



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

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**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.

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## **Editorial Review**

### **Review**

"In his introduction, editor House succinctly points out that 'as economic borders come down, cultural barriers will most likely go up and present new challenges and opportunities in business.' The GLOBE (Global Leadership and Organizational Behavior Effectiveness) research project scientists set out to better understand how culture influences leadership and organizational behavior by studying 62 societies over a ten-year period. 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. This volume will be of value to those interested in cross-cultural studies, particularly as an extension of work by Geert Hofstede (e.g., *Culture's Consequences*, 2nd ed., 2001) and others...Highly recommended." (A. Hirschi *CHOICE* 2005-03-01)

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### **About the Author**

**Professor 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. In 1988 he was appointed the Joseph Frank Bernstein Professor Endowed Chair of Organization Studies at the Wharton School of the University of Pennsylvania. A prolific writer, he authored more than 130 journal articles, several of which have been reprinted in numerous anthologies. 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. 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. House was a Fellow of the Academy of Management, American Psychological Association, and Society for Industrial/Organizational Psychology. 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. 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. 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](http://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. 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. 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 Review*, *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 Empire'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 Review*, *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*.

## **Users Review**

### **From reader reviews:**

#### **Stephen Williams:**

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