

Strategic Leadership

The GLOBE Study of Antecedents and Consequences of CEO Leadership across 24 Countries

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Abstract

The latest Global Leadership and Organizational Behavior Effectiveness (GLOBE) CEO study was designed to continue our exploration of leadership behavior and consequences within a cross-cultural context. Our overarching hypothesis is that CEO's whose leadership style is congruent with a society's leadership expectations are more effective in managing their top management teams and in leading their corporations to higher levels of success. We also explore the extent to which CEOs actually manifest the behaviors desired within their society. In this project which has taken more than 10 years to complete, we offer a large scale study of CEOs in 24 cultures to better understand how and why they behave and what accounts for their success or failure. While this phase of the GLOBE project builds on and integrates the previous GLOBE phases, it has a markedly different focus from the prior phases. The focus has changed from the perspectives of mid-level managers reported in GLOBE 2004 and GLOBE 2007 to top level executives (CEOs and their TMT). The results presented in this symposium are entirely new, as are the new methods developed to test hypotheses. We will showcase both the new methods and completely new results in this panel discussion.

Target Audience

The audience that should be interested in this symposium are academics, particularly those interested in cross-cultural organizational behavior issues, consultants, and executives. We have significant empirical findings that indicate which kinds of leadership behaviors lead to successful top management team outcomes and firm performance.

Structure and format

The ideal format would be for a 90 minute to 2 hour symposium where we would present our GLOBE project design and findings. We would move to an audience question and answer format, but if desired could break down into groups to discuss issues such as a) what new questions were triggered by the project findings, b) what are the practical applications for you if you are a teacher, mid-level manager, CEO, or consultant, c) how do our findings compare with your understanding of cross-cultural “universality and culture specific” issues?