

May 2024

A Review of Leading Global Teams: Translating Multidisciplinary Science to Practice

Taylor Presley

Southern Illinois University Carbondale, tbaril@siu.edu

Follow this and additional works at: <https://opensiuc.lib.siu.edu/ojwed>



Part of the [Adult and Continuing Education Commons](#), [Business Commons](#), [Leadership Studies Commons](#), [Organization Development Commons](#), and the [Vocational Education Commons](#)

Recommended Citation

Presley, Taylor (2024) "A Review of Leading Global Teams: Translating Multidisciplinary Science to Practice," *Online Journal for Workforce Education and Development*. Vol. 12: Iss. 1, Article 6.
Available at: <https://opensiuc.lib.siu.edu/ojwed/vol12/iss1/6>

This article is brought to you by OpenSIUC. It has been accepted for inclusion in the *Online Journal for Workforce Education and Development* by an authorized administrator of OpenSIUC. For more information, please contact opensiuc@lib.siu.edu.

Leading Global Teams: Translating Multidisciplinary Science to Practice

Editors: Jessica Wildman and Richard Griffith

Publisher: Springer

Reviewer: Taylor Presley, July 2023

Leading Global Teams: Translating Multidisciplinary Science to Practice is a comprehensive book that examines the unique challenges and strategies for leading teams that consist of geographically dispersed members. Published in 2015 by Springer, and written by experts in the field of leadership, team dynamics, and global collaboration, this book serves as a valuable resource for individuals who strive to increase their understanding of effective leadership practices of global virtual teams (GVTs), which are described as interdependent virtual teams whose members are geographically and time-dispersed across cultural and national boundaries (p.15).

The book is organized into four parts spanning 14 chapters that cover topics including structuring, adapting, leading, and evolving global teams. The authors explore the diverse nature of GVTs and subsequent challenges, such as cultural barriers, managing time zones, technology use, and fostering effective communication and conflict resolution. They also explore leadership's critical role in driving performance, various leadership styles and techniques for maintaining successful teams, and how to develop global leaders.

Through case studies, examples, and literature reviews, the authors urge that with the proper knowledge and tools, global team leaders can leverage the diversity in their teams to achieve positive results beyond those achieved by traditional homogenous teams (pg. 1). This is particularly important for organizations to understand as diversity can contribute greatly to the success of teams. As more organizations realize the benefits of a diverse workforce, leadership

styles must also be evaluated to ensure competencies and practices include leading team members with different backgrounds.

While various leadership competencies are explored throughout the book, one key takeaway readers should not overlook is the importance the authors place on cultural intelligence (CQ). Cultural intelligence refers to the ability to understand someone's unfamiliar gestures and reactions the same way that person's compatriots would (Earley & Mosakowski, 2004). The authors suggest leaders with high levels of CQ may be more motivated and better equipped to overcome communication issues and team conflict, which ultimately leads to better performance (p. 203).

The book focuses on global team dynamics, however, the content applies to any organization or team and can be applied to various leadership scenarios. Any diverse team whether they function face-to-face or in a virtual landscape need leaders who can leverage their CQ to navigate cultural norms, values, and communication styles. The authors suggest best practices include understanding and highlighting cultural differences and embracing the diverse perspective to create an inclusive environment (p.136).

To do this, the book encourages leaders to continually develop their ability to navigate cross-cultural situations through increasing awareness of difference cultures, an openness to interact with those from different cultures, empathy, resilience, and self-efficacy (p.302). Ultimately, effective leaders must be able to adapt their practices to accommodate the unique needs of their team members. Understanding the importance of cultural intelligence allows leaders to not only improve performance of global teams but diverse teams in general. This is an important reminder that successful leadership involves embracing and leveraging the diversity and uniqueness of team members to promote inclusion, collaboration, and effectiveness.

As multicultural organizations, virtual and face-to-face, become commonplace *Leading Global Teams: Translating Multidisciplinary Science to Practice* is a timely book that offers valuable insights and strategies for effective leadership of diverse teams. Readers will be encouraged to embrace diversity and cultural differences and empowered to enhance and leverage leadership skills to enhance individual and team performance.

References

- Wildman, J. L., & Griffith, R. L. (Eds) (2015). *Leading global teams translating multidisciplinary science to practice*. Springer New York.
- Earley, C. & Mosakowski, E..(2004). Cultural intelligence. *Harvard Business Review.*, 82(10), 139–146, 158.