



# **The License to Lead: An Eighteen Country Study of the Relationship Between Employees' Preferences Regarding Interpersonal Leadership & National Culture [L. Zander]**

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This study explores how employees want to be managed, and whether culture affects their preferences. It is strongly argued by influential researchers and practitioners that employees' preferences for management and organization are influenced by national culture. However, others claim with equal confidence that no such influence exists, or that it is insignificant compared to, for example, the effect of organizational culture. Based on a survey of over 17,000 employees in 18 countries in Europe, North American, Brazil, the Philippines and Japan, this study clearly supports the "national cultural view". It shows that employees' preference for interpersonal leadership varies across countries, while the preferred IPL is similar for employees working in different companies and industries in the same country. It is also clearly shown that employee' preferred IPL in the form of empowering, coaching, directing and communicating is significantly related to national cultural values and beliefs.

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