

## **Global and Culturally Diverse Leaders and Leadership: New Dimensions, Opportunities, and Challenges for Business, Industry, Education and Society**

A Volume in the International Leadership Association's Building Leadership Bridges (BLB) Series

**Call for Abstracts Deadline.** December 31, 2015

*You are invited to submit a 500 word abstract and chapter outline on the theme **Global and Culturally Diverse Leaders and Leadership: New Dimensions, Opportunities and Challenges for Business, Industry, Education and Society** for ILA's Building Leadership Bridges Series, published by Emerald Group Publishing with an anticipated publication date of March, 2017. Please see details below.*

*Following an editorial review of the abstracts and outlines, selected authors will be contacted and invited to submit a 5,000 word max previously unpublished paper due June 1, 2016, for consideration. Please note that an accepted abstract does not guarantee inclusion in the book. Final acceptance will depend on the finished product.*

*For more information on the series, visit: <http://www.ila-net.org/Publications/BLB/>.*

### **Editors**

**Dr. Jean Lau Chin** (EdD, Columbia University, Teachers College) has more than 40 years of experience that includes a scholarly focus on diversity, leadership, Asian American, and women's issues; also her extensive career experience includes significant leadership roles within academia and the health service delivery system. She has written 12 books and numerous publications as well as given many professional talks in these areas. She is editor of the Special Issue on Diversity and Leadership in the *American Psychologist* (April 2010), and author of *Women and Leadership* (2007) and co-author of *Diversity and Leadership* (2014).

**Dr. Joseph E. Trimble** (PhD, University of Oklahoma) has over 35 years of experience conducting social and behavioral research with ethnic populations primarily American Indians and Alaska Natives and has played significant roles in leadership within the multicultural communities and within the profession. For the past 35 years he has served on over 15 different scientific review panels for the National Science Foundation and the National Institutes of Health. He has generated over 150 publications on cross-cultural and ethnic topics in psychology including 21 edited, co-edited, and co-authored books. His recent books include (with Celia Fisher), the *Handbook of Ethical Research with Ethnocultural Populations and Communities*, and (with Miguel Gallardo, Christine Yeh, and Thomas Parham) *Working culturally and competently with persons of African, Asian, Latino, and Native Descent: The culturally adaptive responsive model of counseling*. and (with Paul Pedersen, Juris Draguns, Walt Lonner, and Maria Scharron-del Rio ) *Counseling Across Cultures, 7th Edition*, and (with Jean Lau Chin) *Diversity and*

## *Leadership.*

**Dr. Joseph E. Garcia** (PhD, University of Utah) is Professor of Management and formerly founding Director of the Morse Leadership Institute at Western Washington University. His career focus is on building healthy communities in organizations, with publications spanning topics of leadership, diversity, managerial skills, management education, and change management with information technology. His service includes being a lead faculty member for the Society for the Advancement of Chicano/a and Native American Scientists (SACNAS) Leadership Institute. He is a member of the Academy of Management, OBTS: Teaching Society for Management Educators, and the Management Faculty of Color Association. He currently serves as member of the Editorial Board for the *Journal of Management Education*, *Management Teaching Review*, and the *Journal of Leadership and Organizational Studies*.

### **Call for Proposals Details**

The International Leadership Association invites you to submit your work on the theme, ***Global and Culturally Diverse Leaders and Leadership: New Dimensions, Opportunities and Challenges for Business, Industry, Education and Society*** for a volume in our *Building Leadership Bridges* series. The series captures the best contemporary thinking about leadership from a diverse range of scholars, practitioners, and educators working in the field of leadership studies. In keeping with the mission of the ILA, the book series connects ways of researching, imagining, and experiencing leadership across cultures, over time, and around the world. The book will be published by Emerald Group Publishing Limited with an expected publication date of March 2017.

### **Background**

With the growing population diversity and mobility not only in the United States, but also throughout the world, leaders and followers will find themselves in more heterogeneous contexts within organizations and communities than ever before. Leaders of tomorrow need to be responsive to rapid change, prepared to lead a diverse workforce, and practiced in ways that are culturally responsive and competent in meeting the needs of a diverse population within an interconnected global society. This demands that leadership theories and research need to be more inclusive and robust if they are to remain relevant.

People throughout the world need to grapple with the question of who best can lead them. Must our leaders look like us and share our beliefs and values? Are there different leadership styles, which lead to greater cultural understanding and healthier leader-follower relationships? How do we prepare ourselves, our communities, and our constituents to live, work, and lead in a future world when we do not know the skills that we will need or the environments that we will face. While leadership theories have typically endorsed singular prototypes of effective leaders, different leadership arrangements, styles and practices may be more effective in numerous spheres of influence as we find the world about us changing rapidly. We hope this book will challenge our existing notions of leadership and encourage views of leadership that are more inclusive and multidimensional and that are relevant to a rapidly changing, diverse,

and global society.

The importance of cultural diversity in our lives, communities, and workplaces has simply not infused our understanding of leadership. This has weakened our ability to apply our theories and research on leadership to the exercise of leadership, access to leadership positions, and the training of global and diverse leaders for a post-industrial society. Disparities in the representation of women and racial/ethnic minorities continue to exist in corporate, higher education, science, and political ranks of leadership thus limiting our ability to access the full range of leadership talent that exists.

In this book, we define *attention to ethnocultural diversity* to mean paradigm shifts toward more inclusive theories of leadership and the incorporation of dimensions of diversity in our understanding of leadership. It is not simply about representation or affirmative action. By this, we mean attention to the perception and expectations of diverse leaders by diverse followers, and the intersections of social identities with leadership identities. While leaders from diverse perspectives may well lead successfully, most leadership theories remain silent on issues of equity, diversity, and social justice.

In this book, we are looking for examples of diverse leadership styles and paradigms of *diversity leadership* that are dynamic and complex to incorporate diversity into leadership to be culturally competent and relevant for the 21<sup>st</sup> century. This might include:

- Understanding how the different world views and lived experiences of leaders influence their leadership styles
- Being inclusive of social justice, and ethical and cultural values which are not typically included the mainstream Eurocentric dialogue about leadership
- Recognizing how social identities of leaders (e.g., gender, race, ethnicity, sexual orientation, religious) intersect with leader identities and may result in biases that influence perceptions, shape leader behaviors, and influence appraisals of leader effectiveness
- Examining the exchange between diverse leaders and diverse followers and between leaders and diverse contexts that shape the enactment of leadership.

The editors for this issue of *Building Leadership Bridges* will call for papers and essays that explore the theme of *Global and Culturally Diverse Leaders and Leadership: New Dimensions, Opportunities, and Challenges for Business, Industry, Education and Society*. The editors expect each submission to be supported by a theoretical, philosophical, and/or disciplinary grounding. We will seek scholarly articles, including theoretical essays, personal reflective narratives, ethnographies, research findings, and discussions of how educators and practitioners have used these concepts in their classrooms, in their personal development, and in their leadership workshops.

### Questions and Topics for Stimulation

The editors of this volume offer a set of guiding questions and topics to stimulate your thinking about *Global and the Culturally Diverse Leader and Leadership*:

- Why diversity and leadership are important?
- Merging theories of diversity and theories of leadership;
- Identifying new dimensions of diversity leadership;
- Special areas: women and leadership; international perspectives; ethnic minority perspectives
- Leader identity - leader-centric, changing images of leaders, intersectionality, cognitive flexibility and multiple self-identities, and affirmative paradigms;
- Leadership style – consideration of major models being used today and how they can be informed by infusion of diversity (e.g., transformational leadership style, collaborative leadership style, and collective leadership style);
- Contexts of leadership – introduction of follower-centric considerations of organizational and social contexts, i.e., biases in perceptions and expectations, Co-creation of leadership, Intergroup leadership, Intercultural competence, lived experiences, and ethnic minority status and racism and sexism;
- Developing new leadership paradigms - new dimensions, new questions, new models, and leadership in a global village.

### Areas for Submission

The editors welcome previously unpublished submissions that explore the theme *Global and Culturally Diverse Leaders and Leadership* from diverse perspectives, disciplines, cultures and industry sectors. Submissions should strengthen ties among those who study, practice, and foster effective leadership. Submissions will be considered in four areas that help us understand leadership and leading at the intersections of research or theory, application, and experience.

• **Analyses of culturally diverse leaders and leadership:** Researchers should present inquiries, findings, and discussions that analyze the relationships among culturally diverse leadership styles and practices and their influence on sociocultural change using a variety of methods, including (but not limited to) narrative inquiry, case study, discourse analysis, participatory action research, and ethnography and historiography. Papers may include contemporary, literary, and historical figures. .

• **Leadership theory:** The importance of diversity in our lives, communities and workplace has simply not infused our understanding of leadership. Our theories and research on leadership have neglected the influence of diversity on access to leadership positions and the exercise of leadership. Our leadership training models often presume that there is simply one ideal type of leader. This manifests in the disparities in the representation of women and racial/ethnic minorities which continue to exist in corporate, higher education, science, and political ranks of leadership.

Using the number of CEOs and corporate directorships within Fortune 500 companies as a measure, Zweigenhaft and Domhoff (2006) reported a steady increase in the number of women and non-White racial members becoming part of the power elite in the US. However, these new and diverse leaders often become more like those already in the power elite. Is there room for diverse forms of leadership or are they constrained by the prevailing norm?

Recently, the first two editors of the book conducted research on the leadership dimensions preferred by samples of racial/ethnic minority leaders and undergraduate students. Using a multiple-item scale of these dimensions, the researchers discovered that respondents preferred leadership dimensions reflecting several culturally-specific leadership styles. The respondents ranked the following leadership characteristics as highly important: *integrity, authenticity, communicator, adaptability, collaborative, resilient, and culturally sensitive* while they ranked the following as lowest in importance: *self-centered, status conscious, aggressive, dominant, competitive and individualistic*. These findings suggest that dimensions might carry different value or semantic meaning across different social identity groups or lived experiences. Further research is needed to illuminate how social contexts and lived experiences might influence these rankings in how leaders prefer to lead.

### Submission Guidelines

Send submissions electronically as two **WORD DOCUMENTS** to ILA Communications Director, Debra DeRuyver at [dderuyver@ila-net.org](mailto:dderuyver@ila-net.org) by December 31, 2015 with the subject line: **Submission - BLB 2017 Global and Culturally Diverse Leaders and Leadership**.

### Your submission must include:

- *Document 1*: 500-word, max, abstract (not counting references) free of identifying information/ready for blind review and a tentative outline.
- *Document 2*: Cover sheet that includes all of the following: suggested area of submission, title of submission, and the names, affiliations, and contact information (including best phone, best email, and mailing address) for all contributors.

### Additional requirements:

- APA style should be followed.
- Notes should be kept to a minimum. If necessary, use end notes, NOT footnotes.
- Margins should be 1" on all four sides, left-aligned, NOT justified. The pages of each document should have the title of your submission as a running header and the page number.
- Submissions should be in Times New Roman, font size 12, double spaced, and indented paragraphs for all submissions.

PLEASE NOTE: All submissions must meet these guidelines. If guidelines are not met, submission may be excluded from consideration.

### **Notifications**

*Abstracts will be reviewed in January and invitations to submit complete chapters will be sent out late January. If you do not hear back from ILA by February 1, 2016 regarding your submitted abstract, please contact us at [dderuyver@ila-net.org](mailto:dderuyver@ila-net.org).*

### **References**

Chin, J. L. & Trimble, J. E. (2014). *Diversity and Leadership*. Thousand Oaks, CA: Sage.

Zweigenhaft, R. L. & Domhoff, G. W. (2006). *Diversity in the power elite: How it happened, why it matters*. New York: Rowman & Littlefield.