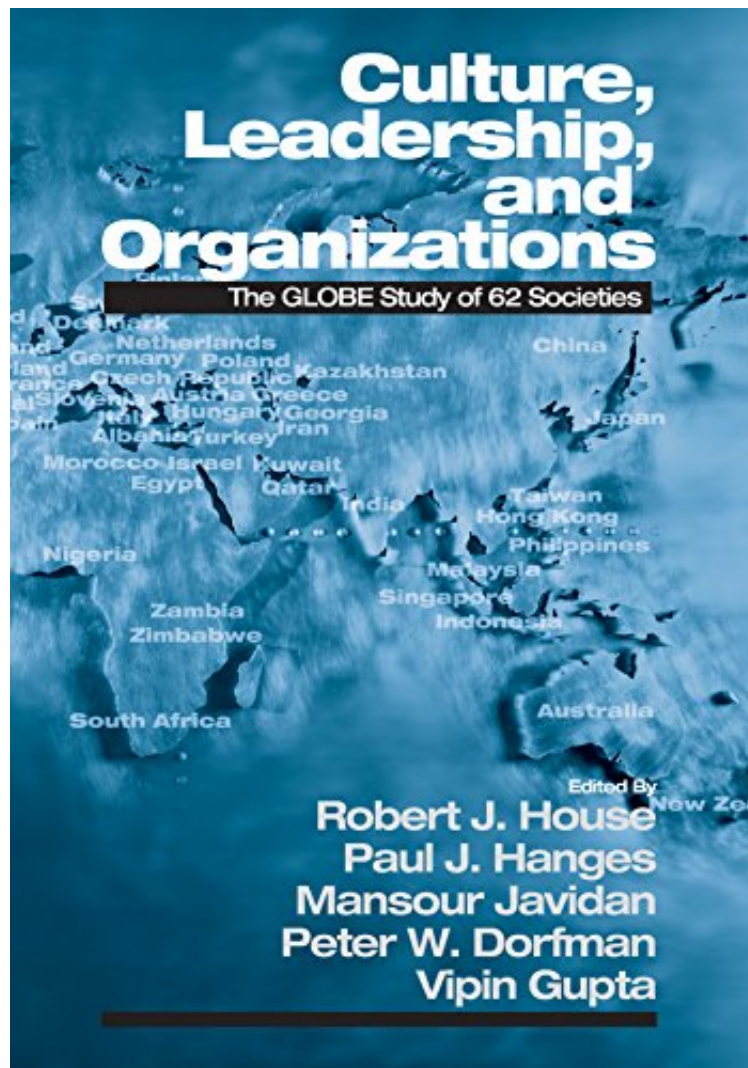


Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies

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Comprehensive Assessment of Cultures By John K. Kehoe As American business becomes more global, we need to be more alert to differences in cultures. Most of us know at some level that other cultures do not think and operate the way that we do. But we struggle to identify the differences. Sometimes we rely on anecdotes and examples. Sometimes we rely on popular journalism, especially about India and China. Sometimes we rely on stereotypes (the way the French or the Japanese are). All of these are incomplete. Robert House and his colleagues offer a comprehensive framework, based on very solid research, to understand the differences in cultures. They have identified 9 factors that differentiate cultures. Among the nine are how much the society is oriented toward meeting challenges and how much distance there is between the most and least powerful people. The US for example scores mid range on performance and low on power distance (gap between most and least is relatively small). House's framework alerts us to differences in dealing with organizations and people in other societies. For example, the Germans have a stronger performance orientation and greater power distance. So in working with Germans we have to be sensitive to their greater attention to results and to power differences. The book was written for academics, with Part 2 devoted to a detailed explanation of methodology. I believe that the book offers a lot of value to any practitioner who is seriously interested in understanding these culture differences. In particular, Part 3 offers a thoughtful explanation of the differences among cultures on each of the 9 dimensions. It is a tough read, but worth it, for anyone serious about learning to operate in the global economy.

Culture, Leadership, and Organizations reports the results of a ten-year research program, the Global Leadership and Organizational Behavior Effectiveness (GLOBE) research program. GLOBE is a long-term program designed to conceptualize, operationalize, test, and validate a cross-level integrated theory of the relationship between culture and societal, organizational, and leadership effectiveness. A team of 160 scholars worked together since 1994 to study societal culture, organizational culture, and attributes of effective leadership in 62 cultures. Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies reports the findings of the first two phases of GLOBE. The book is primarily based on the results of the survey of over 17,000 middle managers in three industries: banking, food processing, and telecommunications, as well as archival measures of country economic prosperity and the physical and psychological well-being of the cultures studied.

"These studies will expand readers' understanding of varying values and practices across cultures and help prepare them for functioning in a world where global collaborations have become essential to business survival. This book is itself a product of cross-cultural collaborative efforts. The 170 social scientists and management scholars from across the world met the challenges of meshing their cultural values and practices in producing this fluid and coherent series of studies, which fit together like the pieces of a jigsaw puzzle. Summing up: Highly recommended."--A.

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The 170 social scientists and management scholars from across the world met the challenges of meshing their cultural values and practices in producing this fluid and coherent series of studies, which fit together like the pieces of a jigsaw puzzle. Summing up: Highly recommended." (A. Hirsca CHOICE 2006-06-09)About the AuthorProfessor Robert J. House received his Ph.D. degree in Management from the Ohio State University. He went on to hold faculty appointments at Ohio State University, University of Michigan, City University of New York and the University of Toronto.nbsp; In 1988 he was appointed the Joseph Frank Bernstein Professor Endowed Chair of Organization Studies at the Wharton School of the University of Pennsylvania.nbsp; A prolific writer, he authored more than 130 journal articles, several of which have been reprinted in numerous anthologies.nbsp; Among the multiple awards conferred, House received the award for Distinguished Scholarly Contribution to Management, the Eminent Leadership Scholar award, and the ILA Lifetime Achievement award, as well as many awards for outstanding publications. He also authored two papers, which are Scientific Citations Classics.nbsp; House was the Principle Investigator and Founder of the Global Leadership and Organizational Behavior Effectiveness Research Program (GLOBE). Further, he founded a non-profit foundation to sustain the GLOBE Project beyond his tenure including a board of directors and a constitution.nbsp; House was a Fellow of the Academy of Management, American Psychological Association, and Society for Industrial/Organizational Psychology.nbsp; House's major research interests were varied but focused on relationships among power, personality, and leadership in contributing to organizational performance. The last two decades of his life focused on the implications of cross-cultural variation for effective leadership.nbsp; Prof. House passed away on November 1, 2011.Paul J. Hanges is Professor, Industrial/Organizational Psychology, of the Department of Psychology at the University of Maryland. He is also an affiliate of the University of Maryland's R. H. Smith School of Business and the Zicklin School of Business (Baruch College). He is on the board of directors of OBA Bank. Paul's research centers on three themes: a) human resource practices, team/organizational diversity and organizational climate, b) leadership, team-processes, and cross-cultural issues, and c) dynamical systems theory. He has written over 80 articles and book chapters. His publications have appeared in such journals as *Advances in Global Leadership*, *American Psychologist*, *Psychological Bulletin*, *Journal of International Business Studies*, and *Leadership Quarterly*. His research has won the M. Scott Myers Award for Applied Research from the Society of Industrial/Organizational Psychology twice: in 2004 for being an editor of the first GLOBE Book and in 2011 for his work on human resource selection processes. Paul is a fellow of the American Psychological Association, Association for Psychological Sciences, and the Society for Industrial/Organizational Psychology and he was a founding member of the GLOBE Foundation and has been a principal investor of this project since its inception.Multiple award-winning educator and author, Dr. Mansour Javidan received his MBA and Ph.D. degrees from the Carlson School at the University of Minnesota.nbsp; He recently stepped down as Dean of Research and is currently the Garvin Distinguished Professor and Director of Najafi Global Mindset Institute (www.globalmindset.com) at Thunderbird School of Global Management in Arizona. Mansour is Past President and Chairman of the Board of the GLOBE Research Foundation.nbsp; He is a coeditor of the first GLOBE book which won the Society for Industrial and Organizational Psychology's (SIOP) award for "The M. Scott Myers Award for Applied Research in The Workplace".Dr. Javidan is designated an Expert Advisor by the World Bank and a Senior Research Fellow by the U.S. Army.nbsp; He has published in *Harvard Business Review*, *Journal of International Business Studies*, *Organization Science*, *Strategic Management Journal*, *Academy of Management Perspectives*, *Leadership Quarterly*, *Management International*, *Organizational Dynamics*, *Journal of Applied Behavioral Sciences*,

and Journal of World Business. He is Past Editor, Global Leadership, for the Journal of World Business. He is a Fellow of the Pan Pacific Business Association and was named in Lexington's 2001/2002 Millennium Edition of the North American Who's Who Registry and Empirer's 2003 Who's Who Registry. Peter W. Dorfman is Professor Emeritus of Management at New Mexico State University. He recently held the Bank of America Professorship in the Department of Management. He is currently Chairman of the Board of Directors and President of GLOBE (Global Leadership and Organizational Effectiveness Foundation). His Masters and Ph.D. degrees are from the University of Maryland. His articles on leadership, cross-cultural management, and employee discrimination have appeared in Leadership Quarterly, Academy of Management Journal, Academy of Management Perspectives, Organizational Dynamics, Journal of Management, Journal of World Business, Advances in International Comparative Management, Journal of International Business Studies, Journal of Applied Psychology, and Advances in Global Leadership. Dr. Dorfman's current research involves investigating the impact of cultural influences on managerial behavior and leadership styles. He has been a co-principal investigator of the two decade-long Global Leadership and Organizational Behavioral Effectiveness (GLOBE) Research Project. As part of GLOBE, he has been a member of the GLOBE coordinating team, an executive board member, and an editor of the SIOP award winning book, Culture, Leadership, and Organizations: The GLOBE study of 62 Societies.