



Maximizing Business Results with the Strategic Performance Framework: The Cultural Orientations Guide

Lynne Elaine Putz, Joerg Schmitz, Karen Walch

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“As economic borders come down, cultural barriers could go up, thus presenting new challenges and opportunities in business.” This finding by Robert House and his colleagues in the GLOBE study leads to an urgent question: How do we create synergies, unlock innovative potential and achieve strategic performance in an increasingly diverse, interconnected, complex and unpredictable environment? As leaders rush to secure top-line growth, market expansion and cost reduction in the nooks and crannies of the global economy and within their organizations, cultural competence is of increasing relevance to their success.

The sixth edition of the Cultural Orientations Guide – fully revised, updated and expanded – lays out an approach for unlocking strategic performance through cultural competence, i.e. the Cultural Orientations Approach (or COA). Anchored by the Strategic Performance Framework, this approach provides practical guidance for the development and application of a comprehensive set of skills: cultural due diligence, style switching, cultural dialogue and cultural mentoring.

The broad understanding of culture offered in this book enables a constructive perspective on a wide spectrum of leadership challenges, such as leading a cross-functional project team, integrating two or more organizations, and assuming an executive role in a foreign subsidiary. The revamped Cultural Orientations Model frames key cultural differences through the dimensions of interaction style, thinking style and sense of self, capturing the behavioral, cognitive and emotional imprint of cultural conditioning.

Insights into culture in this book are backed up by the latest discoveries in the field of social neuroscience. Scenarios, case studies and exercises are provided throughout the book to help readers put them into practice. This sixth edition is as useful to students of culture's impact on business and performance as it is to savvy business leaders and practitioners. It offers a theoretically well-grounded and eminently practical approach to one of our time's most urgent and recurring leadership challenges.

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