

INTRODUCTION

From the Editor

This journal provides a forum for the exchange of perspectives. Each issue contains two focal articles that take a position on a topic of importance to the field of industrial–organizational (I–O) psychology. These focal articles are first posted on SIOP’s Web site, and readers are invited to submit commentaries in response. A set of commentaries—some of which support and extend the focal article and others that challenge or add new perspectives to the focal article—are selected to be published with the article, along with an integrative response from the authors of the original article.

The first focal article in this issue, by Charles Scherbaum, Harold Goldstein, Kenneth Yusko, Rachel Ryan, and Paul Hanges, is entitled “Intelligence 2.0: Reestablishing a Research Program on *g* in I–O Psychology.” These authors argue that I–O psychology may be resting too much on its laurels when it comes to the study of intelligence and its use in applied settings. Given that intelligence may be increasingly important for success in a complex world and that other fields have taken the lead in advancing knowledge about this construct, the authors challenge us to get back into the game. The article is followed by 10 commentaries that point out the need for more conceptual clarity, vary in terms of the degree to which divergence from current approaches should be encouraged, and advocate for particular areas of focus in a renewed research agenda on intelligence. In their response, the focal article authors clarify a few misunderstandings, show how the commentators are moving the conversation forward, and are enthusiastic that the time is ripe for new directions in research on intelligence.

The second focal article, “Global Leadership: A Developmental Shift for Everyone,” was authored by Katherine Holt and Kyoko Seki. Katherine and Kyoko bring their own global experiences together with a grounding in the scholarly and practitioner literature to propose four developmental shifts required for success as a leader in the global context. They argue that I–O psychologists themselves will need to learn, grow, and change to be better equipped to help leaders make these shifts. It will require getting outside of the comfort of our discipline and our predominantly Western worldview, rethinking our approaches to development, and striving to become global leaders ourselves. The nine commentaries that follow the focal article offer a range of approaches, models, and tools for better equipping leaders for success in a global context. They differ, however, in their perspectives about *how different* I–O practices will need to be in a flattened, interconnected world. In response, Kyoko and Katherine leave no doubt about their perspective: The changes in the world are significant and call for equally significant changes in us and our practices.

Deserving special thanks for their contribution to the success of this issue are the individuals who reviewed focal articles and commentary submissions: Allan Bird, George Hollenbeck, Ann Howard, Kelly Hannum, Jerry Kehoe, Jean Leslie, Fred Oswald, James Outtz, Ken Pearlman, Marian Ruderman, Neal Schmitt, Chockalingam Viswesvaran, and Ellie Weldon.

Cynthia D. McCauley
Center for Creative Leadership