position for the wellbeing of the organization and followers. Other global leaders made similar comments during the interviews. These global leaders also recognize the diminishing return of followers working too long to find the best solution. Feedback from those global leader interviews are summarized in Table 40.

Table 40. Quotations on Legitimate Power of Position for Extended Time Events

Global Leader	Quotations
Dave	"The examples that I've had, I've seen the teams working super hard, having the right mindset, having the right approach, but I'll use the phrase, 'they can't see the forest through the trees' and sometimes you just need to be able to show you can take a step back, look at the broader picture, not get caught up too much in the details."
Takuma	"But we got to keep talking forever, then I would under those kind of cases meaning timing is very tight. And discussions just keep rolling and rolling with no resolution then I would put my direction because even if I put the direction it may be wrong but if we move on to the one step, we can correct it if we've made a mistake. But unless you move it, there's nothing to be generate. Nothing to be created or generated. So I think it is important without fearing this mistake or anything just moving on and if the people cannot make a decision."

Felix	“...knowing that this thing can become a science project, I have to cut them off and I says, ‘You know, we've got to stop this. This is how we're going to do it and let's, let's stop the debate and go forward.’”
Michelle	“I was using my legitimate power by saying, ‘You're going to move [organizational] heads here, so let's just get on with it.’”
Roy	“There was a team, one of our teams, really felt strongly about certain technology and really felt like that was a good thing. Corporation had made the decision that that's not a place that we were gonna focus, and that was something where we talked about it and talked about it, and in the end I didn't quite get to, ‘Damn it, this is the way that we're gonna do it,’ but it was close to that where I just said, ‘Guys I know that you really believe this is gonna be great, it's not where the corporation is going. We can disagree. You can agree or disagree and I might disagree, but this what the corp -- the decision is made and the time that you spend working on this is not gonna be time that's tied to the core deliverables that we have as a group, so we need to stop that.’”
Ann	“I have enough information now from the experts. I feel like, I always make sure there's enough information or I acknowledge okay, I have 60% of what I need. That gets me over the 50%. I've heard enough patterns in here. We're going to make a decision and move on. Yeah, I mean, times up.”

External requirements

Global leaders also employed legitimate power of position when there were external guidelines, policies, or requirements for performing a task in a particular way. As described by Roy (global leader), “where I feel like I have to do that [exercise legitimate power of position] sometimes, is when it's a compliance related issue. Then there's just one way that we do it.” During the interviews, global leaders expressed that there were situations in which the company or regulating authority require a process to be conducted in a certain manner. A global leader will identify these situations and, using their authority, ensure the correct steps are followed. Because

there are external requirements, the global leader does not give the flexibility for the change request to be deviated. Deviations from standards or requirements would create unproductive work and require the follower to re-do efforts. Exercising legitimate power of position in this situation was described by other global leaders during the interviews and are summarized in Table 41.

Table 41. Quotations on Legitimate Power of Position for External Requirement Events

Global Leader	Quotations
Yoshikane and Rokuro	“As long as I know that this is for global [Company D's] policy or to satisfy a customer, as long as I know that, giving direction, I don't think that's much of an issue.”
Dawn	“...because the customers been really clear this is what they want.”

Lack of knowledge on the part of the follower

The relative knowledge and experience of the follower was another consideration for global leaders when deciding to use legitimate power of position. If the follower had limited knowledge, such as a new follower to the organization or a less experienced follower, such as a new graduate, the global leader chooses to employ legitimate power of position. Although also coupled with information power as a learning process, global leaders used legitimate power of position to move tasks forward or prevent errors from being made. Takahiro (global leader) described his guidelines for

using legitimate power of position based on follower knowledge during the interview, as outlined by Takahiro:

...one, two, three, [years] this is maybe freshman so needs the support from the other engineers or the managers. Then after maybe four, five, six, then they can work...by themselves. Then maybe more than seven, eight, nine, more than seven, then they can teach.

Using legitimate power of position based on the knowledge of the follower was discussed by other global leaders during the interviews. Similar to Takahiro, other global leaders found that followers with less knowledge often require additional support in the form of clear direction. The clear direction offers a means for the follower to do their requested task and, at the same time, gain knowledge. Similar to the global leader Takahiro, in a global interview with Takuma, he waited for the time when the follower expressed that they did not have a path forward and were looking for guidance. Takuma described that as long as the follower has a plan to achieve their objective, he allows the follower to continue. Once the follower reaches the point where they can no longer make progress, Takuma employs legitimate power of position and gives direction on next steps. Takuma described completing the task as “climbing a mountain.” When climbing, there are many paths to the top. In Takuma’s words in the following excerpt:

If they come out, [and say] I would like to do this. Then I said, as long as I told you, as long as they're climbing the mountain, then I'm okay with it. But if they're incapable of making that kind of statement then I would give them the direction.

Global leaders also need to consider followers with extensive knowledge when deciding to use legitimate power of position. As described by Mian and Wei during their interview, legitimate power of position is used sparingly with knowledgeable followers. Knowledgeable followers require less guidance from global leaders when completing a change request. Global leaders trust global followers to make the correct decisions and implement the necessary changes. In Mian's and Wei's description, "The manufacturing engineer, even sometimes they are wrong, [but] we still trust them. That's the reason we hired these engineering. We always need to trust the team."

The importance of psychological safety when using legitimate power of position

When discussing the use of legitimate power of position, many of the global leaders interviewed combined their use of this base of power with a reassurance statement to the global follower. The reassurance statements took the form of two general statements. First, global leaders explained that the change request could be revisited as new information becomes available. Second, global leaders explain that they are taking the responsibility for the outcome of the change request. These reassurance statements create a *psychologically safe* working environment (Edmondson, 1999) in which followers can go back to their global leaders with new information and revisit the change request. Followers have the confidence that, when presented with the new information, global leaders will be open to receiving the information and there will be no negative reflection on the follower. Global leaders like Dawn tell their followers,

“We go down this path the way I want it to, but if there's new information that I need to open my eyes to, or that person needs to open their eyes to, I want to allow that opportunity to come.”

When using legitimate power of position, global leaders provided reassurance to their global follower that as new information becomes available, outcomes become increasingly clear, or as unintended consequences emerge, it is acceptable to revisit the change request. Global leaders like Dawn tell their followers, “Let's do this for now and we'll come back in six months to evaluate.” Equally important is that global leaders follow up with their global followers to ensure that the change request is on track. During the global leader interview, Ann described her process of following up with her global follower after employing her legitimate power of position:

There were some things that we had to put on the parking lot and discuss later. In my one on ones with those individuals, I try to bring those things back up and say, "I know you still had that on your mind. I gave this direction that was opposite of what you wanted to do or that you recommended. Are you okay with it now? Is it working for you?" I just check in with them every once in a while, about those things and make sure they're still working out especially if they're out of my sight.

When using legitimate power of position, global leaders also reassure global followers the outcome of the change request is the responsibility of the global leader. Global leaders inform their global followers that a decision needs to be made and the global leader is taking the risk of the decision. Global leaders like Takuma recognize that global followers need this risk reassurance so that the organization can move

forward. As Takuma described, “someone has to take a risk and I have to ensure that the employees feel the safety of it.” By global leaders mitigating the follower’s risk and providing a psychologically safe working environment, followers are more willing to bring forward potential issues and present opportunities if they arise. During the interviews, other global leaders shared a similar message. A summary of global leader comments is shown in Table 42.

Table 42. Quotation on Psychological Safety and Legitimate Power of Position

Global Leader	Quotations
Michelle	“If I [ask], ‘Can we go find another hundred million dollars this year?’ I’ll say to them, ‘Listen, let’s go try and do this, but I won’t commit it in the business plan until we’re sure we can get there.’ Okay, that’s the handshake we have. It says, ‘Okay, we’re going to go try this, but Michelle’s got our back so that if it doesn’t work, she’s managing the message inside of Company One.’”
Keith	“...if the boss is really wrong and then this project or this direction is going to fail, I want it to fail as soon as possible so we can take another direction as quickly as possible, and minimize the damage done by an incorrect direction.”
Kyle	“...let’s just go through it, and we’ll use this as a learning experience.”
Dawn	“I’m the one who is on the frontline.”
Tracy	“I recognize when I do something like that and try to make it light hearted because most people don’t like it when you order them, but sometimes it has to get done, so then I bring it up. I’m the one who usually brings it up, like ‘Oh. I know I gave you a hard time, but it had to get done.’ That’s usually how I diffuse it, my own section, because I know they’re probably not happy. I know he wasn’t happy with me that day.”

Global leader's feelings about using legitimate power of position

In addition to asking the global leaders about the conditions that led to the use of legitimate power of position, the interviews also explored how the global leader felt in these situations. For the occurrences where direction was required for time critical events or reasons of external requirements, the global leaders had little to no emotional concern. The global leaders interviewed recognized that their role as a leader is to move the organization towards achieving objectives or protecting the organization from safety or legal action. The global leaders interviewed also recognized that less knowledgeable followers require direct guidance as they are developing in the organization. Again, the global leaders were neutral in their view and there was little to no emotional concern by the global leader in this situation. Global leaders recognized that follower development is part of their role.

In other situations that required the use of legitimate power of position, the feelings of the global leaders were mixed. Some of the global leaders avoided the use of legitimate power of position, stating that it was not how they wanted to lead. Other global leaders were more direct in their feelings, saying they were “disappointed” if they needed to use legitimate power of position and it represented a “failure” on their behalf. During the global leader interviews, Roy described how telling a follower how to react to a change request meant that Roy was incomplete in his understanding of the situation, or that he had failed to use his information power to adequately prepare the global follower for the change request. Roy described this during the interview:

If it comes down to me having to tell somebody that works for me, "Damn it, this is just the way we're gonna do it." Somethings been missed. I have not invested the time to be able to educate them and show them so that were they see it, or they have not been listening, or maybe it's because I have not been able to invest the time. There's been a surprise somewhere along the way, either from me or whatever failure to communicate, but generally speaking that, to me, I consider that to be a breakdown.

Table 43 organizes the global leader feedback when asked how they felt during a legitimate power of position change request.

Table 43. Quotations on Global Leader's Feelings About Using Legitimate Power of Position

Global Leader	Quotations	Global Leader Feeling
Keith	"It is part of the decision, or part of the direction that you have to give, or part of the job, part of the...it's another task that falls to a manager, a leader, or someone in the company."	Neutral
Keith	"...throughout my career I've become more comfortable just telling people how it's going to be at some points. I don't believe that stage or that trigger point is coming anywhere more forward in the process."	Neutral
Dawn	"After the several back and forth, I felt okay with it. Because, I had given enough opportunity for both of us to explain and try to comprehension. I think if I had done it in the beginning I wouldn't have felt good about it. I think I need to allow, for me, I had to allow enough time to listen, to understand, to kind of get to that point."	Neutral
Emily	"I would avoid the direct, "I don't like what you're doing." I don't...I guess from personal experience with direct reports as well as from people who I've worked for, I just, I think that that's not the best opener. And you can say that same message, but in a very different way. But if you instantly turn somebody off by criticizing	Reluctance

	them, that's not going to help anybody.”	
Emily	“I try to avoid that, personally. So sometimes it has to be done.”	Reluctance
Jun	“No, I never did that in my life. I always tell them why I want to do this and normally I will show them example.”	Reluctance
Li	“I try to avoid to say that. I try to ask what they think is a better way, or what is their plan to handle a task. [Asking questions] better to do than you must do like this. I try to avoid that.”	Reluctance
RE	“I consider the fact that I have to say that, ‘This is just the way that we’re gonna do it,’ as some sort of a failure to be perfectly honest with you.”	Disappointment
Herrick	“I’m feeling disappointed that I have to do it, and honestly I’m not feeling 100 percent by doing it also. I know I have to do this now, but it doesn’t sit very well with me, because it’s just not my leadership style.”	Disappointment

Using too much legitimate power of position leads to follower disengagement

One of the considerations global leaders make when exercising legitimate power of position is the effect on followers. There is a concern with the global leader making decisions and giving directions to complete the change request, where in turn, global followers will feel a lack of control in their work tasks and feel disempowered.

During the interviews with global leaders, there was a range of feedback on global follower feelings that depended not only on the situation, but also on the individual global leader. In an interview, Li, a Chinese global leader, explained that followers understand the importance of meeting deadlines. In Li’s description, “if it’s like a respective critical issue, the team will understand. They will cooperate to do that. But, for normal day by day business, I try to avoid to.” Other global leaders interviewed

shared a similar perspective. When timing deadlines are approaching, global leaders may need to exercise legitimate power of position to accelerate decision making. If there is a clear understanding of the critical timing, followers will understand the actions of the global leader and not feel disempowered.

However, if a global leader uses legitimate power of position excessively, there is an increased likelihood of global followers feeling disempowered. In this situation, the global leader is taking away the responsibility of the global follower and limiting the follower's contributions, potentially reducing the follower's ability to have meaningful work (Arnold et al., 2007). Meaningful work often inspires followers to have more interest in their work, produce higher quality output, and gain more satisfaction from their assignments. If a global leader uses legitimate power of position to provide excessive direction, followers may view their assignment more as a task to be completed and less as an accomplishment of their own. This potentially results in the risk of reduced follower engagement and lower quality and quantity of task completion, as described by Mian and Wei during their interview:

If you always give directions, and force them to do something, they don't feel right, there are always very low efficiency. Also, they feel lower guilty if you know the goal is not achieved. They'll always blame, "See, this is what you wanted me to do. This is not I want to do, so I don't feel guilty at all."

In their interview, Mian and Wei also highlight a second effect if a global leader uses an excessive amount of legitimate power of position. The second outcome is the

effect of global followers not taking ownership in the success or failure of a change request. Because the global leader has made the decisions, the global follower does not feel the obligation to achieve the desired outcome or maximize the performance of the outcome.

During the global leader interviews, other global leaders cautioned against excessive use of legitimate power of position. Global leaders noted that global followers are at risk of disengagement due to the lack of meaningful work. Global leaders' comments during the interviews and are summarized in Table 44.

Table 44. Quotations on Legitimate Power of Position and Follower Disengagement

Global Leader	Quotations
Dave	“‘Go do this instead.’ Again, having seen that happen, you lose the impetus, you lose the relationship, you lose the effectiveness, you lose potentially the outcome if you don’t have the team on board.”
Roy	“...it ends up being very disempowering, especially if you have motivated team members who want to own something, who want to show you, that’s why I feel like its fair cause at the end of that people are gonna feel disempowered.”

Third Step in Influence: Impersonal Coercive Power (CP)

As discussed earlier, information power is the first of the bases of power utilized when a global leader starts a change request. If successful, the change request progresses. If unsuccessful, the global leader typically employs legitimate power of

position and instructs the global follower on the course of action. If the follower still declines to make the change, the global leader employs impersonal coercive power, creating the expectation on the part of the follower that they will be punished if they fail to conform to the influence attempt (French & Raven, 1959, p. 263) (see diamond CP in Figure 8). This is often done in four escalating steps: (1) transferring responsibility for success to someone else, (2) outlining negative consequences for the follower, (3) reducing the follower's performance rating and merit pay, and (4) removing the follow from their responsibilities or from the organization.

During one of the global leader interviews, Keith described the situation when a global follower continues to decline the change request. Based on his experience, Keith was able to describe what happens when a follower fails to recognize information power and the global leader's legitimate power of position. Keith described, how he used impersonal coercive power to motivate the global follower and establish negative consequences if the global follower continues to reject the change request.

During the interview with Keith, he described his experience with moving to impersonal coercive power to implement a change request. The early events of the occurrence unfolded similar to other change requests presented by global leaders; however, Keith's global follower continued to decline the change request even after

Keith attempted to employ his legitimate power of position. At the start of the change request, Keith, who was working in the U.S., asked his global follower working in the U.K. to change from Software A to Software C. Software C had been successfully implemented in the U.S. and other global regions. Using Software C across the globe provided efficiencies within the global organization. The global organization benefited from simplified data exchanges, sharing best practices, reduced number of training programs, and avoidance of incremental spending on software licenses.

Keith described these benefits as part of his application of information power. The global follower's first form of resistance was to explain that a new server was required to support Software C. To resolve this concern, Keith utilized his ecological power to move a new server from the U.S. to the U.K. However, the global follower continued to reject the change to Software C, citing that Keith did not fully understand the impact of the decision to go with Software C. Keith described his response as follows:

I said "This is the decision." And I call them out. I said "Look, you told me it couldn't be done because it was too slow, we need a server." So, I get the server. Then nobody took the time to actually talk to the server guy to see if we could get the server up and running. I got the server up and running when I'm here, and so I'm looking at here now, I've totally lost confidence that you actually want to do this, and it's now an emotional issue, and I'm going to get emotional. I said, "I'm now going to tell you that you're going to do it, and this is the job."

Transferring responsibility for success

In addition to utilizing his legitimate power of position, Keith also applied the first form of impersonal coercive power: transfer of responsibility for success. At this introductory level of impersonal coercive power, Keith makes it clear to the global follower that they are responsible for the success or failure of the task outcome. As an introductory impersonal coercive power, the global leader is singling out the global follower and making them responsible in the event of task failure. The global leader is effectively removing the psychosocially safe working environment of the global follower and making it clear that there may be consequences for failure, as shown in Keith's description:

I said “If this fails, let's be really certain here. It's your failure.” I said, “I've got this running in China, I've got this running in North America, and if I can't get it running in Europe it's your fault, and I'm willing to assign fault.” And I think once that happened it seemed like, “okay guys, we've got to make this work.”

Outlining negative consequences for the follower

Through the continued implementation of the change request, Keith continued to get resistance from his U.K. global followers to switch from Software A to Software C. To address the resistance, Keith increased his to a second level of impersonal coercive power with the following statement: “So either you're going to do it, or we're going to get someone else who will.” Ultimately, the U.K. global follower implemented the change request from Software A to Software C without requiring any of the negative consequences to be implemented. During the global leader

interview, however, Keith recalled previous experiences with followers where he continued to increase to a third and fourth level of impersonal coercive power employed.

Reducing the follower's performance rating and merit pay

In addition to a first level of transferring responsibility of implementing the change request and a second level of outlining negative consequences for both the organization and the follower, the third level of impersonal coercive power described by Keith was a reduction in impersonal reward. After a global follower failed to follow an assigned course of action during the year Keith used his impersonal coercive power to remove impersonal reward. At a year-end performance review, Keith assigned the follower into a reduced performance rating, which had the related effect of also reducing the follower's annual merit increase. The follower's action to not follow the leader's legitimate power of position decision led to reduction in positive reward for the follower. Keith's feedback to the follower was, "You're being marked down significantly. I think the words were: 'So-and-so would be more valuable to the company if they did not go out of process and follow directions.' This was explained very explicitly..."

Removing the follower from their responsibilities or from the organization

The fourth level of impersonal coercive power that Keith utilized in his career was to change or remove the follower's responsibilities. Keith described two potential outcomes at this level. One outcome is the removal of the follower from the current

working responsibilities or, alternatively, removal of the follower from the organization. In Keith's experience, he only had to remove a follower from their current responsibilities and give them new responsibilities to resolve the lack of progress in the change request. In Keith's career, he never had to employ the full extent of his impersonal coercive power, which would have resulted in the follower being removed from the organization.

Global leader's feelings when using impersonal coercive power

During the interview, Keith was asked to reflect on his feelings over the course of using impersonal coercive power. In Keith's view, his global follower "understood the direction that was given, they just didn't like it, and chose not to follow it." To Keith, "That's just absolutely infuriating." As an experienced global leader, Keith first used information power to explain the benefits of the software change request. When met with opposition, Keith utilized his legitimate power of position to unlock the indecision in an attempt to move the organization forward. When these bases of power continued to meet resistance from his global follower, Keith utilized impersonal coercive power to advance the change request. Keith's view is expressed in the following:

I think it's really important for people to know that you're absolutely dead serious that "no, this is not your call anymore." You're going to make your case, you're going to put it forward, you're going to make sure that I understand it, and then we'll have a global discussion, and then we'll pick one way. And some people are really put off by that, but the people that I trust and the people that I put my confidence in are the people that understand that. That's okay, somebody's got to make a call and then we're going to take that and move forward with it.

Despite feeling frustrated by followers not following the decision of the global leader, Keith accepted this responsibility as part of his role as a leader. As described by Keith during the interview, “It is part of the decision, or part of the direction that you have to give, or part of the job, part of the...it's another task that falls to a manager, a leader...” Keith described how moving the organization forward is the responsibility of the leader. The leader is required to make difficult decisions that are the best for the organization. Occasionally, not everyone will not be happy with the decisions made, but the leader needs to make those difficult decisions.

CC: Change Request Complete

At some point during the process of understanding the global follower’s perspective, using information power to describe the benefits of the change request, leveraging a global leader’s legitimate power of position, or employing forms of impersonal coercive power, the change request is complete (see diamond CP in Figure 8). When the change request is complete, the organization moves back to a stable operation and looks for the next opportunity to make improvements or confront the next challenges. During and after the change request, there are some resulting changes to the global leader’s constellation of powers. Structural bases of powers, such as legitimate power of position and impersonal reward power, will be mostly unchanged after a successful change request. Personal bases of power, however, will be affected by the process and outcome of the change request.

The global leader's legitimacy of dependent powers will be further defined as the organization has learned new layers of interconnectedness within the organization. Referent power and relationship power are revised due to the increased level of communication and interaction between the global leader and global follower during the change request. Additionally, the values of the global leader are better understood by global follower, which leads ideally to strengthening the global leader's referent and relationship powers. Increased interaction between the global leader and global follower during the change request also has the opportunity to establish or strengthen personal reward power and personal coercion power. Understanding the effects and outcome of the change request also contribute a global leader's expert power. These revised bases of power accompany the global leader when they enter the next change request.

Proposed Revisions to the Bases of Power Categorizations

This global leader bases of power research investigated three additional potential bases of power—ecological power, network power, and relationship power. The results of the statistical comparison between these three additional powers and the existing 11 categories of bases of power show that the additional powers are unique. The three additional power ratings of ecological power, network power, and relationship power, were statistically different than the existing bases of power. However, based on the survey results and global leader interview feedback, not all

three additional powers should be elevated to be a new categorization. The sections below propose how the researcher believes each of these powers should be considered.

Ecological power should be added as a new base of power

Ecological power was defined by Yukl as “control over the physical environment, technology, and organization of the work [that] provides an opportunity for indirect influence over other people” (Yukl, 2013). In a comment on ecological power, Raven (1992) rejected the idea of adding ecological power as a base of power. Raven’s (1992) criteria for rejection was based on the inability of the follower to reject the influence of the ecological power. From the results of the global leader interviews, which presented details on how global leaders use resources to influence a change request, it is the view of this researcher that ecological power should be added as a base of power categorization and impersonal reward power and impersonal coercion power should be moved to sub-categorizations of ecological power. If we accept ecological power as a control of the resources within an organization, then resource control could extend to impersonal rewards such as pay increases and promotions, or impersonal coercions such as limiting pay increases or removal of organizational responsibilities or resources.

Recognizing ecological power as a base of power category also has the potential to align research work that views resource control—also described as capital control—

as a form of power (Ocasio, Pozner, & Milner, 2020) with the research work that studies the wider bases of power. Capital control includes multiple forms of capital, including political, economic, human, intellectual, organizational culture, bureaucratic, and symbolic. Bridging bases of power research and capital control research would allow the two areas of study to potentially complement learning and understanding from one area of investigation into the other area of investigation.

Network power should be a subcategory of information power

This research paper proposed and investigated whether network power was a unique categorization of bases of power. Network power was defined as the ability for global leaders to draw upon a network of individuals within the organization for knowledge and resources to assist in a global follower change request. The statistical analysis of the global leader survey responses indicated that network power was unique from information power. However, as a result of the global leader interviews, it is the view of this researcher that network power should be considered a sub-categorization of information power. As described through examples global leaders presented during the interviews, network power is a specific type of information power in which global leaders draw upon other people's knowledge and experience to describe the benefits of a change implementation. Correspondingly, information power's description should be expanded to include other sub-categorizations. As framed by the IPI survey, information power is the presentation of new knowledge to the global follower that contributes to changes in the follower's task performance. The global

leader interviews highlighted various forms of information power. In its most basic form, information power is facts and figures that support a rational argument. The global leader can present information in the form of facts and figures that clarify how the global follower's efforts, if changed, will contribute to improved efficiency or improved organizational outcomes. The global leader interviews also highlighted that information power can be an emotional appeal to the global follower. Information power can present a vision of the global follower and organization that motivates the global follower to complete a change request.

Relationship power should be added as a new base of power

The widely accepted categorization of bases of power used in this research includes referent power as a categorization to describe the relationship between leaders and followers. In the researcher's view, based on results of the global leader survey and global leader interviews, referent power should be divided into two separate bases of power to better reflect the dynamics between global leaders and global followers. The two bases of power would be referent power, a one-dimensional relationship between the leader and follower, and relationship power, a two-dimensional relationship. The sections below outline rationale for establishing two distinct forms of relationship power between leaders and followers.

The characteristics of referent power

Referent power was originally defined by French and Raven (1959) as the follower identifying with the leader and having a "feeling of oneness" (p. 154). Although

implied, this referent power description does not rely on the global leader personally knowing the global follower. Considering modern organizations with advances in communication systems that provide seemingly direct communication between leaders and followers at all levels of the organization, and in the case of global leaders between multiple regions, it may be important to recognize referent power as a one-dimensional relationship. In this revised definition, referent power would occur when the global follower has a feeling of oneness with the global leader through membership in the same organization or through sharing common objectives. Referent power could also be established over multiple levels of the organization. A high-level executive could have referent power with followers in the organization with whom they have never met. Referent power would not rely on personal interaction between the global leader and global follower. The power gained from personal interaction would be reserved for relationship power.

The characteristics of relationship power

Defining an incremental base of power as relationship power may better encompass the personal and powerful dynamic between a global leader and a global follower. As a new categorization of power, relationship power would be a two-dimensional relationship between the global leader and global follower. Under this definition, the global leader would personally know the global follower and have had previous personal interaction. During the global leader interviews, many of the global leaders emphasized the importance of personal interaction. Global leaders explained how

they made extra effort to establish relationships with global followers and how these relationships allowed them to influence global followers and enabled other bases of power to be more effective. As part of the constellation of powers that global leaders use, relationship power allowed for tailored exchanges with global followers. With an established relationship, information power and expert power could be better targeted towards the global follower to meet their needs. Reward power could also be tailored to decide between organization recognition or personal recognition of accomplishments.

The influence of culture on relationship power

The global leader survey and interviews highlighted that there may be a cultural aspect to relationship power. Global leader and global follower dyads demonstrated an increased importance of relationships when compared to domestic leader and domestic followers. When asked in the survey to consider the influence of a leader's extended network, the survey responses demonstrated a statistical difference between global leaders leading global followers and domestic leaders leading domestic followers. In the survey, global leaders tended to believe their extended relationships may contribute to influencing global followers. A parallel cultural factor was also described during the global leader interviews. Global leaders who led Chinese followers and Chinese global leaders who led global followers both expressed the importance of extended network connections. Global leader and global follower relationship-building events, when involving a Chinese individual, occasionally

extended to include family outside of work. In these situations, global leaders reported a strengthening of the relationship after including global followers' family members in activities outside organizational events. This same relationship building was not reported in the interviews by other global leaders from non-Chinese cultures. For global leaders from other cultures, relationships between global leaders and global followers were usually limited to leader and follower interactions only, although the relationship building often included activities outside of organizational events.

Power of interdependency should be added as a new base of power

In addition to exploring three potentially new bases of power, this research also identified changes to the existing bases of power categorization. The description of legitimacy of dependency power is described in the bases of power literature as "a social responsibility norm, which obliges one person to assist another who is in need of assistance....It sometimes has been called power of the powerless" (Raven et al., 1998, p. 310). In this study, however, legitimacy of dependency was measured as the second highest ranked base of power employed by global leaders when leading global followers. When the description and survey results are considered together, there appears to be a paradox between the definition and the measured results. The global leader interview results did not provide details demonstrating that global leaders are filling a "social responsibility" or leading "powerless" followers.

This disconnect suggests that there may be two unique bases of power under consideration. For this discussion, the first base of power will continue to be called legitimacy of dependency power and will continue to be described as a social responsibility to assist another in need of assistance. Examples of this base of power can be found in relationships such as parent-child relationship and situations where individuals leading charitable organizations are providing assistance. The second base of power that should be considered can be called legitimacy of interdependency power. This power derives from the dependency between two individuals for the success of an outcome. Examples of this power can be found within organizations where the successful performance of leaders is dependent on the successful performance of followers. Similarly, the success of followers is dependent on the success of the leader. The interdependency of leader and follower can also be described as reciprocal interdependence (Castañer & Ketokivi, 2018). During the global leader interviews, legitimacy of interdependency power was described by global leaders. Global leaders described their relationship with global followers using inclusive terms such as “team,” “partners,” and “trust.” Roy, an engineering executive overseeing multiple global locations, provided a description that outlines legitimacy of interdependence:

I think that you can put together whatever structure you want, but if you have a leader who's not willing or able to hand over decision making to their team, it doesn't matter how you structure it. But if you give people more power, give people more authority, hire people into those positions, then the structure will flow.

The results of this research suggest legitimacy of dependence power and legitimacy of interdependence power each represent unique forms of power. Legitimacy of dependence represents a one-dimensional power in which an individual is obligated to support another individual. Legitimacy of interdependency is a two-dimensional power in which the leader and follower are dependent upon each other for a successful outcome.

Summary of proposed revisions to the bases of power categorizations

In the view of this researcher, the global leader responses to the survey and global leader interviews identified that changes to the categorization of bases of power may better reflect the powers that global leaders are able to employ. Table 45 shows how the bases of power would be categorized if the recommendations are accepted. First, ecological power would be added as a category and impersonal reward power and impersonal coercion power would be considered sub-categories. Additionally, ecological power's definition would be expanded to include capital resource control within the organization. The second change proposed to the bases of power categorization is to introduce information power subcategories. The information power subcategories would be facts and figures, vision, and network. Defining these subcategories of information power has the potential to expand our understanding of how leaders use information to make a change request. The third proposed change is a revision to legitimate power of dependency definition. Legitimate power of dependency would be redefined as a one-dimensional form of power, and a new

legitimate power of interdependence would be added to reflect a two-dimensional relationship. Legitimate power of interdependence would reflect the co-dependence between leaders and followers when working to achieve an objective. The last revision proposed to the bases of power categorization is to divide referent power into referent power and relationship power. In the revised categorization, referent power would represent a one-dimensional relationship while relationship power would be characterized as a two-dimensional relationship between the leader and follower.

Table 45. Proposed Revisions to Leader Power Bases

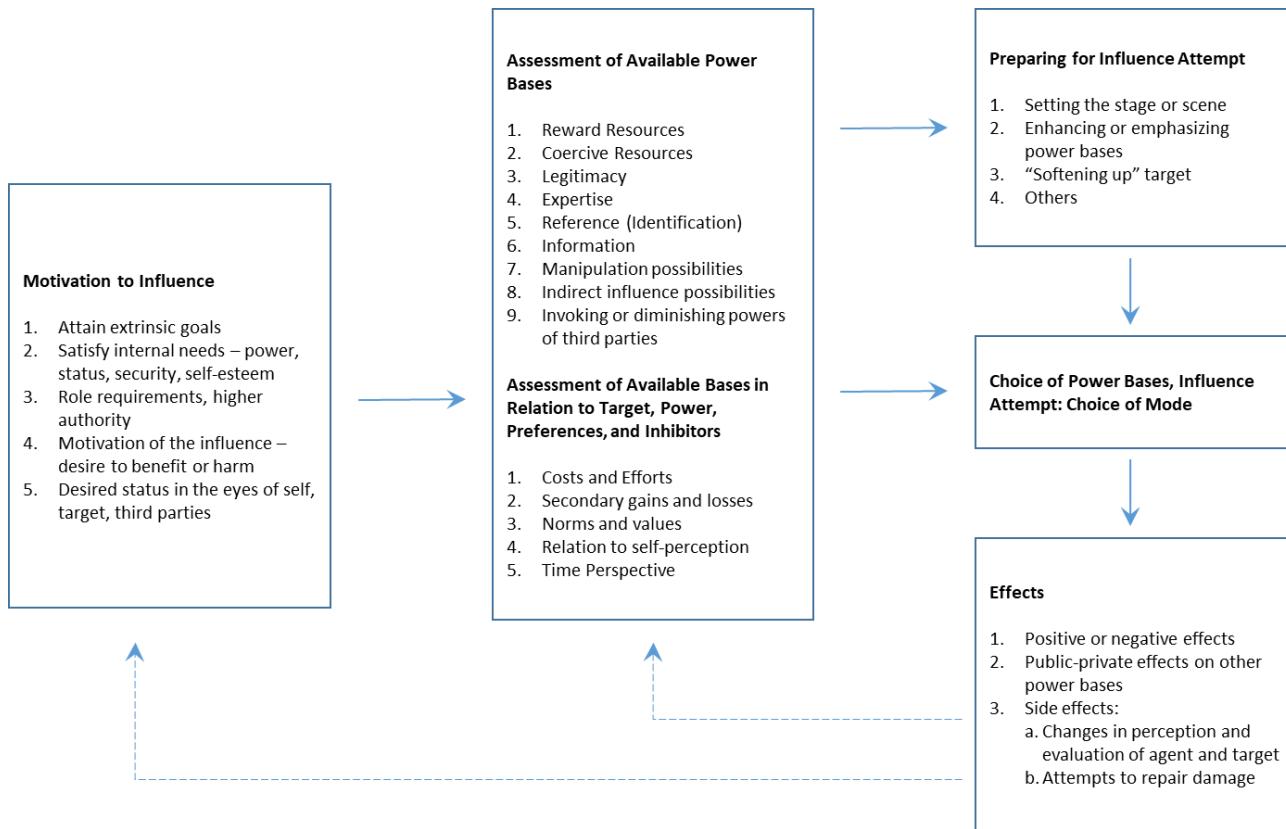
Power Bases	
Structured Bases	Personal Bases
Ecological Power	Referent Power
<ul style="list-style-type: none"> • Impersonal Reward Power • Impersonal Coercive Power • Capital Resources 	
Personal Coercive Power	Expert power
Legitimate Power of Position	Informational Power <ul style="list-style-type: none"> • Facts and Figures • Vision • Network
Legitimate Power of Equity	Legitimate Power of Dependence
Legitimate Power of Reciprocity	Legitimate Power of Interdependence
	Personal Reward Power
	Relationship Power

Proposed Revisions to Raven's Model of Power Interaction

A finding of this research study was that for many of the global leader's examples, the application of bases of power followed a sequence of power usage. In the first step of the sequence, a global leader looks to understand why the global follower is performing a task in a particular manner. Next, a global leader employs information power in the form of facts and figures and a vision of success. The global leader explains how the change request fits into the larger organization's goals and provides the global follower a vision of a better organization and improved outcome for the global follower once the change request is completed. If the change request is declined by the global follower, the global leader employs their legitimate power of position and instructs the global follower to implement the change. In the event that the change request is still declined by the global follower, the global leader employs an escalating impersonal coercive power until the change is implemented.

This model of base of power usage sequence is complementary to the model presented by Raven (1992). In the paper, Raven (1992) presented a power interaction model that organizes bases of power into a similar process of usage. The model is shown in Source: Adapted from Raven, 1992

Figure 9. The next sections outline areas of the 1992 Raven model that can be revised based on findings from this global leader research study.



Source: Adapted from Raven, 1992

Figure 9. Model of Power Action from Perspective of Influence Agent

Proposed revisions to “motivation to influence”

The first box of the power action model is *Motivation to Influence*. In the global leader bases of power research study, all global leaders interviewed discussed change requests that, if successfully implemented, would benefit the organization, the follower, the leader, or all the above. In the power action model, this is equivalent with *attain extrinsic goals*. Because attaining extrinsic goals was the only global leader motivation that was studied, further comments on the model may only be applicable for that motivation. Further study would need to be conducted to determine if the proposed revisions are applicable to other motivations.

Proposed addition of a new category: “Assessment of organization and follower context”

When considering a change request, the first step discussed by the interviewed global leaders was to understand the current environment and why the global follower is completing work practices in the current manner. This action may be particularly important for global leaders. When working in multiple cultures and across multiple jurisdictions, global leaders may not completely understand the context of the organization or culture of global followers. Global leaders may need to ask global followers, in-region leaders, and network resources for information about the current organizational requirements, organizational practices, or cultural norms to gain a more complete understanding. With the additional understanding, global leaders can continue with the change request. This newly described power action model step of

understanding the situation is reflected in Figure 10 with the new box titled

Assessment of Organization and Follower Context.

Proposed revisions to “assessment of available bases of power”

The next step is the existing power action model in *Source:* Adapted from Raven, 1992

Figure 9 was divided into two parts. The first part is an *Assessment of Available Bases of Power*. The results of the global leader survey and interviews suggest two additional powers should be added to this step. First, relationship power should be added as an available power. The global leader interviews conducted as part of this research highlighted the importance of relationship power when making a change request. The global leader survey and interviews also determined that relationship power is unique from referent power. Relationship power is characterized as a two-sided relationship in which the global leader personally knows the global follower. Relationship power was particularly important for overcoming complexities in the role of global leaders.

The next revision to the Assessment of Available Power Bases step is an expansion of the definition of *invoking or diminishing powers of a third party*. The title of this item does not need to change; however, for a global leader, there may need to be a recognition that global followers may also have an in-region manager. Global leaders may need to align or persuade in-region managers to adopt the change request before an attempt is made with the global follower. The in-region manager can act as a

positive or negative influence with the global follower when the change request is attempted. These changes are reflected in the revised power action model shown in Figure 10.

As outlined in the additional bases of power section of this paper, ecological power should be added to the Assessment of Available Power Bases section and *reward resources* and *coercive resources* should be included within this description. As discussed earlier, ecological power is a more inclusive description of the capital resource control, including rewards and coercive measures, which a leader can employ. Figure 10 reflects these changes.

Proposed revisions to “assessment of available bases in relation to target, power, preferences, and inhibitors”

Under the power action model step *Assessment of Available Bases in Relation to Target, Power, Preferences, and Inhibitors*, there are three considerations for global leaders. First, *efforts* may be considerably different for a global leader compared to a domestic leader. A global leader may need to overcome additional complexities in the form of language differences, working time overlap, and physical distances, when working with global followers. Second, culture should be added as a consideration in addition to “norms” and “values.” Global follower cultures may affect how the follower responds to change requests or how the global leader presents a change request. The third revision to this step of the power action model is the addition of *knowledge of the follower*, as shown in Figure 10. The global leader interviews

identified that global follower knowledge was an important assessment. If the global follower has limited knowledge, it may require the global leader to employ extended amounts of information power or rely on legitimate power of position when making a change request. Conversely, the global follower may have extensive functional knowledge or situational knowledge that may contribute to the global leader's power usage choice.

Proposed revisions to “preparing for influence attempt”

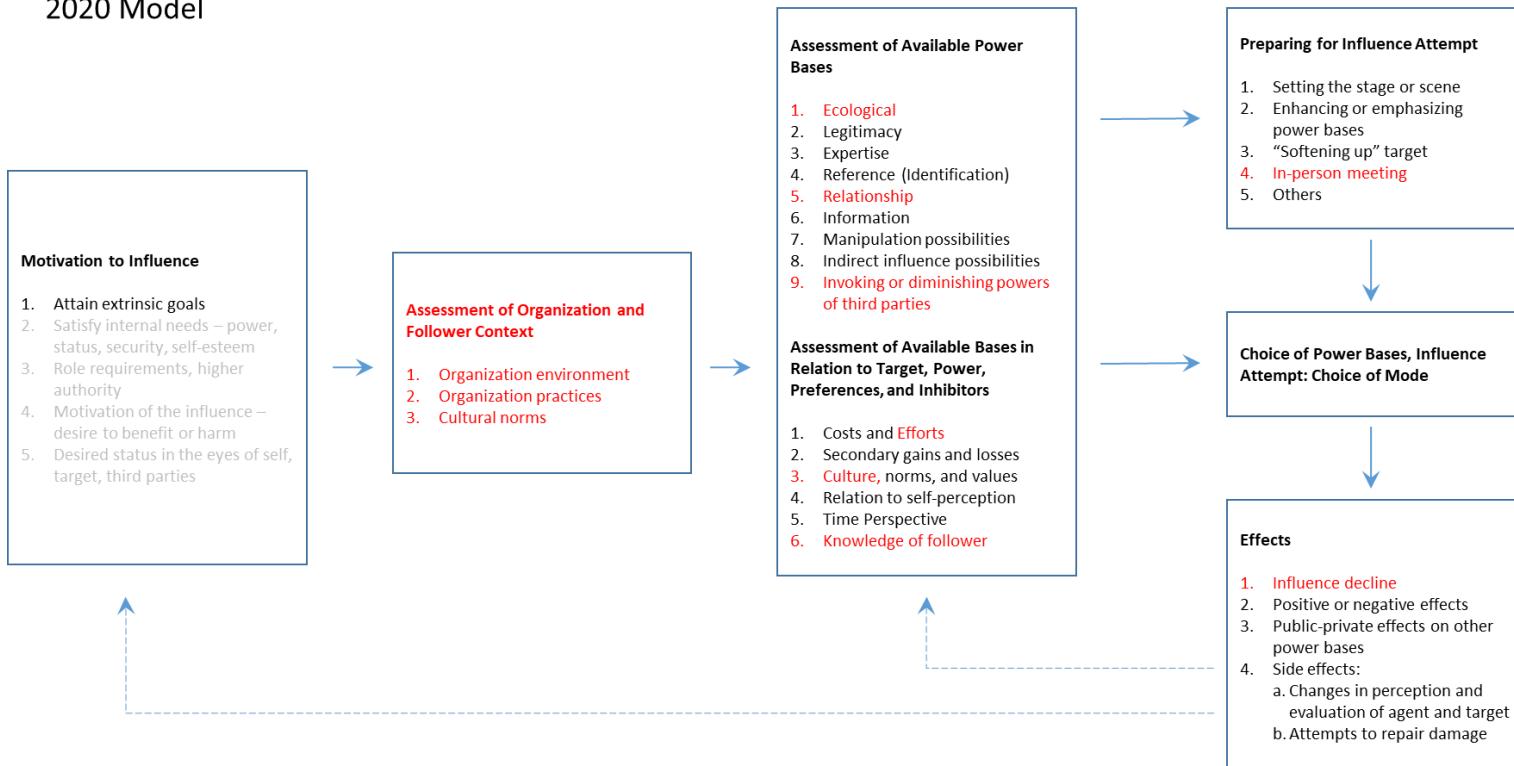
Another revision proposed to the power action model step of *Preparing for Influence Attempt* is the addition of *in-person meeting*. The nature of a global leader's role is they are often not in the same region as their global followers. In order to facilitate change requests, global leaders may need to have preliminary in-person meetings with global followers. The in-person meetings have the potential to provide the opportunity for the global leader to gain understanding and establish referent power and relationship power with the global follower. The proposed revisions are included in Figure 10.

Proposed revisions to “effects”

In the last step of the power action model, the effect of *influence decline* should be added. As discussed during the global leader interviews, global followers occasionally will decline a change (influence) request. The change decline may be the results of an incomplete understanding on behalf of the global leader or global

follower or may be related to the global follower's perception of the task after the change request. The proposed revision is included in Figure 10.

2020 Model



Source: Adapted from Raven, 1992

Figure 10. Revised Model of Power Action from Perspective of Influence Agent

Conclusion

The global leader interviews greatly expanded the understanding and texture of how global leaders employ bases of power. The interview results demonstrated that there is a constellation of antecedent powers the global leader has in place at the start of the change request process. The constellation of antecedent powers is comprised of legitimate power of dependency, legitimate power of position, referent power, relationship power, expert power, impersonal reward power, and ecological power. As the global leader initiates a change request situation with the global follower, the global leader first employs information power to influence the follower to make a change. If unsuccessful, or if necessary, the global leader employs their legitimate power of position to direct the change request implementation. If the global follower continues to reject the change request, the global leader will escalate impersonal coercion power until the change is implemented.

The global leader interviews also highlighted changes and additional powers that should be added to the bases of power categorization and incorporated into the models of power usage. The interviews highlighted that ecological power should be added as a power categorization and that impersonal reward power and impersonal coercion power should be grouped within the category. Network power was also discussed in the interviews. The results of this research determined that network

power should be part of an expanded definition of information power that also includes facts and figures and vision as types of information power.

The interviews emphasized the importance of relationships between global leaders and global followers and resulted in recommended changes to reflect this importance.

First, is the recommendation to add relationship power as a unique bases of power categorization. Relationship power represents a two-dimensional interaction between the leader and follower. To support the introduction of relationship power as a categorization, referent power is more clearly defined as a one-dimensional relationship in which the follower identifies with the leader, although the leader may not personally know the follower. The second change to bases of power categorization, due to an expanded understanding of relationships, is proposed to legitimate power of dependency. The definition of legitimate power of dependency is proposed to be redefined as a one-dimensional relationship between the follower and the leader. In this relationship, the follower is dependent on the leader, but the opposite is not true. To reflect the two-dimensional relationship that is often present in organizations, a new base of power—legitimate power of interdependence—is proposed. Legitimate power of interdependence represents the inter-connectedness between global leader and global followers for mutual success.

The global leader interviews highlighted five bases of power moderators that significantly increase the complexity a global leader must overcome when leading a global follower. Global leaders are subject to bases of power moderators in the form of language, culture, time zone differences, physical distances, and organizational structure. The five moderators increase the difficulty of the global leader's ability to lead global followers. Language, time zone differences, and distance may each limit the global leader's ability to understand the global follower's view and use information power when making a change request. Similarly, physical distance may limit the global leader's ability to establish a strong relationship with global followers, possibly reducing the global leader's referent power and relationship power. These moderators are discussed in greater detail in the following chapter.

Chapter 6: Discussion—How the Complexities of Global Leadership Moderate the Use of the Bases of Power for Global Leaders

In Chapters 4 and 5, I show that (a) global leaders use essentially the same bases of power when leading globally and when leading domestically, (b) global leaders use essentially the same bases of power as domestic leaders, and (c) global leaders use the bases of power in essentially the same sequence as domestic leaders (see Figure 8). In this chapter, I explore what I consider to be one of the most interesting findings of my research. I demonstrate that, although global leaders use essentially the same bases of power as domestic leaders, global leaders consistently face five significant moderators on their bases of power that add complexity to the global leader's ability to influence global followers. The discussion describes how the complexities of language differences, cultural differences, temporal separation (time zones), physical distance, and organizational structure (particularly matrix organizations) contribute to making a global leader's task of implementing change requests more challenging than that of domestic leaders. When compared with domestic leaders, these five moderators require global leaders to invest unusual amounts of time and creative energy into building relationships, sharing leadership, and ensuring common understanding of vision and goals.

These findings are consistent with work of other global leadership scholars. For example, Osland, Li, et al. (2017) defined global leadership as a leadership process of working across cultures, international borders, geographical distances, and temporal differences. The authors also discuss how these factors create complexity for global leaders. This dissertation research complements their work by identifying how such complexities function as moderators of global leaders' bases of power. The global leader complexities have the potential to reduce the global leader's ability to communicate with followers and may increase the challenge of global leaders establishing a relationship with global followers. Communicating with followers and establishing relationships with followers are two fundamental building blocks in the global leader's ability to establish influence. However, because of the moderating effects of native language differences, cultural differences, and the physical and temporal separation between the global leader and global follower, the global leader's ability to exchange information may be reduced. As identified in the global leader survey and through the global leader interviews, information power is the highest ranked and first employed base of power when a global leader makes a change request. With a decreased ability to exchange information, a global leader's information power may be reduced, requiring increased efforts by both the global leader and global follower to communicate, the potential to engage legitimate power of position sooner, and potentially increased frustration between the global leader and global follower.

In the remainder of this chapter, I first explore the many ways the five moderators (language, culture, time zones, distance, and matrix organizations) make the task of leadership enormously complex for global leaders. The chapter also discusses how relationships can act as positive moderators to counteract the complexities of global leadership.

Bases of Power Moderator #1: Language

As discussed in the introduction to this dissertation, with the widespread emergence of multinational corporations during the late 1980's, global leadership became important to both organizations and academics. Global leaders began to work across political and cultural boundaries, leading to new challenges. With the increased global interaction, global leaders experienced a corresponding increase of interaction in numerous languages or with individuals who were communicating in a non-native language (Luo & Shenkar, 2006). These new interactions resulted in native English-speaking and non-native English-speaking, or multiple non-native English-speaking individuals, conducting complex and important discussions in English (or another agreed upon language). These new interactions created new challenges for exchanging information and knowledge clearly. "Forms of language such as national, corporate, technical or electronic, its functions in terms of defining hierarchies, exercising power or facilitating integration...[emerged] as critical phenomena for global business" (Brannen, Piekkari,& Tietze, 2014, p. 495). Like global leadership,

there has been a call by academics for further language research: “[L]anguage as a key construct in the field of IB [International Business] has not been sufficiently articulated or theorized to reflect the particularity of the field” (Brannen et al., 2014, p. 495). As a result of these conditions, language research has emerged and progressed as a field of study.

As discussed in the previous section, language differences between the global leader and global follower were identified as a significant bases of power moderators during the global leader interviews. The challenge of language observation is highlighted by language researchers in international business studies—language differences make it “difficult to achieve purposeful communication and significantly complicates knowledge transfer across distance and differentiated contexts” (Brannen et al., 2014, p. 496). This was also described by Henderson (2005), another language researcher:

There is evidence that working across languages gives rise to obstacles and tensions and has significant consequences on teamwork and relationship building. Difficulties occur not only in the emitting and receiving of messages concerning the task at hand, but also in the area of interpersonal perceptions and attitudes resulting from reactions to unfamiliar and unexpected communication patterns or metacommunicative routines used in different language communities. (p. 67)

Language researchers also identified that, when left unchecked, language differences can create relationship strain between the leader and follower, and equally within global teams. As described by language researchers, “findings suggest that language

asymmetries are a potent dimension of a fault line and play a role in fueling us vs them subgroup dynamics” (Hinds, Neely, & Cramton, 2014, p. 555).

One of the most significant bases of power moderators that global leaders highlighted during the interviews is language separation between the global follower and the global leader. The language separation can be English to English as a second language, or second-language English to second-language English. For non-native English-speaking global leaders, language was one of the greatest obstacles to overcome when exercising bases of power. As discussed earlier, the global leader understanding the global follower and the global leader using information power are the first steps when implementing a change request. However, when English is a second language for the global leader, global follower, or both the leader and follower, communicating additional information or detailed descriptions has increased challenge. As described by Takahiro, a Japanese leader leading followers in the U.S., during his global leader interview, “to translate my expectations correctly that is most important, that is most difficult sometimes.” This challenge was echoed by Takuma, another Japanese leader leading followers in the U.S.: “[L]anguage is difficult to overcome. Especially if I'm looking at from Japanese perspective, languages may have been the most difficult road block to overcome.”

The complexity of cultural differences in how information is relayed

When asked why there was a challenge in communicating between the Japanese leader and U.S. followers, Yoshikane and Rokuro described that the delivery and presentation of information was different between Japanese speakers and U.S. speakers. Yoshikane and Rokuro highlighted that Japanese leaders deliver partial amounts of information and then allow the follower to interpret parts of the information:

[Japanese] doesn't say everything, just some 50%, 70%, explain, explanation. Then receiver side try to understand 90%. The other country, example European country or I think US as well, the talker side, sender side is trying to explain everything, maybe 80%, 90%, more than Japan. Receiver side is not necessary to try to read the mind. This is, I think, different culture.

The importance of this observation by Yoshikane and Rokuro is that the challenge in communicating is not related to an understanding of the English language but a cultural difference in how the information is relayed. Information presented by a Japanese manager is left open to allow for interpretation by the receiver. In a U.S. leader's delivery of information, there is less of a requirement by the follower to interpret the information. Recognizing these cultural communication differences is important for global leaders to minimize the moderation effect on the change request.

The complexity of second language to second language

Understanding the information provided by the global leader, however, is the first moderator that must be overcome when making a change request. The global leader needs to be clear in what is requested and what is the time required of the global

follower to implement the change. The global leader also needs to provide an understanding of why the change is requested and what is the benefit to the follower and organization. Global leaders that are speaking in a second language to a global follower who is listening in a second language have a compounded challenge to overcome. Both leader and follower need to translate what they are saying and hearing into their respective native languages, as described by Yoshikane and Rokuro:

It's easier in the US, because you just speak English, and most of the Japanese at least understand English. But other regions, like Germany, they're very good English speakers as well, but English is their second language and our second language, so we have to communicate using what's different from our mother tongue.

Herrick, a German leader leading followers in India provided similar feedback on the challenges of language. Herrick described that the challenge is developing a true understanding of what the global leader is telling the global follower. Although the global follower may understand the individual words, gathering the meaning and context of discussion may be difficult, as described by Herrick:

I mean India most of the time we have a communication problem. Communication means the other person simply, really simply, just does not understand what I'm saying. It's not that they don't want to understand what I'm saying, they just don't understand me, and sometimes I don't understand them.

The moderator of language was expressed by nine out of eleven non-native English-speaking global leaders interviewed. Only three of twelve native English speakers

commented on language as a moderator on bases of power. From these results, it appears native English-speaking global leaders may not fully appreciate the language moderator when requesting a change request from their global followers. A summary of comments on the challenge of language is presented in Table 46.

Table 46. Quotations on Language as a Global Leader Bases of Power Moderator

Global Leader	Quotations	Region to Region
Li	“One is language, for sure. Especially, I'm not sure you heard it from other team members, for us, for Chinese people since the home language is Chinese, right, especially in some complex issues, if you try to argue, it's like not an easy way to handle that. For Chinese people with American or Australian people. Sometimes it is hard.”	China leading U.S. and Australia
Dawn	“I think also because of the language even though people here... they speak English and they hear the English, if it's not your mother tongue it's very hard to know if they really, really comprehend. So, I think there's a bit of a language barrier. And, I think with my German counterparts with the language, and I think their culture which is a lot more clear and concise, I think there's a lack of comprehension of what I'm saying, as well.”	U.S. leading Germany
Roy	“Even if some of them could read really quickly and some of them could also hear pretty well, to ask them all to do both at the same time during a presentation at 98 slides worth, was just completely insane.”	U.S. leading in Globally
Kyle	“[Chinese followers] don't understand even though we sit in the room and they understand the words we say they're working in a second language, not all of them are good at capturing the context and the subtleties of what we're communicating by the language. They hear the words, they know the words, but they don't necessarily get the	U.S. leading China

	context.”	
Jun	“India speak English sometimes I cannot understand. They speak very quick and fast and where you cannot catch up their point. At the very beginning, some of my engineer working India, they talking and I can't capture what they are talking about, I saw it as my English is not good. I ask some American guy, they says they even cannot understand, either. So, I think is just to the language problem.”	China leading India

The complexity of humor and metaphors

The use of humor and sports metaphors was also discussed during the global leader interviews. Humor and sports metaphors provide another challenge to providing clear communication between the global leader and global follower. Humor is often very culturally dependent (Alden & Martin, 1995; Yue, Jiang, Lu, & Hiranandani, 2016) and may not translate between global leaders and global followers. Sports metaphors additionally have the potential to create language moderators when relaying information. A review of sports metaphors identified 1,700 commonly used sports metaphors from over 100 games and sports (Segrave, 2000). When a global leader uses a sports metaphor, there is the potential to have a poor translation between cultures if the corresponding game or sport is not common in the follower’s region.

Unlike sports and humor, a metaphor that three global leaders personally used during the interviews and appears to allow for cross-cultural application is the metaphor of being on a journey. A journey metaphor presents the image of preparation and planning, traveling to a destination or goal, and the potential need to overcome

challenges. During the interviews, global leaders described their personal “learning journey,” their follower’s “career journey,” and how their followers were “climbing the mountain” on the way to achieve an objective. Until replaced by games and sports metaphors in the mid-twentieth century, the journey metaphor was popular in U.S. business (Segrave, 2000). With the growth of global leadership, the journey metaphor may again be a way to bridge language separation between global leaders and global followers with common imagery.

Comments from global leaders on using humor, sports, and journey metaphors are summarized in Table 47.

Table 47. Quotations on Sports, Humor, and Journey Metaphors as a Global Leader Bases of Power Moderator

Global Leader	Quotations	Metaphor Reference	Region to Region
Li	“Also, sometimes if you're talking about something outside of work, if you talk about like football, baseball, sometimes it's hard for that conversation. For sure, it's an issue.”	Sports	China leading U.S. and Australia
Mian & Wei	“For me, sometimes I don't know what's funny.”	Humor	China leading U.S.
Takuma	“I believe my English isn't that bad, but still it's very simple example. I don't understand American joke at all. Even I can understand when we are talking in business and when I go to theater, I have no idea what they're laughing at.”	Humor	Japan leading U.S.

Dave	“You want [followers] to learn. The learning journey, you have to learn and it's continuous learning on my part, but then you want them [followers] to be learning as well on the journey.”	Journey	U.S. leading multiple
Bob	“Where a team or person is on their career journey matters in terms of how many years left.”	Journey	U.S. leading multiple
Takahiro	“There is a different way of climbing the mountains, right? Some people go straight, some people going like a snake, whichever the ways fine as long as it meet with the customer expectation on time.”	Journey	Japan leading U.S.

Strategies to overcome the complexities of language separation

As outlined above, many global leaders recognize the bases of power moderating effect of language on the change request. To overcome the moderating effect, the global leaders interviewed have adopted strategies that assist in providing clear information and direction to global followers. The first strategy was for the English-speaker to use simpler words and less complex sentences. This strategy allows non-native English-listeners to process the discussion with less difficulty. English-speakers need to remember that non-native English-listeners need to hear in English, translate to their native language, and then process the information. If the English-speaker is using complex language or discussing complex topics, this task can be a greater challenge. Parallel to the strategy of using simpler language is also the strategy of slowing down the delivery of the language. Slowing down the delivery of communication again allows the listener of the communication time to listen,

translate to their native language, and interpret the message. The third strategy identified by global leader's was to provide additional information. The additional information could be in the form of additional details, background information, or adjacencies to the discussion. These additional details allow the listener to better understand the context of the discussion.

In addition to the presentation and delivery of the language, global leaders also identified other practices that can assist in overcoming a language separation. Global leaders said that writing down and exchanging the message and key points prior to a discussion or following up after a discussion with written key points and agreements can assist non-native speaking listeners in understanding the message. Written messages are often more specific in their delivery and allows better translation by the receiver. However, one global leader also cautioned on the use of software-based translation. His experience with a widely available translation software had led to a misinterpretation of a message and strained a fault-line between two organizations.

Following-up with verbal communication after the discussion was another practice employed by global leaders. During the interviews, global leaders described how they follow-up with non-native speaking global followers to ensure the follower understood the message and assignments. The verbal follow-up often involved repeating the key messages and, equally important, asking the follower to repeat the

assignments and next steps. With the global follower repeating the key messages in their own words, the global leader could determine if the message was understood.

Follow-up to the exchange might also happen through another person. Global leaders identified that they occasionally employed language boundary spanners to confirm the key messages are understood.

The last strategy that global leaders employed along with all the other strategies is to allow extra time for the message. Global leaders expressed that all the strategies require extra time for the delivery and understanding of the key messages. Extra time is necessary on the behalf of the global leader to prepare the key messages in language that can be easily conveyed and understood. Extra time is also required when delivering the key message. Whether the message is delivered to or by non-native language speakers, extra time is required for both the speaker and listener to deliver and understand the message. Follow-up after the delivery of the key message also requires extra time. However, the extra time spent in preparation, delivery, and follow-up can provide an overall time savings in the event of misunderstood agreements and next steps.

Global leaders can also utilize another agent to help with the message delivery. Using their extended network, global leaders can leverage an in-region matrix manager or member of their network to follow up with the global follower. This action is

intended to provide *trust transferability* via a third-party that is known to both the global leader and global follower (Ferrin, Dirks, & Shah, 2006). Global leaders can reach out to network contacts that are in the same region as the global follower to ensure the change request is understood. Some global leaders also utilize a translator to ensure messages and information are successfully transmitted to global followers.

Global leader practices for reducing the mitigating effect of language on bases of power are summarized in Table 48.

Table 48. Quotations on Strategies to Overcome Language Separation

Global Leader	Quotations	Region to Region
Jie	“Most of time we are trying to make some backup materials explain clearly what we're doing inside our company.”	China leading U.S.
Herrick	“...explain it in more easier words, take down the speed of language, maybe to confirm in written what you have been saying.”	Germany leading in India
Kyle	“...people especially that are native English speakers, they come into a room [in China] and people are speaking English, they assume they have the same command of the language that we have and they don't. And so you need to be very careful about your words selection.”	U.S. leading China
Kyle	“After a meeting I would walk over to their desk and say, ‘Are we clear about this? Did I say this clearly so that you understood my expectation is A, B, C.? ’”	U.S. leading China
Jun	“...we start to using IM, when we talk, we are using IM typing with each other as well, to help them to understand what I mean, and I also can understand what their mean.”	China leading India

Jun	"I'm lucky is my supervisor had a very good English. Sometimes he can help me to translate what they're talking about."	China leading India
Tracy	"I do still try to repeat myself a lot to them to make sure he's really understanding and ask him to repeat back to me."	U.S. leading Mexico
LL	"English is the communication language, and as today so, if...normally Mr. Liu had some assistant to help to do the translation work."	China leading Germany
Dawn	"I'm gauging body language at that point to understand, do they understand what I just said? And, if this is boring to them or not, is it something of interest?"	U.S. leading in South Korea

Potentially, despite adopting these practices to improve communication between the global leader and the global follower, language separation proves to be too large of a barrier to overcome. In that instance, the global leader may utilize their legitimate power of position and ecological power to reassign global follower work assignments. Having a gap in communication between the global leader and global follower can create inefficiencies between the leader and follower that may be unproductive and frustrating for both. In this event, the global leader may look to resolve the shortfall. An occurrence of this event was recalled by Herrick during the interview. After working with the global follower, Herrick decided with the matrix manager, "This is not going to work for me, because it's going to be hindering so much that energy is going to get lost, motivation is going to get lost. So maybe you have to let someone else work with me."

The benefits of sharing a common domain language

Another factor that reduces the moderating effect of language separation is when the global leader and the global follower share a domain language. Domain languages are terms and expressions that are common within a profession, such as engineering or accounting, or within an organization. Sharing a domain language increases the ability for the global leader and global follower to exchange information even if they do not share a common native language. Domain languages typically represent a common universal measure or method for presenting information. The benefits of using domain language was highlighted by a few global engineers during the interview and are summarized in Table 49.

Table 49. Quotations on Domain Language

Global Leader	Quotations	Region to Region
Kyle	“Even in North America when you talk to the engineers, or you talk to the finance people, we have our own language that we talk about and think about.”	U.S. leading to China
Takahiro	“Yeah. [Engineer to engineer communication] Much easier than normal conversation.”	Japan to U.S.

The moderating effect of language on global leaders using information power to communicate a change request was nicely summarized by Tracy in a vignette during her interview. Tracy told the story of working with a corresponding team of engineers from Sweden. For several months, Tracy and the team in Sweden discussed the work role for “application engineers.” After two months, Tracy discovered that despite both

teams discussing “application engineers,” neither team were discussing the same group of engineers. Tracy’s team did have “application engineers,” but the job function in question was the role of “calibration engineers.” Once Tracy clarified that in Company One, the calibration engineer was the correct work group, the change request and work alignment proceeded. This was further described by Tracy during her interview:

[T]wo months of meetings that we started talking about application engineers and in the US the applications engineers are the [Company One] people who kind of release the hardware. And I’m like, “Why are they saying the application engineers do this?” And then I was like “Oh, [Sweden] means the application engineers are calibrators. Yes, our calibrators do that.”

Language separation is an important potential moderator on a global leader’s bases of power. Language separation makes using information power more challenging by limiting the flow of clear understanding and information between the global leader and global follower. Global leaders have developed practices to counter the effects of language separation; however, there are additional moderators that must also be considered.

Contribution to language as a field of research

This dissertation’s research on global leader’s bases of power contributes to the language research in three ways. First, the global leader bases of power research frames why language is a challenge through the bases of power lens. Second, this research identifies a potential gap in recognizing the challenge of language between

English speaking and non-native English-speaking global leaders. Lastly, interviews with the global leaders identified strategies they use to minimize the challenges of communicating between native and non-native language speakers and listeners.

Survey results on global leaders' bases of power identified that information power was the highest ranked form of power employed by global leaders when requesting global followers to make a change. Information power relies on the exchange of both logical and emotional information and knowledge. However, when this exchange is restricted to a more simplified common language, spoken or heard in non-native language, or translated through an interpreter, the richness and emotional appeal of the original presenter may be lost. This same challenge may also occur as global leaders use relationship power. Relationship power is established during two-dimensional interactions between global leaders and global followers. When the exchange is between native and non-native, or two non-native speaking individuals, the ability to establish a relationship will be significantly challenged.

Interviews with global leaders also identified a potential gap between native English-speaking and non-native English-speaking leaders when considering the challenge of communicating in English. During the interviews, nine out of eleven non-native global leaders expressed language as a major challenge to be overcome, while only three out of twelve native English-speaking global leaders expressed this same

concern. This observation highlights a potential challenge for non-native English-speaking followers when working with native English-speaking global leaders.

Global leaders may view that their global followers have a greater understanding of information and knowledge than what the followers has. Native English-speaking global leaders may also speak at a normal pace with less frequent pauses to check for clarity and allow the global follower to process information. Global leaders who are native-English speakers may also use more complex language involving humor or metaphors that further increase the challenge for non-native English-speaking global followers to gain an understanding of the topics being discussed.

Bases of Power Moderator #2: Culture

Another important moderator for global leaders when utilizing bases of power is cultural differences between the global leader and global follower. As introduced in the discussion on legitimate power of position and the discussion on change declines, the global leaders interviewed identified a difference between the way Eastern global followers and Western global followers acknowledge hierarchical structure. Eastern global followers are generally more accepting of hierarchical based legitimate power of position compared to Western global followers.

The complexities of culture and legitimate power of position

During his interview, Felix, a U.S. global leader, gave a high-level summary of four global cultures. For Chinese followers, Felix described it as “a very top-down society. Rarely do you get into a situation, you ask someone to do something they don't follow

it.” When working with Indian followers, Felix commented, “India was very different in [acting on a change request]. Every issue that you brought up required debate and engineering analysis.” While European followers were asking, “Does this fit in my time and the timing I have?” Additionally, Felix found with North American followers, “everybody wants to jump to actions right away.”

Although the comments by Felix generalize four cultures’ reactions to a change request, the comments align with the results from the GLOBE (2019) study. From the GLOBE (2019) survey results, China demonstrates a higher *power distance* compared to the U.S. (5.04 vs 4.88). India demonstrates a higher *in-group collectivism* compared to the U.S. (5.92 vs. 4.25). England demonstrates a slightly higher *uncertainty avoidance* compared to the U.S. (4.65 vs. 4.15). Lastly, the U.S. demonstrates a higher *performance orientation* compared to all three of the other countries (4.49 for the U.S. and 4.25, 4.45, 4.08 for China, India, and England, respectively).

The legitimate power of position cultural differences are also recognized by Chinese managers. During her interview, Li gave the following vignette about her leader and mentor asking her about working in China and the U.S. Li’s reflection from the mentor’s question was that she has a significantly higher confidence that the China team will complete a change request compared to the U.S. team when using

legitimate power of position. Li, recalling a conversation with her mentor, made the following comments:

[Li's mentor asking] “[I]f you ask your team in China to finish a task, what confidence and level you have the employee will follow your direction?” Yeah. That’s for China team, right? So, I am from China. I have a team in China at that time. I said, “Yeah. I think I have 90% confidence they will do it.” Then, the following question [Li’s mentor] asked, “[Li], think about it. If you have a team in the US, what do you think?” I said, “Maybe 50%.” [Li’s mentor] said, “If you can get 50%, you are already very lucky.”

In addition to recognizing the difference in relative strength of a global leader’s legitimate power of position, global leaders also need to recognize the directness of the change request. For Western cultures, the change request can be very direct, while for Eastern cultures, the change request is less direct and presented more as a suggestion. As described by Takahiro, “American members when I ask them to do something so maybe I ask very directly, directly. Sometimes in Japanese discussion we avoid to use direct sentence. For example, ‘please do that’, we don’t say that [to] nobody.”

The complexities of culture and personal reward power

Culture acting as a moderator on legitimate power of position is not the only base of power that is affected. Culture can also be a moderator for using personal reward power. During their global leader interview, Mian and Wei, two Chinese managers leading followers in the U.S., discussed that it is important for global leaders to find common elements between cultures to be an effective global leader. In their example,

Mian and Wei found that personal value recognition was something that both Chinese and U.S. followers valued. However, the means for delivering and the reaction from the followers is different by culture, as described by Mian and Wei:

In U.S., the way we want to tell people that they did a good job, always could be very straightforward. We always know that they will be happy that they are told, but in China, even we know that people want to know that they are really recognized, but the way we tell them should be a more not straightforward way. More like a hidden way or a softer way.

As an example of the cultural differences, Mian and Wei used the analogy of providing someone a compliment as an example on how cultures respond to recognition reward. Although both individuals receiving the compliment are pleased with the compliment, the responses vary by culture:

Because in China culture, if you say, "Okay, you looks handsome," the response is, "No, no, no, no. I'm okay." But in U.S., if you say, "Hey you are handsome," you say, "Thank you." That's the response, right? That's the culture and the differences. But what I say is in a different way, if you are say, "You are handsome." Everyone is happy. I don't care it's in U.S. or in China, everyone's happy.

The complexities of culture and personal coercive power

Global leaders also need to be aware of cultural differences when using personal coercive power. As described by Herrick when assessing how to give feedback to his global followers, the culture of the follower is important to consider. For followers in India, Herrick said, "I would've been more soft on India, and I would've been very careful that the person in India is not losing his face." Conversely, when dealing with

his German follower, Herrick “would be super direct.” As described by Herrick, “I have a person sitting right now that is a German in Japan in my organization, and in German I think I would be extremely to the point.”

The complexities of aligning national and organizational cultures

In addition to identifying national cultures as a moderator on global leader bases of power, the global leader interviews also identified organizational culture as a moderator. The interviews identified that organizations often have global organizational cultures and regional organizational cultures. These two cultures contribute to a global leader’s legitimate power of position. The interviews suggest that if the organization has a strong global organization culture, the global leader will have a stronger legitimate power of position. Conversely, if the organization has a strong regional organization culture, the global leader will have reduced levels of legitimate power of position.

Before looking at the difference between global organization and regional organization cultures, it is important to recognize that national cultures are a greater moderator on global leader bases of power compared to organizational culture. The interviews showed that national cultures supersede organizational cultures. As described by Roy during his interview: “[I]n some countries where there's a very very strong government involvement and nationalistic thing—I'm thinking about China.

You're always gonna be a filter through which your corporation is gonna be viewed by your local employees."

Herrick expressed a similar view about his company during his interview. When discussing culture with Herrick, he said, "We know the individual cultural differences in the way that work is being done. We let that happen. We cannot put everyone under one cultural roof, but we have a lot of [Company B] values that we handle very similar." Herrick's statement also identified an important aspect that many large organizations implement. A few of the global leaders interviewed worked in organizations that establish and communicate core values and key deliverables that encompass the entire global organization. Dawn described her company's core culture during her interview: "[U]nified culture of [Company L] around the world, an aspect of a unified culture, an element of culture that's the same. And, that is a culture of technology, development, wanting to bring the best technology to the industry."

Similarly, during his interview, Takahiro shared a company value that is instilled globally. Takahiro described how providing quality service was core to his organization's decisions. "It's important. [Company D's] quality is first priority. Therefore, this might have to be shared in all [Company D] group. This will never change...." When global leaders are using their legitimate power of position, and it

aligns with organization culture, the organization culture acts as a moderator on the base of power to reinforce the legitimate power of position direction.

Organization culture can also act a moderator to reduce the global leader's legitimate power of position. During the interview with Keith, he discussed the effect of regional organization culture on a global leader's legitimate power of position. Established organizations have their own culture/identity, which may make it difficult to implement a change request. Keith described how Company One was arranged into a North American, European, and China division. Keith described his view of the European organization: "I do believe that Europe was an autonomous organization, a lot of people grew up in it, [and] still would like it to be autonomous."

Keith's view that the European organization wanted to be autonomous from the global headquarters in North America created a tension between Keith as a global leader and the regional leaders in Europe. As described by Keith, "[T]hey wanted to be autonomous, they wanted to do some things differently. I don't think it's any one [national] culture or any one group. I do think because there's different reporting chains and you're not there on a daily basis." Keith's comments note that because of the effort to remain as an autonomous organization, the regional organization of Europe moderated Keith's legitimate power of position. Conversely, the China

organization was a relatively new organization that lacked a distinct culture, as described by Keith:

[L]ook at China, where it was new recruits, early on I think they were brought onto the company, and it was "Hey, we want to do things globally and here's our process, and this is what we want to do." I saw China really wanting to be part of [Company One] globally, and really wanting to do the same processes that we do globally.

Felix had a similar experience when using his legitimate power in China. As described by Felix, “[China] believe that they look at North America as a coach and a partner, and they don't necessarily think about other regions that way.” Both leaders interviewed observed that the lack of a pre-existing or conflicting regional organizational culture establishes an organization that is more willing to accept the global leader’s legitimate power of position.

Bases of Power Moderator #3: Time Zones

Time zone overlap between the global leader and global follower is another potential moderator of a global leader’s bases of power. Roy described the challenge during his interview: “I would put the big strategic problems come from culture and language, but if you don’t stay on top of the time zone and distance thing by traveling and having a rhythm with your team, then it’ll eat you alive.” As a global leader works across time zones, their ability to interface directly with the global follower is affected. U.S. individuals working with Chinese, Japanese, or South Korean individuals have no standard working hours of overlap. All direct audio or video communication needs to take place during non-standard business hours.

The complexities of time zones and information power

With information power as the most prevalent base of power when making a change request, the global leader's ability to use information power is moderated by the time zone difference. This was described by Bob during his interview:

[Leading a global team] can be tricky if you've only got three to four hours a day on the same time zone and then it's...your window is limited. When I'm in the U.S. operating with a China team, you've got 6:00 in the morning or 7:00 – 9:00 at night and that gets, over time, exhausting.

Although time zone and distance are closely related in moderating information power, time zone is a larger moderator due to the reduced ability to have direct communication. This effect was described by Bob during his interview:

[H]aving lived in China and tried to interact with the U.S. and European teams, over time...that can wear you down. Now, I've had physically more demanding jobs in the U.S. to where I was responsible for the North America region with Mexico. Traveling all over but because I could pick up the phone and have a conversation right there where I needed to with the Mexico team, it felt more efficient.

The complexities of time zones and relationship power

Contrary to the moderating effect of time zone decreasing information power, time zone differences can moderate relationship power with an increasing effect. Global leaders who accommodate for differences in time zone between the global leader and global follower increase their relationship power with the global follower. The time zone difference becomes a challenge that the global leader and global follower can jointly overcome. Ann, a U.S. leader, described how scheduling meetings late at night

during U.S. time, which were during standard business hours in China, strengthen her referent power with her global followers:

I had several [meetings] with them. They were during their work hours. I always like for China and Australia, I would make sure it's a comfortable time for them that I'm accommodating them. I'm showing them that they're important to me. They don't have to change their schedule. I'm going to change my schedule to get their input. I felt like that was, they were very open and comfortable. They were in their own office. Not at home or in a car somewhere....They recognized that and really appreciated that that I was willing to step out of my normal work hours to talk with them and reach out to them....

Jie, a Chinese global leader leading global followers in the U.S., shared similar experiences. Jie found that trading the task of working outside standard hours was the best practice. Jie said, “Sometimes we work very late at night, and sometimes they work very late at night.” Switching the responsibility of who worked outside of standard working hours demonstrates a respect between the global leader and global follower. The increased respect between the two increases the relationship power of the global leader.

Bases of Power Moderator #4: Physical Distance

The last moderator on a global leader’s bases of power is the physical distance between the global leader and global follower. Like time zone, physical distance moderates the ability of the global leader to utilize information power when making a change request. Having a large physical distance limits information exchanges to less rich forms, such as audio, video, and email exchanges. Physical distance also moderates the global leader’s ability to establish and use referent power and personal

reward power. Referent power and personal reward power benefit from a strong personal interaction between the global leader and global follower. Physical distance limits the global leader's ability to have the in-person personal interaction.

Despite the moderating effect of physical distance, the global leaders interviewed felt that physical distance was the weakest moderator on their bases of power. In Michelle's perspective, "There's no difference for me how I interact with that team that's two miles away versus how I interact with a team that could be 10,000 miles away." Similarly, Jun, during his interview, said, "distance, we still can talk through the phone, right. And then we can fly there, maybe you can fly in there more if you want, right? So, you still can overcome this one."

Referent power and relationship power moderation

The global leader bases of power moderators of culture, distance, and time separation also have the potential to reduce a global leader's referent power and relationship power. Referent power and relationship power are strongest when there is direct interaction between leaders and followers. However, with the increased separation created by language, culture, distance, and time, the global leader's ability for in-person or direct interaction is reduced, which has the effect of reducing their referent power and relationship power.

The second potential effect of reduced referent power and relationship power is the inability of the global leader to use relationships as a positive moderator to other bases of power. The global leader interviews highlighted the importance of relationships with global followers as an important counterbalance to the complexities. As a global leader establishes relationships with global follower, there is potentially a corresponding increase of trust and understanding between the leader and follower. The increased trust and understanding allows the global leader to tailor messages with the global follower and enhance information power. Impersonal reward power and personal reward power are also enhanced with improved relationships. The global leader has a better understanding of what types of rewards are most valued by the global follower.

Bases of Power Moderator #5: Matrix Organizations

In addition to the four global leader complexities of culture, language, distance, and time zones, this study identified a fifth complexity for some global leaders that is derived from the organization structure. In this research survey, 36% of global leaders identified that they were a matrix manager of their global follower. In a matrix organization, the global follower has both a global leader and an in-region leader. The global leader is typically leading operational and functional tasks, while the in-region leader is typically leading organizational and in-region tasks. The matrix organization offers the potential of both a negative bases of power moderator and positive bases of power moderator. In a survey by McKinsey and Gallup, the Bazigos and Harter

(2015) identified three priorities for matrix leaders. First, matrix managers should be “continually setting clear expectations aligned with the direction of the business. This clarity should cascade into frequent conversations between managers and their direct reports....” Second, matrix leaders should “maintain day-to- day lines of communication.” And finally, matrix mangers “should ensure that all employees understand whom they answer to and the duties for which they are responsible.” In each of these three priorities, communication is the key to a matrix manager being successful. For a global leader, however, communication with global followers can be a challenge. As discussed in the preceding paragraphs, communication and the use of information power is moderated by the four global leadership complexities of language, culture, distance and time zones. Matrix organizations also bring an additional challenge with potentially unclear communication because there are two potential sources of information (information power) and direction (legitimate power of position). Moodley et al. (2016) researched the challenge of duality of reporting structure: “The dual reporting structure in a matrix presents unavoidable challenges of conflict and confusion experienced by project personnel when responsibility and authority overlap in vertical and lateral structures.” (p. 105). In this research study, the project personnel description refers to the global followers, and their potential conflict and confusion arises because they have both a global leader and an in-region leader. To alleviate the conflict and confusion, the global leader may need to align the work tasks and change requests with the in-region manager. This alignment effort

requires the global leader to again potentially overcome the original four global leader complexities with another individual—the in-region manager. If the in-region manager is not aligned with the global leader, then the global leader must first convince the in-region manager of the change request using similar bases of power processes as they would employ with the global follower. The global leader would attempt to understand the context of the in-region manager and employ information power. If the in-region manager is aligned or the global leader and in-region manager has a positive relationship, there can be benefits to the matrix organization.

Matrix organizations can potentially act as a positive moderator on a global leader's bases of power. If a global leader can align with the in-region manager and eliminate potential conflict and confusion of the matrix reporting, the in-region manager can become a reinforcing agent for the global leader. The in-region manager can act as an agent to improve communication by reducing the complexities of language, culture, distance, and time zones. Additionally, the in-region manager also typically has the antecedent powers of legitimate power of position and impersonal reward power that can help influence the global follower.

How the Five Moderators Delay Feedback Loops for Global Leaders

In addition to moderating a global leader's bases of power, the five moderators discussed in the previous section also extend the feedback loop on the progress of a change request between the global leader and global follower. When a global leader

makes a change request, the bases of power moderators also restrict the information exchange back to the global leader. The reduced flow of information back to the global leader mitigates the global leader's ability to determine if current bases of power are successful or if the global leader needs to revise the bases of power being employed. The extended time required for determining if progress is being made by the global follower was identified by Bob during his interview. Bob described how "you could lose a week or two or three and all of a sudden something wasn't progressed and you're putting the full project at risk for everybody else that was trying to attempt this."

Other global leaders interviewed expressed similar challenges with extended feedback times. Jun explained that it took him an extra month before he found out his global follower had made no progress on the change request. Jun shared that "it takes almost a month for me to find out. I told him this is pretty urgent, but I feel very aware you just do not start doing the work." Tracy, during her interview, also explained how a change request took extra time to complete. Tracy described that a change request "actually took a good two months. That was a hard one, because I'm usually done in a day or so, you know? Maybe a week."

The need for proactive follow-up to ensure progress is being made

To address the challenges with extended feedback times and followers that have a physical distance separation, global leaders are required to be more proactive in their

follow-up and allow extra time for the change request to be implemented. Global leaders need to ask their global followers for updates to ensure progress is made. Progress that would otherwise be evident for domestic followers is not as evident for global followers. To address this challenge, global leaders are more direct in the request for an update. Herrick described his process during his global leader interview:

[I]f you have someone further away, then when they sit in your office is that you have to do a more closed loop move control. That means I give new direction, once direction is given, I have follow-up that is very close to the day that I gave that direction. So, I would say for a major direction change, I would probably give a good two weeks, one month, and then review the progress. Which I typically don't do if people are closer to me.

Global leaders that were interviewed shared similar feedback on requiring direct follow-up after the change request is made and allowing extra time for the change to be implemented compared with a request that is made domestically. Feedback is summarized in Table 50.

Table 50. Quotations on a Global Leader's Feedback Loop on Change Request

Global Leader	Quotations
Dawn	"[B]ecause I'm working globally, that I have to allow a lot more time to get to that decision point because if I try to do that in a shorter period of time, it's not going to go well. Either they're going to just do what they're supposed... that they're going to do based on their own understanding and I won't get the results that I need. Or, they'll do what I said and I'm still not going to get the results I need because it's going

	to come up 85% of what I really wanted.”
Ann	“I can't really see how they're working the process, so I have to look for evidence in their work. That they're really following the process that I told them to, and we have staff meetings too where they check each other, hey, are you still doing this that way?”
Takahiro	“[I]t depends on the difficulty of the task that we are asking to do something by email. If the concept is simple, just asking by email but if the concept is difficult then we will increase the frequency of the communications.”
Keith	“[For domestic followers] You've got a real short time lag between requests, the observation whether it's happening or not, and then also now as the person you made the request to, whether or not the change is happening.”

Moderator Summary

Interviews identified five moderators on a global leader's bases of power that affect the global leader's ability to influence global followers. The five moderators are (1) language separation, (2) cultural separation, (3) time zone differences, (4) physical distance, and (5) matrix organizations. The five moderators have different levels of moderation on different bases of power. A summary of the moderator effects—including a strong base of power moderator, a weak base of power moderator, and a neutral effect on base of power—is shown in Table 51. Information power, which is the first base of power employed by global leaders, is also the base of power most affected by the five moderators. Information power is moderated by language separation, time zone, and distance. Each of these three moderators reduces the global leader's ability to effectively employ information power by limiting the global leader's ability to provide clear and appropriate levels of information.

Table 51. Moderator Effect on Global Leader Bases of Power

Base of Power	Language	Culture	Time Zone	Distance	Matrix Org
Information	Strong	Neutral	Strong	Strong	Weak
Legitimacy of Interdependence	Neutral	Neutral	Neutral	Neutral	Strong
Legitimate Power of Position	Neutral	Strong	Neutral	Neutral	Strong
Referent	Neutral	Neutral	Weak	Strong	Weak
Expert	Neutral	Neutral	Neutral	Neutral	Neutral
Personal Reward	Neutral	Weak	Neutral	Strong	Neutral
Relationship	Weak	Neutral	Weak	Strong	Neutral
Ecological	Neutral	Neutral	Neutral	Neutral	Strong
Impersonal Reward	Neutral	Neutral	Neutral	Weak	Strong
Personal Coercive	Neutral	Weak	Neutral	Weak	Neutral
Impersonal Coercive	Neutral	Neutral	Neutral	Neutral	Strong

This research also identified that relationship power is an important base of power for global leaders. Relationship power is the two-dimensional relationship between

global leaders and global followers and is based on the interconnectedness between the global leader and global follower. Establishing and maintaining relationship power is moderated strongly by distance, and less so by differences in time zone and cultures. These moderators limit the leader's and follower's ability to have both rich business and personal interaction, which are key to fostering and maintaining a relationship. Once established, relationship power has an added benefit of potentially acting as a positive moderator that can offset other moderators. Relationships as a moderator can offset the challenges of language and distance separation by enabling better communication and setting the foundation for increased levels of trust.

Chapter 7: Limitations and Implications for Practice and Future Research

In this chapter, I discuss the limitations of my study and the implications for practice and future research. The limitations can be grouped into four categories: (a) size of the populations for survey and interviews, (b) a relatively narrow organizational domain focus, (c) perception of bases of power usage from the global leader's view, and (d) the geo-political environment during the survey and interview window. The implications for practice include recognition of the importance of travel and arranging the appropriate budget to support it. Travel to support in-person meetings helps build global leader relationships, which can mitigate the global leader complexities. The second implication for practice is to expand global leader development programs to include discussions on bases of power and the power moderators. Understanding bases of power and moderators can assist global leaders in their efforts to implement changes. This chapter concludes with a discussion on future research of bases of power and power moderators. The chapter proposes further research to understand if the conclusions from this research applies to other industries and understanding the bases of power and moderators from the perspective of the global follower. Further research should also explore the impact of culture on a global leader's bases of power and moderators.

Limitations

The size of the survey and interview population is one of the first limitations that should be considered. The global leader survey was completed by 69 first-level through vice president-level global leaders, and the interviews were conducted with 23 first-level through vice president-level global leaders. Of the global leaders interviewed, 64% were U.S. citizens and 52% came from the same U.S. company. Although many of the themes identified during the survey and interviews were common amongst global leaders, a larger sample size with increased diversity would perhaps increase the confidence of the discussion points and potentially introduce additional examples of bases of power usage, determine additional moderators, and provide further insights into global leader and global follower relationships.

The second limitation for this study was the narrow scope of industry that was studied and the narrow functional domains within the industry. All the global leaders interviewed were from the automotive manufacturing industry, and all were from engineering, purchasing, or project management. The automotive industry is typically characterized as externally regulated by governments, highly capital intensive with low operating margins, and with project time lines that extend over multiple years. These organizational characteristics tend toward increased levels of project control and organizational bureaucracy. The extended project timelines also have the potential for global leaders and followers to develop relationships over longer durations and multiple circumstances. The fields of engineering, purchasing, and

project management, like many other functional domains, tend to be highly specialized and involve domain and organization knowledge that may also limit the application of conclusions to other domains. This narrow industry and functional domain interview group may limit the application of the discussion and implications to similar organizations and functional domain groups. Care should be taken when extrapolating to other industries or functional domains.

The third limitation of this study is that all assessments for bases of power usage are determined from the sole perspective of the global leader. All the survey assessments and interviews were conducted with the global leader who was asked to make an assessment of why the global follower made a change. As can be expected, there is an inherent assumption that the global leader accurately understands why the global follower made the change and that the global leader understands the span of their power. The gap between leader and follower perceptions of power usage has been documented (Moodley et al., 2016). Moodley et al. (2016) demonstrated that the perceived use of power by the leader is different than the perceived receipt of power by the follower. In Moodley et al.'s (2016) research, leaders self-reported that they employed information power (logical arguments and passion and inspiration) with a rank score of 155.27–156.20, while the followers' personal view of the rank score was only 108.82–119.07—approximately 30% lower. Conversely, the leaders in the study perceived they used legitimate power of position (authority) with a rank score

of 78.04 while the followers perceived a rank score of 123.03—over 50% higher. The results of the study highlight the limitations of self-reporting assessments.

The last limitation that should be considered is the timing of the survey and interviews. The global leader surveys and interviews were conducted from April 2019 through November 2019. This was during a time when there was a shift occurring towards nationalism in many countries (Swain, 2019). Beginning in the 1990s, the global economy saw considerable growth and there was a corresponding increase in global leaders. Beginning in the late 2010s, however, there has been an increase in nationalism in many parts of the world, including the U.S., countries in Europe, and India (Duara, 2018; Pazzanese, 2017; Rachman, 2018; Swain, 2019). The shift towards nationalism may have a corresponding effect on the view of global leaders in the future. Global leaders interviewed today, or the organizations in which global leaders are working, may begin to reflect views of increased nationalism as time continues. Increased nationalism by global leaders, in turn, may affect the types of powers employed when making a change request.

Implications for Practice

This research study into a global leader's bases of power has several potential implications for practical application within organizations. First is the importance of global leaders establishing a relationship with global followers. A strong relationship enabled global leaders to overcome many of the complexities of language, culture,

and distance. A strong relationship enabled clearer communication, which strengthened information power, referent power, and relationship power. The global leader interviews also highlighted the importance of in-person meetings and visits for building relationships. Annual in-person meetings were important, and more frequent in-person meetings were beneficial when building relationships with global followers. These in-person meetings and visits were particularly important when the global leader and global follower first begin to work with each other.

The implication of recognizing the importance of the global leader and global follower relationship is that the organization needs to acknowledge and budget for the travel required to establish the relationship. Organizations should acknowledge these difficult-to-quantify benefits of relationships and establish the appropriate travel budgets for global leader assignments (Roghianizad & Bohns, 2017). Based on the global leaders interviewed, organizations should plan for at least one in-person meeting per year where the global leader visits the global follower or the global follower visits the global leader.

The second implication for organizations involves the development and training programs for global leaders. Global leader training should include discussions on global leader bases of power and moderators. Training should include discussions on the importance of information power and the various forms it can take, including facts

and figures, vision, and network. More importantly, global leader training should include a discussion on the complexities that confront global leaders and the methods that global leaders can use to overcome them. Global leader training should highlight the complexity that language, culture, distance, and time zones introduce. These complexities may make it more difficult to communicate and establish relationships. The complexity of matrix organizations should also be recognized in training. A global leader should recognize that in a matrix organization, there may be two individuals who need to be convinced to make a change. As part of their training global leaders may need to learn and develop methods to offset these complexities. Training programs could include reviews of global leader research material, case studies, guest lectures, workshops, or small excursions to introduce the global leader to new cultures and languages.

Implications for Scholarship and Future Research

The knowledge on global leaders' bases of power gained from this research answers introductory questions and establishes a stepping stone for future research. The sections below outline future research questions and discuss why these research questions should be considered.

Do the global leader bases of power observations from this research apply to global leaders from other industries? The global leaders in this study were from the automotive manufacturing industry. To gain a more complete understanding of global

leader bases of power, other industries should be studied. Industry effects, such as the amount of regulation or the time tables for organizational projects, may have an effect on the bases of power used by global leaders.

Do global followers perceive the usage of bases of power in the same manner as global leaders? As discussed in the limitations section in this chapter, all the assessments on bases of power usage in the research were assessed by the global leader. To gain a better understanding of which bases of power are being employed by global leaders, how those efforts are perceived by global followers, and if there is a gap, a dyad study between global leaders and global followers is suggested. The study would match global leaders and global followers and ask them to complete the IPI survey (which has both a leader and follower version) for the same change request scenario. By having dyads complete the assessment, an increased understanding of bases of power usage and effectiveness may be possible.

What organizational factors affect legitimate power of dependency and legitimate power of interdependency? This study ranked legitimate power of dependency higher than in previous studies and introduced legitimacy of interdependency as a base of power. This result suggests that organizational factors may contribute to the interconnectedness of global leader and global followers. Further research should consider the industry, the functional domain, and the time period as factors of study.

Does the automotive industry, which is designing and manufacturing the complex system of a vehicle, require greater dependency between leaders and followers; or does the interconnected nature of engineering and project management increase the dependency and associated power? Additionally, future research should consider if the time of the study is affecting the view of leaders and followers. Are leaders in the present more interconnected with followers because of organizational arrangements and increased communication channels available?

How does culture affect the ways relationships are formed and the expectations of those relationships? The global leader bases of power research work identified unique aspects of the relationships between global leaders and global followers compared to domestic leaders and domestic followers. The research suggests a difference in cultural views between Western leaders and followers and Chinese leaders and followers. The research suggests Chinese leaders and followers are more willing to integrate organizational relationships with non-organizational relationships. Future research could investigate if this type of relationship is remnants of a relatively newly opening Chinese culture and if the practices will remain over time. Additionally, future research work could look to understand the effect on Western global leaders. A research study could investigate if Western global leaders expand their relationships with other Western followers once exposed to the broader relationships of Chinese

followers. A parallel study could also evaluate if Western followers change their expectation of global leaders once exposed to Chinese global leaders.

How does a global leader's bases of power change before and after the first in-person meeting between the global leader and global follower? Additional research on a global leader bases of power should consider a longitudinal study of global leaders' bases of power before and after the first in-person meeting with global followers. The first in-person meeting between a global leader and global follower has the potential to greatly impact the global leader. First, an in-person meeting may be the introduction of the global leader to the follower's culture and organization environment. Second, the in-person meeting may be the first time the global leader has the opportunity to establish relationships with the global follower and the in-region matrix leader. Understanding how the event of the first in-person meeting changes the global leader could further advance understanding of global leadership and a global leader's bases of power.

Additional research into bases of power could also consider the proposed revised bases of power categorization from this research. This research proposed four revisions to the French and Raven (1959) bases of power categorization. First, the research proposes ecological power should be considered a principle categorization. Second, information power can be organized into logical information with facts and

figures, emotional information in the form of a vision of the future, and social information in the form of network contacts. The third proposed revision is to add legitimate power of interdependence as a principle power. The fourth proposed revision is the addition of relationship power as unique from referent power. These last two proposed revisions represent an evolution from one-dimensional relationships of follower to leader to a two-dimensional relationship between the leader and follower.

Conclusion

This study contributed several new insights on both global leaders and bases of power. First, the research showed that global leaders use power bases in a similar manner to domestic leaders. Second, like domestic leaders, global leaders first use information power to inform global followers of the potential benefits to the organization and the individual as a manner to influence the global follower to make a requested change. Finally, this research also highlighted potentially unique complexities that a global leader faces when working with global followers. Global leaders are potentially faced with native language differences, cultural differences, extended distances, different time zones, and disagreeing in-region matrix leaders. The complexities represent challenges that moderate a global leader's bases of power and must be overcome for a global leader to be effective in their role.

This research also contributes with additions to the categorization of power bases. Research into global leader bases of power showed that ecological power should be considered a main categorization and impersonal reward and impersonal coercion power should become subcategorizations in this category. This paper also outlines an expanded definition of information power to include facts and figures, vision, and networks as forms of information. This paper proposes that legitimacy of dependency should be defined as a one-dimensional dependency and that a new description of legitimacy of interdependency should be included to better reflect the codependence of some leaders and followers. The last revision proposed to the bases of power categorization is to define referent power as a one-dimensional relationship and define a new relationship power to represent a two-dimensional leader and follower relationship.

Proposed revisions to the power interaction model are another outcome of this research study. This paper proposes the new bases of power categorizations are incorporated into the power interaction model. Additionally, the model should be expanded to include an assessment by the leader to understand the organizational or follower context. The final changes to the model are incorporation of elements that were identified when applying the model to a global leader. Elements such as cultural differences and the importance of in-person meetings need to be considered when utilizing the model with global leaders.

Appendix A: Interpersonal Power Inventory

Interpersonal Power Inventory Items (Subordinate Form)

Often supervisors ask subordinates to do their job somewhat differently. Sometimes subordinates resist doing so or do not follow the supervisor's directions exactly.

Other times, they will do exactly as their supervisor requests. We are interested in those situations which lead subordinates to follow the requests of their supervisor.

Supervisor script

Think about a time when you were supervising someone in doing some task. Suppose you asked your [global] subordinate to do the job somewhat differently and, though they were initially reluctant, they did exactly as you asked. On the following pages, there are a number of reasons why they might do so.

Read each descriptive statement carefully, thinking of the situation in which you were supervising. Decide how likely it would be that this would be the reason your subordinates would comply.

Reward Impersonal

1. A good evaluation from my supervisor could lead to an increase in pay.
22. My supervisor could help me receive special benefits.
37. My supervisor's actions could help me get a promotion.

Coercive Impersonal

- 13. My supervisor could make things unpleasant for me.
- 31. My supervisor could make it more difficult for me to get a promotion.
- 39. My supervisor could make it more difficult for me to get a pay increase.

Expert Power

- 3. My supervisor probably knew the best way to do the job.
- 19. My supervisor probably knew more about the job than I did.
- 38. My supervisor probably had more technical knowledge about this than I did.

Referent Power

- 5. I respected my supervisor and thought highly of him/her and did not wish to disagree.
- 15. I saw my supervisor as someone I could identify with.
- 35. I looked up to my supervisor and generally modeled my work accordingly.

Informational Power

- 4. Once it was pointed out, I could see why the change was necessary.
- 24. My supervisor gave me good reasons for changing how I did the job.
- 42. I could then understand why the recommended change was for the better.

Legitimacy/Position

- 2. After all, he/she was my supervisor.
- 28. My supervisor had the right to request that I do my work in a particular way.
- 34. As a subordinate, I had an obligation to do as my supervisor said.

Legitimacy/Reciprocity

12. For past considerations I had received, I felt obliged to comply.
32. My supervisor had previously done some good things that I had requested.
43. My supervisor had let me have my way earlier so I felt obliged to comply now.

Legitimacy/Dependence

16. Unless I did so, his/her job would be more difficult.
25. I understood that my supervisor really needed my help on this.
40. I realized that a supervisor needs assistance and cooperation from those working with him/her.

Legitimacy/Equity

11. By doing so, I could make up for some problems I may have caused in the past.
21. Complying helped make up for things I had not done so well previously.
30. I had made some mistakes and therefore felt that I owed this to him/her.

Personal Reward

8. I liked my supervisor and his/her approval was important to me.
29. My supervisor made me feel more valued when I did as requested.
33. It made me feel personally accepted when I did as my supervisor asked.

Personal Coercion

18. It would have been disturbing to know that my supervisor disapproved of me.
23. My supervisor may have been cold and distant if I did not do as requested.
44. Just knowing that I was on the bad side of my supervisor would have upset me

Appendix B: IPI+ Supplemental Questions

Ecological Power

45. How I perform on this task will affect my job responsibilities.
46. How I perform on this task will affect the work group I am assigned to work with.
47. My supervisor is responsible for my work instructions.

Network Power

48. My supervisor is an important source of information into my organization.
49. My supervisor is well connected with other parts of the organization.
50. My supervisor can connect me with resources that can help my task easier and/or better.

Relationship Power

51. In this organization we are mutually dependent on each other's success.
52. My supervisor feels like part of my extended family.
53. My supervisor has valuable extended social connection.

Appendix C: List of Global Leaders Surveyed

The table below provides details on the global leaders that completed the survey.

GL #	What country are you working in?	Where have you have spent the most of your professional career?	Category that best describes the industry in which you work	What size is your firm / organization?	What best describes your management level?	What is the reporting relationship for this employee?	Male / Female	How many years have you been in this line of work?
1	United States	United States	Mfg	>1000	Second level manager	Matrix	Male	33
2	United States	United States	Info	>1000	NA	NA	Female	NA
3	United States	United States	Edu	100-1000	NA	NA	Male	25
4	United States	United States	Mfg	>1000	NA	NA	Male	28
5	United States	Great Britain	Mfg	>1000	NA	NA	Female	11
6	United States	United States	Sci	>1000	First level manager	NA	Female	30
7	United Kingdom	Other (Europe)	Mfg	100-1000	Executive level	NA	NA	NA
8	Hong Kong	India	Mfg	>1000	First level manager	NA	NA	NA
9	Australia	Germany	Mfg	>1000	Second level manager	NA	Male	28

10	United Kingdom	Great Britain	Mfg	>1000	Second level manager	NA	Male	18
11	United States	United States	Mfg	100-1000	Executive level	NA	Male	29
12	United States	Other (Europe)	Edu	100-1000	Project leader	NA	NA	NA
13	United States	United States	Mfg	>1000	Executive level	NA	Male	10
14	United States	United States	Mfg	100-1000	Executive level	NA	Male	19
15	United States	United States	Mfg	>1000	Executive level	NA	Female	28
16	United Kingdom	Germany	Mfg	>1000	Second level manager	NA	Male	11
17	United States	United States	Mfg	>1000	Vice president	NA	Female	25
18	United States	United States	Sci	>1000	Project leader	NA	Female	34
19	United States	United States	Mfg	100-1000	Executive level	NA	Male	29
20	United States	China	Mfg	<100	Second level manager	NA	Male	13
21	United Kingdom	United States	Mfg	100-1000	Executive level	NA	Male	32
22	Australia	Great Britain	Mfg	>1000	Executive level	NA	Male	30
23	United States	United States	Health	>1000	Executive level	NA	Female	25

24	United Kingdom	Great Britain	Mfg	>1000	Executive level	NA	Male	35
25	United States	United States	Mfg	>1000	First level manager	NA	Male	20
26	United States	United States	Mfg	>1000	Executive level	NA	Male	33
27	United States	United States	Mfg	>1000	Second level manager	NA	Male	33
28	United States	United States	Utilities	>1000	Vice president	Structural	Male	16
29	United States	United States	Mfg	>1000	Executive level	Matrix	Male	25
30	Japan	Japan	Mfg	>1000	Second level manager	Structural	Male	19
31	Japan	Japan	Mfg	>1000	Second level manager	Structural	Male	4
32	Japan	Japan	Mfg	<100	First level manager	Team	Male	1
33	United Kingdom	Great Britain	Mfg	>1000	Second level manager	Structural	Male	21
34	Japan	Japan	Mfg	>1000	Second level manager	Structural	Male	23
35	United States	United States	Mfg	>1000	Second level manager	Structural	Male	27
36	United States	Japan	Sci	<100	Second level manager	Structural	Male	17
37	United States	United States	Mfg	>1000	Executive	Structural	Male	28

					level			
38	United States	United States	Mfg	>1000	Executive level	NA	NA	NA
39	Asia/Pacific Region	Japan	Mfg	>1000	First level manager	Structural	Male	14
40	United States	United States	Mfg	>1000	Vice president	Structural	Male	27
41	United States	United States	Mfg	>1000	Vice president	Structural	Male	15
42	United States	United States	Mfg	>1000	Vice president	Structural	Male	13
43	United States	United States	Mfg	>1000	Executive level	Structural	Male	26
44	United States	United States	Mfg	>1000	Executive level	Structural	Male	26
45	United Kingdom	Great Britain	Mfg	>1000	Executive level	Team	Male	35
46	United States	United States	Mfg	>1000	Vice president	Structural	Male	22
47	Germany	Germany	Mfg	>1000	Executive level	Structural	Male	20
48	China	China	Edu	>1000	Executive level	NA	Female	NA
49	United States	United States	Mfg	>1000	Second level manager	Structural	Male	10
50	Germany	Germany	Mfg	>1000	Executive level	Structural	Male	NA

51	United States	United States	Mfg	>1000	Second level manager	Structural	Male	36
52	United Kingdom	Great Britain	Mfg	>1000	Executive level	NA	NA	NA
53	United States	United States	Mfg	>1000	Executive level	Team	Male	13
54	United States	United States	Mfg	>1000	Vice president	Structural	Male	27
55	United States	United States	Mfg	100-1000	Executive level	Matrix	Female	12
56	United States	United States	Mfg	>1000	President	Structural	Female	33
57	United States	Germany	Mfg	>1000	Vice president	NA	NA	NA
58	United States	Great Britain	Mfg	>1000	Executive level	Structural	Male	26
59	China	China	Mfg	>1000	Executive level	Structural	Male	18
60	United States	United States	Mfg	>1000	Executive level	Matrix	Male	37
61	United States	United States	Mfg	>1000	Second level manager	Structural	Male	15
62	Australia	China	Mfg	>1000	Second level manager	Structural	Female	14
63	United States	United States	Mfg	>1000	Executive level	Matrix	Female	25
64	United States	United States	Mfg	>1000	Executive level	NA	NA	NA

65	United Kingdom	Great Britain	Mfg	>1000	Vice president	Structural	Male	25
66	China	China	Mfg	>1000	Vice president	Structural	Male	35
67	China	China	Mfg	>1000	Vice president	Structural	Male	10
68	United States	Germany	Mfg	>1000	Vice president	Structural	Male	15
69	United States	Great Britain	Mfg	>1000	Second level manager	Structural	Male	14

The table below outlines where the global leader was working at the time of completing the survey and the countries in which the global and domestic followers were located.

GL #	Leader	Follower Working Country																
		AF	Au	CA	ROC	DE	GB	IN	JP	MX	SA	SK	US	OA	OE	O		
1	US				ROC		GB						US					
2	US			CA									US					
3	US			CA	ROC	DE	GB	IN										
4	US				ROC		GB	IN					US					

5	US				ROC								US			
6	US									MX			US			
7	UK						GB							OE		
8	HK			CA				IN					OA			
9	Au				ROC	DE	GB							OE		
10	Au		Au				GB			MX	SA		US	OA	OE	
11	US		Au	CA	ROC	DE	GB	IN		MX	SA	SK	US	OA	OE	
12	US												US			
13	US									MX						
14	US		Au		ROC		GB				SA					
15	US			CA	ROC	DE	GB	IN	JP	MX		SK	US	OA	OE	
16	UK					DE	GB						US			
17	UK	AF	Au	CA	ROC	DE	GB	IN		MX	SA		US	OA	OE	
18	US							IN					US		OE	
19	US		Au		ROC		GB			MX	SA		US			
20	US				ROC			IN					US			
21	UK			CA	ROC	DE	GB	IN					US			

22	Au	AF	Au		ROC			IN					OA		
23	US									MX	SA				
24	UK		Au		ROC	DE	GB						OA		
25	US				ROC	DE		IN					US		OE
26	US		Au		ROC	DE	GB	IN		MX	SA		US		
27	US		Au	CA	ROC	DE	GB	IN		MX	SA		US	OA	OE
28	US						GB						US		
29	US				ROC	DE		IN	JP			SK	US	OA	OE
30	JP								JP				US		
31	JP								JP						
32	JP								JP						
33	UK						GB								
34	JP								JP						
35	US						GB						US		
36	US					DE			JP				US		
37	US				ROC		GB						US		
38	US				ROC	DE			JP				US		

39	AP								JP								
40	US			CA	ROC	DE	GB	IN	JP	MX	SA	SK	US				
41	US				ROC	DE		IN	JP	MX			US				
42	US			CA	ROC	DE	GB	IN	JP			SK	US	OA	OE		
43	US				ROC	DE	GB	IN		MX	SA		US				
44	US				ROC		GB	IN			SA		US				
45	UK					DE	GB								OE		
46	US											SK	US				
47	DE	AF		CA	ROC	DE	GB	IN		MX			US	OA	OE		
48	ROC												US				
49	US				ROC	DE							US				
50	DE					DE	GB								OE		
51	US					DE	GB						US				
52	UK				ROC	DE			JP				US		OE		
53	US								JP	MX			US		OE		
54	US		Au	CA	ROC	DE	GB	IN		MX	SA		US				
55	US		Au		ROC	DE	GB	IN		MX	SA		US				

56	US			CA		DE						SK	US		OE	
57	US									MX			US			
58	US	AF			ROC	DE	GB	IN		MX	SA		US	OA	OE	
59	ROC				ROC											
60	US												US			
61	US				ROC	DE	GB			MX				OE		
62	Au		Au		ROC								US			
63	US		Au	CA	ROC	DE	GB	IN		MX	SA	SK	US		OE	
64	US			CA						MX			US			
65	UK	AF			ROC	DE	GB	IN		MX		SK	US		OE	
66	ROC				ROC	DE		IN	JP	MX	SA		US		OE	
67	ROC				ROC	DE	GB						US			
68	US					DE	GB						US			
69	US					DE	GB									

AF – Africa

ROC – Republic of China

IN – India

SA – South America

Au – Australia

DE – Germany

JP – Japan

SK – South Korea

CA – Canada

GB – Great Britain

MX – Mexico

US – United States

OA – Other Asia

OE – Other Europe

O - Other

Appendix D: Demographic Questions in the Global Leader Survey

Check the category that best describes the industry in which you work

- Agriculture, Forestry, Fishing & Hunting
- Mining
- Utilities
- Construction
- Manufacturing (Automotive, Aerospace, Commercial products)
- Wholesale Trade
- Retail Trade
- Transportation and Warehousing
- Information
- Finance and Insurance
- Real Estate and Rental and Leasing
- Professional, Scientific, and Technical Services
- Management of Companies and Enterprises
- Educational Services
- Health Care and Social Assistance
- Arts, Entertainment, and Recreation
- Accommodation and Food Services
- Religious Service, Charity, and Non-profit

Do you work in a global environment? (Yes / No)

Do you supervise employees? (Yes / No)

Are you supervised by a leader that works in another country? (Yes / No)

Do you have work partners/suppliers in another country? (Yes / No)

Check the country where you have spent the most of your professional career

- Africa
- Australia
- Canada
- China

Germany
Great Britain
India
Japan
Mexico
South America
South Korea
United States
Other (Asia)
Other (Europe)
Other

What size is your firm/organization?

Small firm (less than 100)
Medium firm (100–1,000)
Large firm (over 1,000)

What best describes your management level?

Project leader
First level manager
Second level manager
Executive level
Vice president
President
CEO

For the example that you are considering, please select the region you were working in and the region that your subordinate was working in.

Region you were working in

Region your subordinate was working in

Region your subordinate spent most of their working career

Africa

Australia
Canada
China
Germany
Great Britain
India
Japan
Mexico
South America
South Korea
United States
Other (Asia)
Other (Europe)
Other

For the example considered in the previous questions, how long have you worked closely with that person? (Years / Months)

What is the reporting relationship for this employee?

Structural reporting (solid line)
Matrix reporting (dotted line) / Employee also has a domestic supervisor
Team Members (shared leadership)

Check one:

Male
Female
Prefer not to Answer

What year were you born?

Select the number of years of schooling you completed

What is your current job title?

What do you do on your present job?

How long have you been on your present job? (Years / Months)

What would you call your occupation, your usual line of work?

How long have you been in this line of work? (Years / Months)

Would you be willing to be contacted to answer follow-up questions? (Yes / No)

Please provide your contact information

Appendix E: Global Typology Questionnaire

Check one description that best describes your current job responsibilities.

	Tasks: Stable & predictable assignments, no/low affects due to global conditions (tariffs, foreign government changes, foreign country laws) Relationships: Limited global work partners, contact <5 times per year
	Tasks: Stable & predictable assignments, minor affects due to global conditions (tariffs, foreign government changes, foreign country laws) Relationships: A few global contacts; regular weekly contact
	Tasks: Work assignments largely affected by global conditions (tariffs, foreign government changes, foreign country laws) Relationships: A few global contacts; regular weekly contact
	Tasks: Stable & predictable assignments, minor affects due to global conditions (tariffs, foreign government changes, foreign country laws) Relationships: Many global contacts and frequent contact
	Tasks: Work assignments largely affected by global conditions (tariffs, foreign government changes, foreign country laws) Relationships: Many global contacts and frequent contact

Appendix F: Global Leader Interview List

	Paper Name	Interview Date	Leader --> Follower	Leader Nationality	Male / Female	Network	Company
1	Craig	2019-05-09 2015-05-23	US --> China US --> UK	US	M	1	One
2	Emily	2019-05-13 2019-05-28	US (GB) --> China	GB	F	1	One
3	Tracy	2019-06-19	US --> Mexico	US	F	1	One
4	Felix	2019-06-20	US --> China US --> India	US	M	1	One
5	Michelle	2019-07-08	US --> India	US	F	1	One
6	Jun	2019-07-11	China --> India	China	M	1	One
7	Keith	2019-07-12	US --> UK	US	M	1	One
8	Kyle	2019-07-17	China (US) --> China	US	M	1	One

9	Takahiro	2019-07-29	Japan --> US (Japan)	Japan	M	2	D
10	Takuma	2019-07-29	Japan --> US	Japan	M	2	D
11	Yoshikane	2019-07-29	Japan	Japan	M	2	D
12	Rokuro	2019-07-29	Japan	Japan	M	2	D
13	Roy	2019-08-05	US --> China, Israel	US	M	1	Three
14	Herrick	2019-08-15	Germany --> South Korea	Germany	M	1	B
15	Bob	2019-08-26	China (US) --> India	US	M	1	One
16	Dave	2019-08-28	US --> Multiple	US	M	1	One
17	Ann	2019-09-05	US --> Multiple	US	F	1	One
18	Dawn	2019-09-11	US --> Germany	US	F	1	L
19	Liang	2019-09-18	China --> Germany	China	M	2	
20	Mian	2019-09-18	China --> US	China	M	2	
21	Wei	2019-09-18		China	M	2	
22	Li	2019-09-18	China --> Australia	China	F	2	One
23	Jie	2019-11-01	China --> US	China	M	2	C

Appendix G: Global Leader Interview Protocol

1. Review the global leadership definition:

“... the processes 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. 566)

2. Review prompt and question:

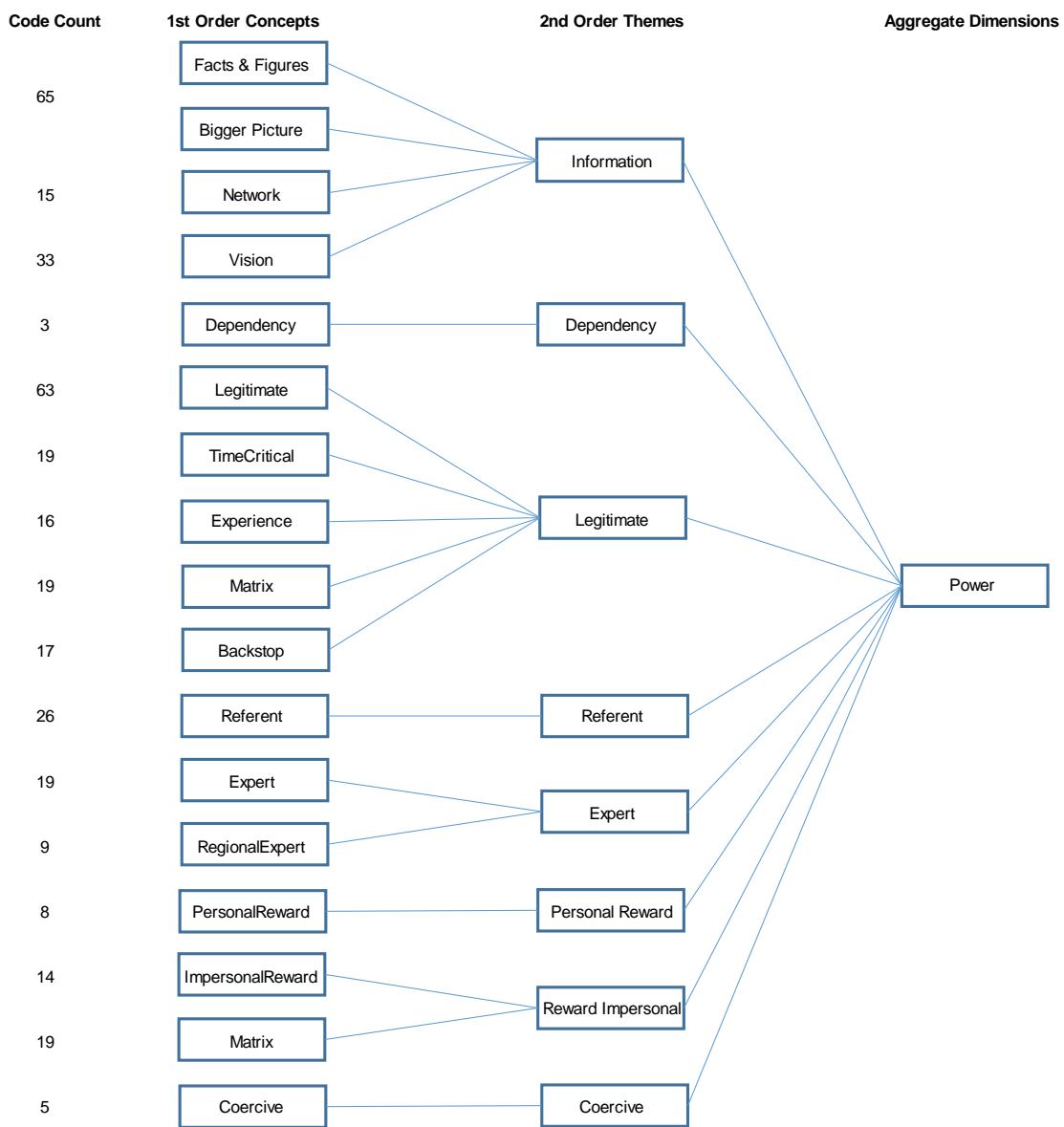
Often supervisors ask subordinates to do their job somewhat differently. Sometimes subordinates resist doing so or do not follow the supervisor’s directions exactly. Other times, they will do exactly as their supervisor requests.

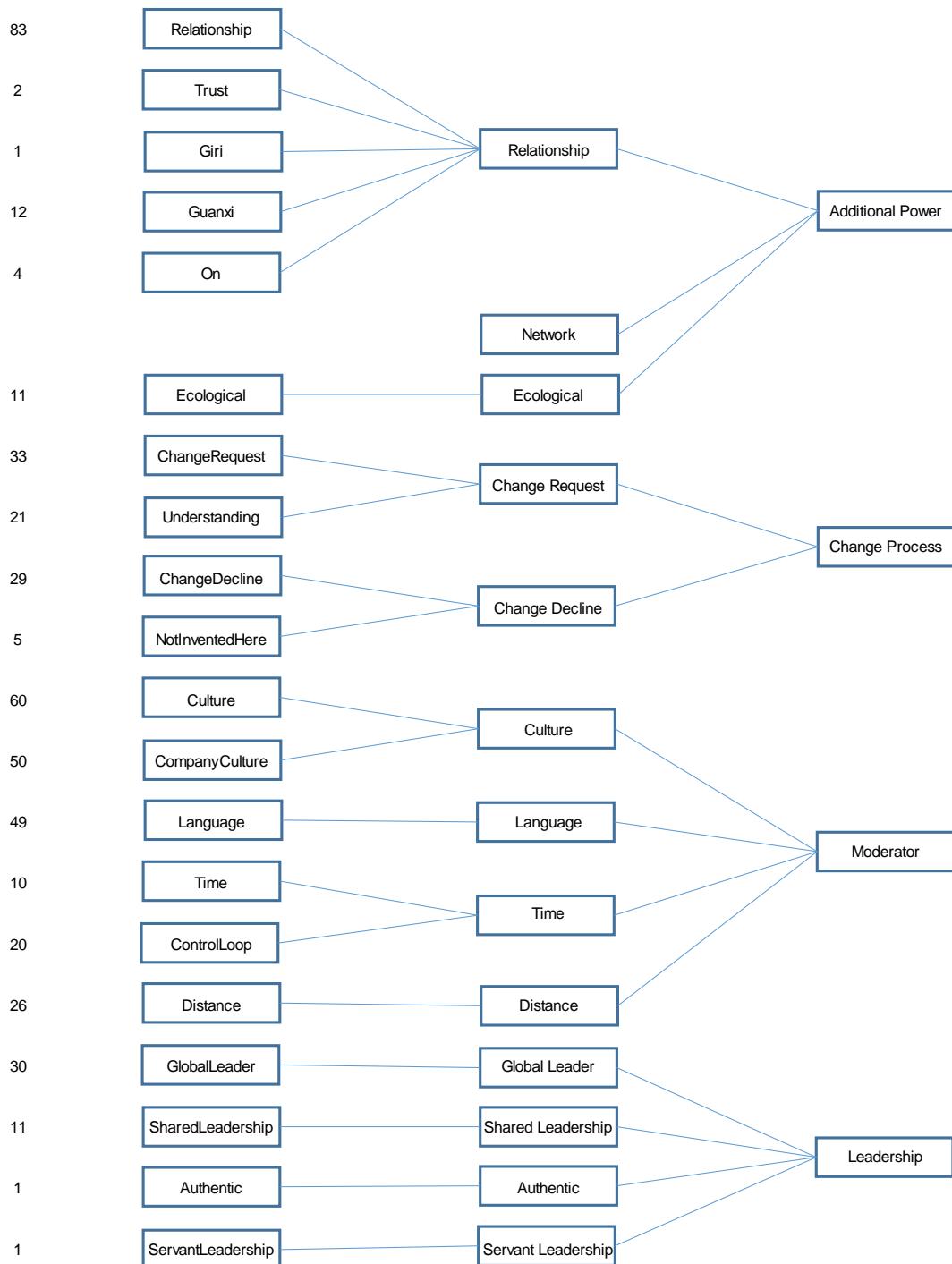
Think about a time when you were supervising someone in doing some task. Suppose you asked your global subordinate to do the job somewhat differently and, though they were initially reluctant, they did exactly as you asked.
(Raven, Schwarzwald, & Koslowsky, 1998)

3. What was the situation?
4. What steps did you follow when giving the revised direction?
5. Does this follower report directly to you (solid line) or is it a matrix reporting (dotted line) relationship?
6. (If a matrix reporting relationship) Please expand on the role of the global leader and the in-region matrix leader.
7. How would you describe your relationship with the global follower?
8. What are the differences between leading a global follower and domestic follower?
9. Does your company have a strong global culture or is your company culture more aligned by region (i.e. Japan, US, Other)?
10. Have you ever just said ‘This is the way we are going to do it!’ when working leading global followers?

11. What was the situation?
12. How did you feel when giving the direction?
13. Have you had a situation in which the global follower disagreed or rejected your change request?
14. What was the situation?
15. How did you feel when the follower rejected the change request?
16. Rank four global leader challenges in order of difficulty when leading a global follower. The four global leader challenges are (a) culture, (b) distance, (c) language, and (d) time zone.
17. (If the global leader is from Japan or China) Please define and explain the concept of Japanese *on* and Chinese *guanxi*, respectively.
18. Do these concepts extend to other non-Japanese or non-Chinese global followers?
19. Based on your experience as a global leader and understanding of the interview, are there any additional comments or insights you want to add about global leadership?

Appendix H: Coded Interview Analysis Using the Gioia Method





Appendix I: Additional Global Leader Data Analysis Results

Table 52. IPI Survey Median Survey Result Comparison Between Global Leader leading Global and Domestic Followers

Base of Power	Global Leader – Global Follower		Global Leader – Domestic Follower	
Sample Size	n = 53		n = 53	
	Median ^{1/}	Rank	Median ^{1/}	Rank
Structural Powers				
Impersonal Reward	8	7	11	7
Impersonal Coercive	7	10	8	10
Personal Coercion	8	9	9	8
Legitimacy of Position	16	2	15	3
Legitimacy of Equity	6	11	6	11
Legitimacy of Reciprocity	8	7	9	8
Personal Powers				
Expert	15	4	15	3
Referent	14.5	5	15	3
Information	18	1	18	1
Legitimacy of Dependence	16	2	16	2
Personal Reward	14	6	14	6

1/ Median rating calculated by summing corresponding individual bases of power question median ratings

Table 53. P-Value Summary of Global Leader Leading Global Follower and Global Leader Leading Domestic Follower

Question #	Two-Sample T-Test (Minitab) P-Value	Mann-Whitney (Minitab) P-Value	Moods Median Test (Minitab) P-Value
1	0.054	0.048	0.119
2	0.709	0.745	0.698
3	0.833	0.889	0.682
4	0.217	0.320	0.418
5	0.406	0.464	0.553
8	0.398	0.365	0.560
11	0.744	0.952	0.840
12	0.910	0.960	0.846
13	0.839	0.774	0.490
15	0.534	0.487	0.224
16	0.262	0.172	0.073
18	0.501	0.563	0.156
19	0.495	0.717	0.750
21	0.562	0.689	0.936
22	0.442	0.716	0.845
23	0.062	0.097	0.319
24	0.777	0.658	0.513
25	0.190	0.136	0.124
28	0.901	0.726	0.433
29	0.973	0.868	0.739
30	0.364	0.604	1.000
31	0.406	0.337	0.056
32	0.192	0.115	0.077
33	0.852	0.696	0.284

34	0.887	0.654	0.907
35	0.501	0.147	0.205
37	0.407	0.344	0.181
38	0.912	0.884	0.553
39	0.297	0.222	0.375
40	0.042	0.165	0.398
42	0.037	0.049	0.237
43	0.704	0.820	0.446
44	0.738	0.843	0.630

Table 54. IPI Survey Median Survey Result Comparison Between Global Leader and Domestic Leader

Base of Power	Global Leader – Global Follower		Global Leader – Domestic Follower	
	Median ^{1/}	Rank	Median ^{1/}	Rank
Structural Power				
Reward Impersonal	8	7	10.5	7
Coercive Impersonal	7	10	7.5	11
Personal Coercion	8	9	9	12
Legitimacy of Position	16	2	16	3
Legitimacy of Equity	6	11	7.5	13
Legitimacy of Reciprocity	8	7	10	11
Personal Power				
Referent	14.5	5	15	5
Expert	15	4	15	5
Information	18	1	18	1
Legitimacy of Dependence	16	2	16	3
Personal Reward	14	6	14	7

1/ Median rating calculated by summing individual bases of power question median ratings

Table 55. P-Value Summary of Global Leader Leading Global Follower and Global Leader Leading Domestic Follower for IPI+ Statements

Question #	Two-Sample T-Test (Minitab) P-Value	Mann-Whitney (Minitab) P-Value	Moods Median Test (Minitab) P-Value
45	0.136	0.095	0.071
46	0.323	0.410	0.331
47	0.897	0.872	0.771
48	0.790	0.838	0.369
49	0.484	0.445	0.227
50	0.487	0.800	0.777
51	0.634	0.905	0.780
52	0.956	0.992	0.842
53	0.447	0.411	0.260

Appendix J: Global Leader Global Follower and Global Leader Domestic Follower Parametric Analysis Data

Correlations

	1_Domestic	2_Domestic	3_Domestic	4_Domestic	5_Domestic	8_Domestic
2_Domestic	0.642					
3_Domestic	0.197	0.336				
4_Domestic	-0.196	-0.108	0.358			
5_Domestic	0.378	0.458	0.277	0.109		
8_Domestic	0.391	0.256	0.172	0.192	0.621	
11_Domestic	0.302	0.203	0.164	-0.109	-0.081	0.086
12_Domestic	0.310	0.271	0.159	-0.145	0.072	0.085
13_Domestic	0.252	0.242	-0.077	-0.237	0.256	0.414
15_Domestic	0.120	0.086	0.264	0.202	0.315	0.496
16_Domestic	0.454	0.582	0.199	-0.067	0.546	0.493
18_Domestic	0.348	0.510	0.321	0.143	0.483	0.712
19_Domestic	-0.013	0.078	0.771	0.298	0.033	0.045
21_Domestic	0.175	0.046	0.043	-0.103	-0.146	-0.055
22_Domestic	0.457	0.222	0.048	-0.163	0.040	0.229
23_Domestic	0.326	0.245	0.097	-0.154	0.055	0.196
24_Domestic	-0.133	0.123	0.278	0.531	0.146	0.049
25_Domestic	-0.114	0.132	0.233	0.428	0.283	0.349
28_Domestic	0.028	0.436	0.318	0.021	0.290	0.170
29_Domestic	0.038	0.332	0.441	0.155	0.249	0.346
30_Domestic	0.393	0.359	0.228	-0.047	0.249	0.276
31_Domestic	0.511	0.434	0.007	-0.139	0.383	0.445
32_Domestic	0.405	0.323	0.178	-0.101	0.333	0.417
33_Domestic	0.249	0.128	0.221	0.076	0.407	0.693
34_Domestic	0.374	0.731	0.403	-0.076	0.569	0.429
35_Domestic	0.097	0.336	0.450	0.224	0.482	0.467
37_Domestic	0.599	0.391	0.209	-0.068	0.507	0.576
38_Domestic	-0.006	0.268	0.676	0.277	0.324	0.095
39_Domestic	0.485	0.396	-0.003	-0.243	0.235	0.321
40_Domestic	-0.080	0.065	0.101	0.241	0.219	0.391
42_Domestic	-0.258	-0.142	0.100	0.632	0.147	0.115
43_Domestic	0.204	0.271	0.028	-0.399	0.056	0.076
44_Domestic	0.434	0.262	-0.026	-0.200	0.210	0.488
45_Domestic	0.330	0.462	0.256	-0.100	0.366	0.321
46_Domestic	0.119	0.202	0.151	-0.207	0.227	0.211

47_Domestic	0.265	0.514	0.314	-0.099	0.403	0.341
48_Domestic	0.187	0.265	0.279	0.130	0.458	0.471
49_Domestic	0.081	0.106	0.115	0.109	0.136	0.299
50_Domestic	-0.017	0.114	0.284	0.141	0.351	0.333
51_Domestic	-0.044	0.122	0.182	0.150	0.305	0.325
52_Domestic	-0.130	-0.139	-0.017	0.117	0.082	0.238
53_Domestic	0.124	-0.031	0.058	-0.206	0.236	0.320
1_Global	0.373	0.179	0.230	-0.163	0.229	0.144
2_Global	0.409	0.273	0.139	-0.233	0.263	0.152
3_Global	0.099	-0.011	0.539	0.195	-0.081	0.068
4_Global	-0.175	-0.211	0.138	0.536	-0.226	-0.230
5_Global	-0.016	0.047	0.122	-0.110	0.067	0.112
8_Global	0.065	0.062	-0.006	-0.062	0.333	0.439
11_Global	0.327	0.239	0.192	-0.095	-0.106	-0.162
12_Global	0.409	0.276	-0.064	-0.129	-0.015	0.156
13_Global	0.382	0.224	-0.041	-0.092	0.236	0.258
15_Global	0.024	-0.069	-0.292	0.096	0.160	0.258
16_Global	0.477	0.387	0.106	-0.065	0.214	0.465
18_Global	0.155	0.268	0.039	-0.015	0.466	0.463
19_Global	0.162	0.220	0.418	0.083	0.097	0.076
21_Global	0.157	0.185	0.254	-0.171	-0.081	-0.158
22_Global	0.346	0.116	0.109	-0.123	0.151	0.341
23_Global	0.482	0.264	0.097	-0.110	0.191	0.308
24_Global	-0.165	-0.068	0.001	0.466	-0.019	0.286
25_Global	0.007	0.080	0.005	0.242	0.161	0.273
28_Global	0.132	0.386	0.344	0.003	0.276	0.184
29_Global	0.129	0.262	0.290	-0.022	0.227	0.413
30_Global	0.353	0.192	-0.071	-0.147	-0.011	0.173
31_Global	0.363	0.295	0.081	-0.003	0.435	0.293
32_Global	0.240	0.177	-0.160	0.092	0.152	0.326
33_Global	0.228	0.277	0.210	0.001	0.333	0.411
34_Global	0.335	0.434	0.249	-0.210	0.396	0.277
35_Global	0.066	0.115	0.254	0.166	0.310	0.402
37_Global	0.349	0.302	0.223	0.057	0.542	0.214
38_Global	0.151	0.224	0.403	0.129	0.106	-0.019
39_Global	0.259	0.143	0.012	-0.082	0.223	0.373
40_Global	0.209	0.250	-0.136	0.087	0.301	0.393
42_Global	-0.159	-0.201	-0.001	0.302	0.080	0.194
43_Global	0.341	0.368	0.188	-0.207	-0.005	0.107
44_Global	0.139	0.351	0.225	-0.147	0.470	0.438
45_Global	0.220	0.289	0.144	0.011	0.312	0.314
46_Global	0.159	0.285	0.107	0.054	0.219	0.233
47_Global	0.372	0.518	0.276	-0.011	0.266	0.268
48_Global	0.430	0.502	0.237	0.147	0.312	0.287
49_Global	0.137	0.269	0.154	0.137	0.275	0.251
50_Global	-0.158	-0.043	0.062	0.352	0.051	0.041

51_Global	-0.268	-0.321	-0.233	0.181	-0.039	0.138
52_Global	-0.190	-0.106	-0.208	0.120	-0.071	0.123
53_Global	-0.017	0.005	0.130	-0.096	0.316	0.187
	11_Domestic	12_Domestic	13_Domestic	15_Domestic	16_Domestic	18_Domestic
2_Domestic						
3_Domestic						
4_Domestic						
5_Domestic						
8_Domestic						
11_Domestic						
12_Domestic	0.783					
13_Domestic	0.319	0.311				
15_Domestic	-0.120	-0.111	-0.033			
16_Domestic	0.242	0.269	0.337	0.337		
18_Domestic	0.294	0.279	0.446	0.371	0.598	
19_Domestic	0.105	0.263	-0.025	0.078	-0.067	0.128
21_Domestic	0.691	0.705	0.273	-0.209	0.127	0.100
22_Domestic	0.243	0.314	0.435	0.133	0.269	0.229
23_Domestic	0.450	0.402	0.307	0.014	0.463	0.423
24_Domestic	-0.217	-0.042	-0.202	0.147	0.017	0.105
25_Domestic	-0.236	-0.098	0.064	0.370	0.198	0.281
28_Domestic	0.056	0.260	0.081	0.074	0.315	0.330
29_Domestic	0.158	0.117	0.074	0.244	0.354	0.445
30_Domestic	0.686	0.701	0.334	-0.011	0.379	0.447
31_Domestic	0.342	0.389	0.517	0.158	0.548	0.528
32_Domestic	0.262	0.273	0.126	0.434	0.465	0.399
33_Domestic	0.022	0.023	0.336	0.405	0.401	0.556
34_Domestic	0.228	0.259	0.302	0.228	0.499	0.672
35_Domestic	-0.021	-0.035	0.216	0.643	0.340	0.436
37_Domestic	0.225	0.229	0.331	0.279	0.512	0.501
38_Domestic	0.072	0.055	-0.029	-0.016	0.139	0.196
39_Domestic	0.294	0.336	0.551	-0.031	0.431	0.508
40_Domestic	-0.133	-0.027	0.336	0.334	0.310	0.353
42_Domestic	-0.288	-0.102	-0.141	0.099	-0.127	0.029
43_Domestic	0.575	0.507	0.362	-0.204	0.323	0.276
44_Domestic	0.299	0.239	0.462	0.181	0.274	0.581
45_Domestic	0.248	0.322	0.406	0.269	0.611	0.444
46_Domestic	0.169	0.341	0.385	0.207	0.407	0.395
47_Domestic	0.124	0.393	0.331	0.218	0.370	0.395
48_Domestic	-0.236	-0.124	0.027	0.466	0.229	0.335
49_Domestic	-0.170	-0.045	-0.095	0.297	0.046	0.201
50_Domestic	-0.398	-0.351	-0.025	0.423	0.179	0.153
51_Domestic	-0.260	-0.280	-0.002	0.315	0.212	0.205
52_Domestic	-0.279	-0.260	-0.063	0.396	0.021	-0.000
53_Domestic	-0.106	-0.047	0.138	0.269	0.194	0.198
1_Global	0.274	0.425	0.069	-0.057	0.361	0.278

2_Global	-0.015	0.180	-0.116	-0.100	0.237	0.082
3_Global	0.154	0.111	0.073	-0.141	-0.086	0.033
4_Global	0.125	0.131	-0.130	-0.257	-0.281	-0.111
5_Global	-0.102	0.157	-0.000	0.162	0.096	0.025
8_Global	0.029	0.148	0.261	0.438	0.313	0.402
11_Global	0.655	0.504	0.134	-0.015	0.255	0.088
12_Global	0.507	0.539	0.181	0.010	0.368	0.210
13_Global	0.318	0.401	0.383	0.134	0.560	0.267
15_Global	-0.171	-0.220	-0.019	0.328	-0.095	0.031
16_Global	0.251	0.348	0.286	0.240	0.555	0.383
18_Global	0.129	0.199	0.194	0.321	0.457	0.442
19_Global	0.388	0.295	0.123	-0.071	0.060	0.222
21_Global	0.544	0.494	0.215	-0.147	0.275	0.067
22_Global	0.287	0.454	0.214	0.206	0.412	0.428
23_Global	0.429	0.336	0.321	0.059	0.467	0.487
24_Global	-0.176	-0.276	0.028	0.046	-0.123	0.203
25_Global	-0.109	-0.218	-0.035	0.110	0.089	0.273
28_Global	0.087	0.250	-0.063	0.049	0.335	0.280
29_Global	0.289	0.255	0.215	0.136	0.427	0.644
30_Global	0.441	0.415	0.471	-0.039	0.365	0.258
31_Global	0.252	0.261	0.043	0.234	0.594	0.350
32_Global	0.109	0.234	0.131	0.346	0.255	0.227
33_Global	0.122	0.202	0.218	0.034	0.383	0.558
34_Global	0.192	0.172	0.011	0.054	0.439	0.233
35_Global	-0.047	-0.062	0.120	0.178	0.040	0.188
37_Global	0.083	0.165	-0.127	0.062	0.497	0.303
38_Global	0.244	0.259	0.076	-0.307	0.018	0.004
39_Global	0.279	0.252	0.269	0.338	0.496	0.348
40_Global	-0.086	0.026	0.086	0.215	0.199	0.178
42_Global	-0.061	-0.067	-0.018	-0.059	-0.231	-0.062
43_Global	0.547	0.553	0.260	-0.029	0.487	0.240
44_Global	0.149	0.248	0.227	0.314	0.504	0.510
45_Global	0.173	0.409	0.282	0.057	0.378	0.440
46_Global	0.093	0.353	0.049	0.210	0.424	0.281
47_Global	0.453	0.485	0.116	0.049	0.343	0.282
48_Global	0.166	0.289	0.009	-0.040	0.316	0.300
49_Global	-0.221	-0.043	-0.088	0.266	0.164	0.209
50_Global	-0.204	-0.114	-0.251	0.037	-0.197	-0.129
51_Global	-0.598	-0.422	-0.077	-0.018	-0.263	-0.101
52_Global	-0.248	-0.175	-0.122	0.212	-0.086	-0.020
53_Global	-0.313	-0.035	0.118	0.138	0.230	0.170

19 Domestic 21 Domestic 22 Domestic 23 Domestic 24 Domestic 25 Domestic

2_Domestic
3_Domestic
4_Domestic
5 Domestic

8_Domestic						
11_Domestic						
12_Domestic						
13_Domestic						
15_Domestic						
16_Domestic						
18_Domestic						
19_Domestic						
21_Domestic	0.249					
22_Domestic	0.164	0.374				
23_Domestic	-0.100	0.351	0.283			
24_Domestic	0.364	-0.199	0.021	-0.229		
25_Domestic	0.215	-0.276	0.095	-0.094	0.634	
28_Domestic	0.334	-0.009	0.019	0.184	0.169	0.483
29_Domestic	0.280	-0.154	0.013	0.244	0.198	0.428
30_Domestic	0.132	0.647	0.395	0.605	-0.060	-0.122
31_Domestic	-0.143	0.308	0.537	0.477	-0.082	0.052
32_Domestic	-0.033	0.043	0.294	0.484	0.015	0.250
33_Domestic	0.079	-0.050	0.371	0.358	0.096	0.313
34_Domestic	0.158	0.084	0.163	0.258	0.109	0.143
35_Domestic	0.226	-0.171	0.088	0.053	0.329	0.482
37_Domestic	0.029	0.136	0.573	0.360	-0.055	0.231
38_Domestic	0.677	0.089	-0.085	-0.006	0.369	0.166
39_Domestic	-0.091	0.300	0.443	0.599	-0.253	-0.039
40_Domestic	0.173	-0.022	0.264	0.037	0.332	0.661
42_Domestic	0.277	-0.112	-0.034	-0.294	0.705	0.440
43_Domestic	-0.085	0.466	0.240	0.548	-0.273	-0.152
44_Domestic	-0.222	0.111	0.392	0.620	-0.307	-0.003
45_Domestic	0.101	0.100	0.399	0.359	0.258	0.352
46_Domestic	0.157	0.117	0.456	0.259	0.089	0.196
47_Domestic	0.329	0.131	0.206	0.045	0.083	0.223
48_Domestic	0.083	-0.306	0.071	-0.002	0.214	0.387
49_Domestic	0.047	-0.231	-0.059	-0.077	0.074	0.300
50_Domestic	0.101	-0.432	0.031	-0.151	0.330	0.506
51_Domestic	-0.047	-0.443	-0.115	-0.093	0.262	0.465
52_Domestic	-0.051	-0.298	-0.120	-0.294	0.068	0.037
53_Domestic	0.017	-0.251	0.161	0.061	-0.039	0.078
1_Global	0.221	0.251	0.270	0.350	0.045	-0.039
2_Global	0.201	-0.006	0.160	0.068	0.045	-0.071
3_Global	0.524	0.160	0.107	0.090	-0.035	0.017
4_Global	0.247	0.248	0.113	-0.041	0.227	-0.073
5_Global	0.183	-0.065	-0.048	0.101	-0.106	0.015
8_Global	-0.023	-0.005	0.267	0.338	0.021	0.288
11_Global	0.187	0.628	0.232	0.339	-0.130	-0.185
12_Global	0.083	0.552	0.483	0.329	-0.101	-0.057
13_Global	-0.073	0.294	0.279	0.337	-0.140	-0.037

15_Global	-0.372	-0.244	0.034	-0.036	-0.045	-0.072
16_Global	0.051	0.153	0.282	0.330	-0.070	0.251
18_Global	-0.161	-0.139	-0.185	0.391	0.041	0.117
19_Global	0.378	0.145	-0.121	0.148	0.029	0.033
21_Global	0.267	0.569	0.236	0.336	-0.079	0.002
22_Global	0.262	0.363	0.588	0.446	0.041	0.160
23_Global	-0.091	0.341	0.243	0.810	-0.165	-0.116
24_Global	-0.109	-0.390	-0.186	0.047	0.321	0.275
25_Global	-0.203	-0.411	-0.185	0.071	0.214	0.410
28_Global	0.348	-0.122	0.030	0.217	0.196	0.316
29_Global	0.143	-0.047	0.138	0.483	0.113	0.382
30_Global	-0.044	0.436	0.410	0.563	-0.153	-0.169
31_Global	-0.185	0.065	0.059	0.480	-0.044	0.091
32_Global	-0.163	0.080	0.228	0.267	0.039	0.369
33_Global	0.097	-0.087	0.018	0.393	-0.054	0.252
34_Global	-0.023	-0.095	-0.035	0.292	-0.109	-0.024
35_Global	0.044	-0.321	-0.232	0.095	-0.006	0.061
37_Global	-0.077	-0.094	0.008	0.343	0.101	0.126
38_Global	0.465	0.160	-0.063	-0.123	0.134	-0.027
39_Global	-0.100	0.137	0.138	0.473	-0.096	0.104
40_Global	-0.273	-0.187	-0.051	-0.076	-0.049	0.321
42_Global	0.020	-0.017	-0.186	-0.162	0.189	0.019
43_Global	0.174	0.403	0.301	0.367	0.044	0.167
44_Global	0.097	-0.109	-0.015	0.434	-0.018	0.181
45_Global	0.273	0.070	0.242	0.188	0.260	0.191
46_Global	0.120	0.031	0.172	0.225	0.139	0.160
47_Global	0.213	0.103	-0.067	0.194	0.081	0.109
48_Global	0.120	-0.021	0.088	0.252	0.121	0.145
49_Global	0.170	-0.206	0.091	-0.115	0.295	0.266
50_Global	0.112	-0.162	-0.156	-0.292	0.324	0.247
51_Global	-0.137	-0.427	-0.151	-0.332	0.076	0.218
52_Global	-0.172	-0.411	-0.363	-0.199	-0.010	0.015
53_Global	0.091	-0.373	-0.035	-0.024	0.073	0.314

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23_Domestic						
24_Domestic						
25_Domestic						
28_Domestic						
29_Domestic	0.485					
30_Domestic	0.069	0.284				
31_Domestic	0.167	0.133	0.532			
32_Domestic	0.242	0.396	0.459	0.539		
33_Domestic	0.101	0.395	0.346	0.485	0.519	
34_Domestic	0.447	0.363	0.422	0.449	0.410	0.266
35_Domestic	0.247	0.425	0.168	0.226	0.325	0.411
37_Domestic	0.215	0.225	0.426	0.727	0.577	0.551
38_Domestic	0.248	0.261	0.191	-0.113	-0.054	0.073
39_Domestic	0.203	0.111	0.414	0.770	0.437	0.331
40_Domestic	0.299	0.265	-0.081	0.138	0.109	0.392
42_Domestic	-0.007	0.033	-0.033	-0.158	-0.127	0.123
43_Domestic	0.158	0.202	0.600	0.424	0.440	0.178
44_Domestic	0.078	0.096	0.357	0.587	0.476	0.512
45_Domestic	0.344	0.296	0.353	0.531	0.505	0.395
46_Domestic	0.250	0.206	0.265	0.518	0.388	0.354
47_Domestic	0.424	0.226	0.285	0.287	0.274	0.317
48_Domestic	0.290	0.409	-0.033	0.161	0.321	0.332
49_Domestic	0.189	0.290	-0.102	-0.007	0.351	0.138
50_Domestic	0.128	0.292	-0.237	-0.076	0.250	0.252
51_Domestic	0.246	0.412	-0.140	-0.068	0.118	0.109
52_Domestic	-0.169	0.015	-0.138	-0.098	0.097	0.261
53_Domestic	0.018	0.167	-0.014	0.112	0.397	0.423
1_Global	0.214	0.126	0.329	0.349	0.192	0.189
2_Global	0.178	0.066	-0.009	0.076	0.078	0.065
3_Global	0.075	0.283	0.017	-0.159	-0.231	-0.109
4_Global	-0.188	-0.082	0.201	-0.085	-0.269	-0.174
5_Global	0.250	0.266	-0.073	0.039	-0.033	-0.046
8_Global	0.293	0.356	0.155	0.437	0.338	0.392
11_Global	0.056	0.102	0.531	0.163	0.276	-0.142
12_Global	0.092	0.215	0.536	0.301	0.264	0.147
13_Global	0.094	0.139	0.387	0.380	0.241	0.007
15_Global	-0.352	-0.073	-0.005	0.033	0.089	0.148
16_Global	0.418	0.451	0.244	0.463	0.381	0.212
18_Global	0.298	0.346	0.245	0.279	0.493	0.165
19_Global	0.210	0.343	0.219	-0.096	0.000	-0.194
21_Global	0.272	0.281	0.423	0.125	0.173	-0.109
22_Global	0.276	0.315	0.472	0.434	0.348	0.396
23_Global	0.113	0.243	0.587	0.453	0.408	0.411
24_Global	-0.098	0.160	-0.155	-0.066	0.061	0.161

25_Global	0.072	0.281	-0.106	-0.011	0.285	0.201
28_Global	0.675	0.513	0.099	0.166	0.374	0.069
29_Global	0.448	0.620	0.355	0.267	0.371	0.320
30_Global	-0.047	0.041	0.581	0.365	0.196	0.153
31_Global	0.273	0.279	0.412	0.436	0.540	0.229
32_Global	0.219	0.248	0.285	0.354	0.582	0.235
33_Global	0.482	0.498	0.197	0.215	0.258	0.350
34_Global	0.316	0.253	0.250	0.207	0.330	0.112
35_Global	0.106	0.168	-0.056	0.027	-0.000	0.066
37_Global	0.285	0.197	0.292	0.335	0.378	0.198
38_Global	0.125	0.115	0.103	-0.121	-0.168	-0.265
39_Global	0.185	0.188	0.376	0.371	0.438	0.285
40_Global	0.262	0.122	-0.141	0.212	0.187	0.115
42_Global	-0.151	-0.146	0.051	-0.011	-0.089	0.118
43_Global	0.357	0.358	0.407	0.355	0.435	0.148
44_Global	0.560	0.529	0.252	0.236	0.438	0.276
45_Global	0.417	0.340	0.341	0.233	0.264	0.143
46_Global	0.420	0.412	0.245	0.327	0.326	0.158
47_Global	0.441	0.299	0.343	0.276	0.339	0.021
48_Global	0.301	0.425	0.211	0.127	0.220	0.092
49_Global	0.289	0.153	-0.225	0.127	0.066	0.088
50_Global	0.267	-0.002	-0.281	-0.145	-0.146	-0.075
51_Global	-0.037	-0.025	-0.478	-0.224	-0.156	0.095
52_Global	0.042	0.103	-0.343	-0.278	-0.028	0.031
53_Global	0.419	0.254	-0.259	0.113	0.191	0.273

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34_Domestic						
35_Domestic	0.514					
37_Domestic	0.488	0.331				
38_Domestic	0.340	0.370	0.069			
39_Domestic	0.402	0.040	0.602	-0.071		
40_Domestic	0.137	0.272	0.177	0.060	0.155	
42_Domestic	-0.065	0.188	-0.079	0.264	-0.273	0.373
43_Domestic	0.368	-0.050	0.328	-0.044	0.433	-0.063
44_Domestic	0.378	0.137	0.556	-0.196	0.658	0.096
45_Domestic	0.369	0.327	0.432	0.152	0.396	0.382
46_Domestic	0.209	0.212	0.389	0.033	0.358	0.429
47_Domestic	0.510	0.381	0.342	0.300	0.218	0.157
48_Domestic	0.414	0.557	0.388	0.099	0.194	0.301
49_Domestic	0.224	0.285	0.259	-0.069	0.069	0.211
50_Domestic	0.279	0.488	0.215	0.222	0.005	0.370
51_Domestic	0.233	0.308	0.135	0.099	-0.138	0.301
52_Domestic	-0.110	0.309	-0.096	-0.079	-0.295	0.103
53_Domestic	0.020	0.180	0.318	0.065	0.036	0.066
1_Global	0.294	0.028	0.399	0.181	0.332	-0.039
2_Global	0.201	-0.066	0.215	0.149	0.207	-0.060
3_Global	0.059	0.038	0.067	0.288	-0.002	0.032
4_Global	-0.160	-0.089	-0.083	0.135	-0.020	-0.099
5_Global	-0.007	0.269	0.019	0.025	0.100	-0.156
8_Global	0.355	0.503	0.476	-0.058	0.345	0.229
11_Global	0.188	-0.067	0.089	0.135	0.260	0.003
12_Global	0.140	0.020	0.266	-0.080	0.305	0.170
13_Global	0.268	0.106	0.265	-0.123	0.412	0.055
15_Global	0.005	0.262	0.016	-0.318	-0.206	-0.167
16_Global	0.256	0.140	0.372	-0.234	0.421	0.256
18_Global	0.502	0.434	0.209	0.006	0.377	-0.031
19_Global	0.226	0.057	0.010	0.391	0.072	-0.029
21_Global	0.236	-0.057	0.108	0.166	0.341	0.113
22_Global	0.241	0.126	0.465	0.029	0.461	0.400
23_Global	0.332	0.144	0.404	0.052	0.699	0.012
24_Global	0.054	0.107	-0.034	-0.105	-0.152	0.017
25_Global	0.103	0.056	0.103	-0.222	-0.063	0.107
28_Global	0.387	0.176	0.325	0.351	0.355	0.060
29_Global	0.430	0.305	0.427	0.137	0.321	0.217
30_Global	0.203	-0.029	0.226	-0.050	0.533	-0.061
31_Global	0.420	0.174	0.413	0.062	0.399	0.065
32_Global	0.176	0.241	0.321	-0.306	0.174	0.246
33_Global	0.328	0.086	0.326	0.125	0.448	0.347
34_Global	0.458	0.136	0.329	0.143	0.286	-0.134

35_Global	0.212	0.313	0.015	0.112	-0.026	-0.133
37_Global	0.407	0.075	0.503	0.180	0.283	-0.028
38_Global	0.080	-0.169	-0.048	0.511	-0.069	-0.073
39_Global	0.347	0.209	0.395	0.042	0.347	0.178
40_Global	0.223	0.064	0.251	-0.465	0.082	0.298
42_Global	-0.016	-0.026	-0.044	-0.029	-0.198	-0.077
43_Global	0.338	0.035	0.319	0.074	0.419	0.232
44_Global	0.515	0.427	0.308	0.286	0.335	0.192
45_Global	0.264	-0.003	0.167	0.154	0.237	0.257
46_Global	0.225	0.158	0.336	-0.101	0.223	0.090
47_Global	0.356	0.180	0.170	0.322	0.296	-0.031
48_Global	0.305	-0.005	0.223	0.075	0.184	0.095
49_Global	0.233	0.170	0.170	0.066	-0.058	0.340
50_Global	-0.156	-0.008	-0.110	-0.031	-0.369	0.194
51_Global	-0.286	-0.161	-0.151	-0.442	-0.278	0.235
52_Global	-0.236	0.032	-0.306	-0.344	-0.278	0.004
53_Global	-0.028	0.100	0.186	-0.008	0.082	0.169

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42_Domestic						
43_Domestic	-0.341					
44_Domestic	-0.352	0.411				
45_Domestic	-0.015	0.335	0.295			
46_Domestic	-0.057	0.224	0.293	0.621		
47_Domestic	-0.079	0.149	0.229	0.383	0.369	
48_Domestic	0.128	-0.137	0.247	0.192	0.116	0.336
49_Domestic	0.112	0.033	0.140	-0.151	0.004	0.157
50_Domestic	0.198	-0.149	0.120	0.203	0.013	0.148
51_Domestic	0.182	-0.121	-0.051	0.211	-0.015	0.002
52_Domestic	0.228	-0.120	-0.081	0.055	0.118	0.105
53_Domestic	-0.095	0.111	0.326	0.278	0.365	0.303
1_Global	0.019	0.115	0.158	0.194	0.279	0.268
2_Global	-0.042	-0.073	0.015	-0.045	0.043	0.172
3_Global	-0.005	0.094	-0.036	-0.160	-0.203	-0.126
4_Global	0.607	-0.018	-0.263	-0.176	-0.337	-0.361
5_Global	-0.100	0.004	-0.003	-0.148	0.121	0.216
8_Global	0.002	0.097	0.405	0.181	0.321	0.312
11_Global	-0.124	0.497	0.051	0.283	0.086	0.092
12_Global	-0.150	0.331	0.159	0.179	0.286	0.266
13_Global	-0.109	0.272	0.135	0.234	0.038	0.090
15_Global	0.066	-0.217	0.197	-0.278	-0.100	-0.062
16_Global	-0.153	0.254	0.254	0.245	0.236	0.193
18_Global	0.008	0.156	0.310	0.296	0.151	0.258
19_Global	-0.079	0.311	-0.022	0.116	-0.124	0.024
21_Global	-0.233	0.579	0.007	0.214	0.086	0.207
22_Global	0.032	0.261	0.290	0.372	0.414	0.165
23_Global	-0.164	0.308	0.584	0.298	0.095	0.005
24_Global	0.386	-0.082	0.199	-0.000	-0.259	-0.250
25_Global	0.192	0.166	0.123	0.120	-0.182	-0.212
28_Global	-0.007	0.179	0.084	0.267	0.195	0.433
29_Global	-0.125	0.388	0.355	0.434	0.298	0.230
30_Global	-0.021	0.362	0.305	0.137	-0.088	-0.037
31_Global	0.017	0.245	0.206	0.339	0.036	0.142
32_Global	0.105	0.247	0.235	0.264	0.035	0.022
33_Global	0.023	0.246	0.364	0.326	0.221	0.362
34_Global	-0.263	0.234	0.086	0.231	0.069	0.235
35_Global	0.071	-0.137	0.128	-0.099	-0.180	0.062
37_Global	0.105	0.247	0.105	0.253	0.006	-0.018
38_Global	0.111	0.155	-0.225	0.093	-0.192	-0.001
39_Global	-0.009	0.101	0.262	0.266	0.023	0.072
40_Global	-0.077	0.047	0.192	-0.044	-0.003	0.183
42_Global	0.355	0.086	-0.123	-0.253	-0.365	-0.269
43_Global	-0.200	0.613	0.105	0.501	0.211	0.283
44_Global	-0.167	0.214	0.418	0.529	0.486	0.485

45_Global	0.252	0.268	0.155	0.523	0.399	0.273
46_Global	0.046	0.354	0.057	0.497	0.446	0.311
47_Global	-0.090	0.199	0.103	0.378	0.112	0.359
48_Global	-0.042	0.119	0.166	-0.010	-0.060	0.269
49_Global	0.063	-0.254	0.024	0.070	0.272	0.291
50_Global	0.310	-0.216	-0.197	0.059	0.170	0.039
51_Global	0.256	-0.231	-0.131	-0.216	-0.111	-0.216
52_Global	0.151	-0.111	-0.030	-0.032	-0.067	0.045
53_Global	-0.058	0.015	0.175	0.432	0.478	0.274

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49_Domestic	0.658					
50_Domestic	0.696	0.504				
51_Domestic	0.528	0.368	0.596			
52_Domestic	0.227	0.276	0.371	0.224		
53_Domestic	0.349	0.420	0.423	0.232	0.466	
1_Global	0.151	0.029	-0.111	0.161	-0.327	0.032
2_Global	0.269	0.242	0.078	0.042	-0.258	-0.036
3_Global	0.141	0.214	0.065	0.122	-0.289	-0.213
4_Global	-0.128	-0.046	-0.227	-0.193	-0.159	-0.389
5_Global	0.244	0.311	0.108	0.035	0.117	0.099
8_Global	0.446	0.222	0.136	0.094	-0.210	0.170
11_Global	-0.203	-0.194	-0.285	-0.248	-0.198	-0.236
12_Global	-0.050	0.068	-0.338	-0.321	-0.124	-0.113
13_Global	-0.035	-0.008	-0.155	0.138	-0.101	-0.179
15_Global	0.170	0.106	0.114	-0.009	0.231	0.190
16_Global	0.216	0.295	-0.038	0.228	-0.081	-0.136
18_Global	0.445	0.334	0.255	0.334	0.103	0.111
19_Global	-0.112	-0.013	-0.124	-0.068	-0.312	-0.207
21_Global	-0.094	-0.025	-0.150	-0.103	-0.372	-0.240
22_Global	0.102	0.014	-0.170	-0.074	-0.278	0.009
23_Global	0.133	-0.008	-0.077	-0.098	-0.284	0.069
24_Global	0.133	0.268	0.314	0.411	0.159	0.125
25_Global	0.076	0.317	0.186	0.397	-0.002	0.058
28_Global	0.349	0.326	0.191	0.128	-0.277	0.051
29_Global	0.274	0.227	0.180	0.333	-0.184	0.250
30_Global	-0.279	-0.215	-0.290	-0.184	-0.326	-0.209
31_Global	0.169	0.056	0.004	0.295	-0.163	0.002
32_Global	0.066	0.372	0.089	0.206	0.046	0.097
33_Global	0.242	0.156	0.068	0.260	-0.145	0.197
34_Global	0.200	0.107	0.089	0.291	-0.117	-0.057
35_Global	0.296	0.169	0.126	0.408	0.045	-0.088
37_Global	0.068	0.062	0.032	0.319	-0.295	0.047
38_Global	-0.317	-0.156	-0.120	-0.015	-0.245	-0.141
39_Global	0.027	0.036	-0.015	0.298	-0.154	-0.005
40_Global	0.337	0.474	0.159	0.183	0.056	-0.162
42_Global	-0.170	0.099	-0.121	0.112	0.184	-0.192
43_Global	-0.084	0.085	-0.170	-0.071	-0.389	-0.114
44_Global	0.418	0.183	0.273	0.237	0.107	0.440
45_Global	-0.004	-0.032	-0.143	0.078	-0.031	0.134
46_Global	0.141	0.275	-0.058	0.137	0.210	0.172
47_Global	-0.063	-0.005	-0.098	0.004	-0.012	-0.097
48_Global	0.232	0.319	0.011	0.157	-0.311	-0.060
49_Global	0.385	0.260	0.246	0.224	-0.076	0.055
50_Global	0.166	0.193	0.110	0.195	0.272	0.054
51_Global	0.231	0.460	0.194	0.374	0.298	0.139
52_Global	0.249	0.395	0.146	0.263	0.714	0.296

	53_Global	0.317	0.275	0.360	0.359	0.229	0.710	
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2_Global		0.496						
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4_Global	0.070	0.013	0.418					
5_Global	-0.004	0.292	0.412	-0.058				
8_Global	0.253	0.169	0.061	-0.101	0.465			
11_Global	0.178	-0.108	0.055	0.191	-0.213	-0.154		
12_Global	0.223	0.196	-0.064	-0.083	0.079	0.179	0.465	
13_Global	0.256	0.129	-0.047	-0.140	0.057	0.220	0.227	0.392
15_Global	-0.149	-0.151	-0.159	-0.125	0.236	0.383	-0.241	0.153
16_Global	0.339	0.416	0.174	-0.147	0.348	0.398	0.127	0.440
18_Global	0.186	0.296	-0.099	-0.157	0.250	0.439	-0.040	0.089
19_Global	-0.033	0.106	0.485	0.286	0.168	-0.018	0.279	0.039
21_Global	0.225	0.084	0.211	0.012	0.050	0.242	0.629	0.477
22_Global	0.468	0.167	0.041	0.077	0.033	0.505	0.287	0.512
23_Global	0.333	0.091	-0.042	-0.038	-0.058	0.302	0.257	0.262
24_Global	-0.106	-0.126	0.155	0.233	-0.010	0.047	-0.308	-0.353
25_Global	0.005	0.072	0.104	0.117	-0.062	0.004	-0.150	-0.201
28_Global	0.238	0.590	0.302	0.089	0.364	0.245	0.049	0.092
29_Global	0.228	0.094	0.162	-0.004	0.205	0.511	0.014	0.156
30_Global	0.141	-0.005	0.047	0.072	0.053	0.248	0.358	0.411
31_Global	0.465	0.218	-0.196	-0.096	-0.093	0.298	0.249	0.307
32_Global	0.057	-0.049	-0.173	-0.001	0.052	0.315	0.131	0.348
33_Global	0.256	0.316	0.124	0.028	0.222	0.325	-0.022	0.135
34_Global	0.170	0.561	0.127	-0.074	0.189	0.013	-0.087	0.140
35_Global	0.049	0.300	0.364	0.023	0.454	0.136	-0.254	-0.114
37_Global	0.485	0.250	-0.034	0.079	-0.037	0.227	0.077	0.130
38_Global	-0.023	0.151	0.528	0.309	0.146	-0.200	0.076	-0.047
39_Global	0.497	0.045	-0.212	-0.151	-0.222	0.172	0.234	0.270
40_Global	-0.063	0.101	0.028	-0.192	0.105	0.071	-0.119	0.023
42_Global	-0.095	-0.119	0.131	0.253	-0.083	-0.268	-0.102	-0.139
43_Global	0.219	0.133	-0.013	-0.137	-0.048	0.290	0.427	0.589
44_Global	0.134	0.092	-0.137	-0.334	0.190	0.359	0.048	0.201
45_Global	0.152	0.156	-0.038	-0.063	0.007	0.127	0.140	0.371
46_Global	0.161	0.062	-0.041	-0.040	0.239	0.145	0.056	0.387
47_Global	0.131	0.321	0.039	-0.063	0.212	-0.035	0.117	0.291
48_Global	0.229	0.437	0.224	-0.006	0.234	0.108	-0.079	0.364
49_Global	0.117	0.235	0.008	-0.115	0.145	0.146	-0.181	-0.012
50_Global	-0.072	0.050	0.064	0.055	0.064	-0.113	-0.175	-0.037
51_Global	-0.130	0.122	0.188	0.118	-0.032	-0.160	-0.404	-0.293
52_Global	-0.157	-0.102	-0.119	-0.110	0.150	-0.067	-0.153	0.013
53_Global	0.176	-0.075	-0.144	-0.261	0.196	0.215	-0.155	-0.020

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15_Global	-0.119	
16_Global	0.541	-0.029

18_Global	0.443	0.093	0.444				
19_Global	0.036	-0.152	0.129	0.153			
21_Global	0.453	-0.260	0.376	0.196	0.338		
22_Global	0.526	0.007	0.438	0.219	0.134	0.504	
23_Global	0.483	-0.040	0.300	0.427	0.073	0.412	0.592
24_Global	-0.199	0.351	-0.041	0.169	0.272	-0.293	-0.184
25_Global	-0.132	0.141	0.153	0.171	0.381	-0.115	-0.116
28_Global	0.072	-0.236	0.348	0.406	0.387	0.231	0.172
29_Global	0.233	0.066	0.369	0.367	0.331	0.311	0.498
30_Global	0.605	0.099	0.375	0.250	0.022	0.520	0.493
31_Global	0.610	-0.036	0.429	0.561	0.025	0.329	0.489
32_Global	0.342	0.283	0.416	0.260	0.067	0.090	0.342
33_Global	0.189	-0.107	0.365	0.527	0.314	0.194	0.364
34_Global	0.180	-0.058	0.358	0.547	0.307	0.040	0.001
35_Global	0.038	0.285	0.249	0.404	0.282	-0.189	-0.133
37_Global	0.395	0.039	0.278	0.296	0.164	0.182	0.443
38_Global	0.079	-0.203	0.054	-0.130	0.703	0.167	0.030
39_Global	0.574	-0.034	0.368	0.372	0.000	0.223	0.489
40_Global	0.083	0.178	0.362	0.167	0.163	-0.036	0.007
42_Global	-0.050	0.097	-0.064	-0.138	0.119	-0.248	-0.132
43_Global	0.431	-0.217	0.453	0.212	0.135	0.703	0.471
44_Global	0.249	-0.074	0.280	0.643	0.033	0.169	0.240
45_Global	0.457	-0.100	0.392	0.387	0.238	0.278	0.445
46_Global	0.286	-0.031	0.389	0.354	0.179	0.186	0.256
47_Global	0.190	-0.119	0.369	0.399	0.508	0.141	0.069
48_Global	0.207	0.222	0.437	0.228	0.306	0.067	0.170
49_Global	-0.049	0.164	0.210	0.162	0.186	-0.151	0.122
50_Global	-0.286	0.131	0.057	0.076	0.227	-0.168	-0.117
51_Global	-0.182	0.011	0.013	0.025	-0.119	-0.368	-0.197
52_Global	-0.039	0.282	0.104	0.198	-0.073	-0.138	-0.134
53_Global	0.010	0.068	0.135	0.156	-0.107	-0.005	0.177

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24_Global	-0.081		
25_Global	-0.047	0.753	
28_Global	0.077	-0.045	0.190

29_Global	0.389	0.213	0.373	0.418			
30_Global	0.620	-0.173	-0.153	0.007	0.296		
31_Global	0.535	-0.156	0.026	0.280	0.350	0.426	
32_Global	0.216	0.259	0.301	0.062	0.310	0.184	0.446
33_Global	0.388	0.067	0.272	0.546	0.559	0.108	0.477
34_Global	0.139	0.019	0.256	0.560	0.228	0.047	0.420
35_Global	-0.015	0.386	0.405	0.263	0.154	0.046	0.067
37_Global	0.385	0.070	0.309	0.306	0.410	0.313	0.719
38_Global	-0.097	0.205	0.179	0.280	0.101	0.040	-0.037
39_Global	0.528	-0.031	0.013	0.041	0.241	0.505	0.775
40_Global	-0.092	0.343	0.484	0.098	0.043	-0.180	0.002
42_Global	-0.113	0.419	0.402	-0.149	-0.123	-0.042	-0.112
43_Global	0.287	-0.208	0.025	0.238	0.356	0.415	0.429
44_Global	0.351	-0.149	-0.134	0.327	0.392	0.157	0.399
45_Global	0.233	-0.039	0.140	0.353	0.370	0.317	0.374
46_Global	0.072	0.122	0.239	0.251	0.251	0.019	0.193
47_Global	0.102	0.060	0.227	0.533	0.235	0.048	0.305
48_Global	0.082	0.230	0.323	0.417	0.280	0.029	0.252
49_Global	-0.189	0.230	0.187	0.222	0.100	-0.313	-0.003
50_Global	-0.287	0.328	0.246	0.088	-0.128	-0.453	-0.138
51_Global	-0.321	0.384	0.400	0.003	-0.100	-0.359	-0.241
52_Global	-0.208	0.351	0.224	-0.062	0.016	-0.185	-0.108
53_Global	0.003	0.104	0.106	0.061	0.270	-0.120	0.072

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33_Global	0.201			
34_Global	0.078	0.544		
35_Global	-0.018	0.315	0.517	
37_Global	0.306	0.392	0.403	0.193

38_Global	-0.027	0.116	0.222	0.256	0.298			
39_Global	0.410	0.189	0.259	0.067	0.593	-0.024		
40_Global	0.195	0.146	0.268	0.385	0.139	0.031	0.061	
42_Global	0.080	-0.124	0.125	0.382	0.212	0.290	0.105	
43_Global	0.353	0.226	0.153	-0.209	0.292	0.069	0.325	
44_Global	0.097	0.468	0.318	0.103	0.183	-0.141	0.328	
45_Global	0.186	0.480	0.253	0.191	0.371	0.263	0.260	
46_Global	0.342	0.324	0.257	0.132	0.219	0.030	0.133	
47_Global	0.279	0.458	0.616	0.384	0.275	0.476	0.234	
48_Global	0.256	0.432	0.518	0.459	0.448	0.411	0.175	
49_Global	0.092	0.223	0.227	0.366	0.164	0.136	0.029	
50_Global	0.067	0.154	0.233	0.327	0.004	0.210	-0.165	
51_Global	0.038	0.099	0.032	0.275	-0.134	-0.138	-0.230	
52_Global	0.129	0.024	-0.094	0.183	-0.113	-0.107	-0.103	
53_Global	0.152	0.252	-0.108	0.078	0.267	-0.051	0.065	

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42_Global	0.377				
43_Global	0.014	-0.162			
44_Global	-0.008	-0.292	0.229		
45_Global	0.113	-0.020	0.405	0.500	
46_Global	0.285	0.058	0.367	0.428	0.584

47_Global	0.194	0.055	0.307	0.342	0.449	0.399	
48_Global	0.469	0.173	0.173	0.133	0.373	0.334	0.516
49_Global	0.568	0.051	-0.116	0.085	0.211	0.265	0.206
50_Global	0.473	0.259	-0.186	0.012	0.202	0.349	0.236
51_Global	0.390	0.310	-0.280	-0.211	0.062	0.190	-0.242
52_Global	0.269	0.113	-0.095	0.159	0.202	0.410	0.096
53_Global	0.148	-0.052	0.109	0.406	0.370	0.460	0.022

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49_Global	0.556				
50_Global	0.334	0.627			
51_Global	0.060	0.319	0.448		
52_Global	0.145	0.188	0.405	0.414	
53_Global	0.105	0.314	0.326	0.246	0.452

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