

LEADERSHIP IN THE ASIAN CENTURY: LESSONS FROM GLOBE

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ABSTRACT

In this paper, based on the results of the Global Leadership and Organizational Behavior Effectiveness (GLOBE) 61-nation study of culture and leadership, we present findings related to three 'clusters' of countries. These clusters are: (1) the 'Anglo culture' cluster (Australia, Canada, Ireland, New Zealand, white South Africa, UK, and USA), the 'Southern Asia' cluster (Iran, India, Thailand, Malaysia, Indonesia, and the Philippines), and the 'Confucian Asia' cluster (China, Hong Kong, Japan, Singapore, South Korea, and Taiwan). Data from the GLOBE study, reporting middle managers' perceptions of societal practices and values, and of the factors that facilitate and inhibit effective leadership will be compared across the three clusters. Results demonstrate that, despite differences in cultures, especially cultural values, perceptions of effective leadership vary substantially only in respect of the extent that participation is seen to facilitate leadership. In the Anglo cluster, participative leadership is seen as much more facilitative of leadership than in either of the Asian clusters. Results are discussed in terms of effective leadership styles suitable for management in the twenty-first century, where Asian economies are likely to play a more dominant role than they have in recent history.