

**AN ABSTRACT OF “EXPLORING THE NATURE OF LEARNING OF GLOBAL  
LEADERS FROM INTERNATIONAL EXPERIENCE AND COACHING:  
AN INTEGRATIVE LITERATURE REVIEW”**

Natalia Fey

Hanken School of Economics

October 31, 2019

Note 1: This article is a draft. Please do not quote without written permission of the author.

Note 2: The author would like to thank the Marcus Wallenberg Fund for financial support.

## ***ABSTRACT***

International experience is acknowledged as the most useful method for global leadership development. However, not everyone benefits equally from international experience. During the last two decades our understanding of why this is the case and how global leaders learn from international experience has rapidly increased. Different learning mechanisms facilitating global leaders' learning from international experience have been identified in the literature. To date, however, no study has attempted to synthesize these key learning mechanisms.

Coaching has been suggested as another highly beneficial developmental intervention. However, limited attention has been paid in the literature to how global leaders learn during coaching interventions. Moreover, little attention has been paid to a synergy effect in global leaders' learning stemming from the joint use of the developmental methods of international experience and coaching.

The present paper systematically examines peer-reviewed studies on the international experience and/or coaching of global leaders published between 1998-2018, and contributes to the extant literature by: identifying key learning mechanisms and future research directions for the methods of: 1) international experience, 2) coaching, and 3) their joint use.

**Keywords:** *global leader, global manager, global leadership development, developmental methods, international experience, coaching.*