

# Charisma, Paternalism, and Business Leadership in Latin America

By  
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*If populist politics reveals a paradigm, in countries where populist politics are acceptable, effective paternalistic business leaders must offer unlimited protection in exchange for similarly unlimited allegiance from the workers. The reverse interview survey reported here suggests that, within knowledge-based industries, the knowledgeable leader might override paternalistic considerations that nonetheless rule for the larger segment of Brazilian workers, who may shun the foreign-appointed boss the most. Unfortunately, multinationals tend to expand abroad when they are mature businesses whose people-oriented founders may be long gone. Their more technocratic successors are more likely to appoint the most despised leaders at subsidiaries. © 2010 Wiley Periodicals, Inc.*

Perceptions on charisma influence managerial images of acceptable leadership styles. Foreign managers in Latin America may falter in their efforts to direct local subordinates, because their charisma may be less appealing to Latin Americans.

The style of charisma acceptable to Latin Americans stems from the notion of paternalism. Paternalism is defined as a hierarchy within a group, by means of which advancement and protection of subordinates are expected in exchange for loyalty, usually to a father figure, or patriarch, who makes decisions on behalf of others for their good even if this may be against their wishes. These social arrangements permeate all spheres of life and are stronger in rural areas. Where patriarchalism rules, its

legitimacy has seldom been questioned in organizations, including government or ecclesiastical circles.

Patriarchalism was at the root of the loyalty networks that enabled the success of the basic mercantile economic unit through which, at minimum, two partners would engage in productive activities (Lockhart & Schwartz, 1983, p. 16). These binding relationships naturally had regional ties, and a person's geographical origin would suffice as an entry to the fold when closer kinship could not be established.

Patriarchal networks fitted like a glove in the new and hostile world of the Americas, where everyone depended on the rest for survival and where networks were needed that were tight enough to ensure survival but also loose

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enough to incorporate members of the clan arriving on boats from distant ports. But this arrangement was stronger among peoples of a Mediterranean extraction, where there is less emphasis on individual autonomy than in northern Europe. Patriarchalism acquired legitimacy in Latin American countries, and its permeable frontier shaped its urban political dimension: populism.

Populism may be seen as the urban political expression of patriarchalism. It is a long-held form of making politics in Latin America, where individuals traditionally belong, first to a family, through which they are bound to a patron. Despite its fiery language, populism has traditionally been a reformist rather than a revolutionary movement. It sought reform without threatening the basic fabric of society, which remained firmly grounded in concentrated private property, even when espousing modest redistribution attempts. Populism's strength derived from the longing of the dispossessed for protection and inclusion, which was brought about through the general betterment of the working class and the integration of the poor into society. Charismatic populist leaders invariably capitalized on the poor's need to belong and achieved great followings by offering understanding, protection, and dignity to the masses—in the thymus sense so stressed by Fukuyama (1992, pp. 165–168). Aycan (2006) points out a similar relevance of paternalistic relationships in the Middle Eastern and Asian business environments.

Management theory, being mostly North American and thus bound to the Emersonian concept of individual self-reliance, does not emphasize this paternalistic style of leadership as much, but it is not altogether unknown—Louisiana's governor (1928–1932) Huey Long promptly comes to mind. On the other hand, populist leaders in Latin America have historically attracted—and still attract—massive followings. One may question the wisdom, modernity, or even fairness of the moral pact in a populist political setting, but one thing is certain: populist movements reveal a desire by the populace to surrender individuality—an inclination that is unknown in North America, where much of the thinking on corporate leadership takes place.

If the trade-off of individuality and freedom for protection, as revealed by Latin American workers' allegiance to populist leaders, is anything to go by, expecting a Latin American employee to commit to a corporation merely for money is bound to lead to disappointment. When confronted with a mercenary style of leadership, in which the boss demands allegiance in exchange for a wage, Latin American workers are likely to feel shortchanged. Their response will be to accept the money but to reciprocate

less than is expected or desired. From a business point of view, the worker displays a lack of engagement. From the worker's point of view, he or she has been betrayed; for, by limiting his or her own engagement to the agreed wage, the boss has shown a lack of interest in the protection of the worker, “no matter what.” While this may seem exaggerated to the trained North American manager, it is not to Brazilians—so much so that downsizing in Brazil, though not in the United States, is perceived as a moral defeat of the boss (Barros & Prates, 1996, p. 88).

It would appear that a Latin American employee, once basic needs are satisfied, expects a much greater allegiance from the boss than a modern fair pay arrangement would imply. No amount of team-building exercises will undo the original sin of limiting the employee's expectations for protection to a salary. Excluding the worker's mother from the company's family health coverage, for example, only confirms the foreignness of the administrative culture in countries where the family unit frequently involves an elderly mother or grandmother, if not a grandfather as well.

## How Culture Affects Enactment of the Dimensions

Charisma, it seems, is king. Nobody expects a leader, even a business leader, to be completely lacking in charisma. The issue we need to look into is what is recognized as charisma in different cultures, or even how charisma functions within one culture in varying roles, such as education, religion, or public administration. But let us focus here on business leadership.

The business leader in a U.S. multinational in Brazil or Argentina must be ready to break with leadership standards that might be acceptable in the United States, such as objective business relationships, in order to fine-tune his or her leadership style in the new environment. Like some of the best actors, managers would do better if they relied on intuition rather than rationale (Lieberman, 2000). But relying on intuition is not generally recommended in a culture such as the U.S. one, so conditioned by aphorisms such as “look before you leap” or “watch your step.” In cultures where intuition is downplayed and where the stakes are usually high, business leaders will tend to transfer command of their behavior to their analytical prowess, putting intuition aside.<sup>1</sup> However, rational thinking may not always lead to better results and may ignore important alternatives.

The best leaders do not seem to know “how they do it,” nor can their subordinates explain why they follow them. Professor Rob Goffee (Goffee & Jones, 2006, pp. 88–89) of

the London Business School claims that good leaders have good situation-sensing skills, that they show they care, and that they have an excellent sense of timing and context.<sup>2</sup> Although it might be difficult to recognize that leadership skills cannot be explained or taught, we can recognize that these qualities are contingent on culture.

## The Viceroy Is the Wrong Man in the Wrong Place

The prevailing views on leadership in Latin America are different from those in the United States, and those differences are culturally based and therefore stable, perhaps even over centuries, and with roots in an area of Europe that remains culturally distinct from the European region that gave birth to the United States of America. Not only are leadership styles different, but also the natural selection of expatriate managers sent to Latin America, or of local managers selected there, may make a major difference in terms of leadership effectiveness.

The prevailing Northern Hemisphere managerial style, shunning paternalism, may be selecting the wrong people for leadership positions in multinationals in Latin America. If the U.S. leadership paradigm is out of sync with the Latin American one, an executive in the United States seeking someone to lead a multinational's operation in Latin America is likely to select and promote the one who best matches the North American paradigm, not the other way around.

This is not to be construed to mean that multinationals perversely select and groom leaders that their hosting community would not itself choose to follow. But it does mean that in the process of selecting a local leader to represent a multinational in Latin America, the “weed-ing out” process, at best, favors the bias of the person doing the selecting. The leadership outcome is usually so uninspiring that seldom does a Latin American executive of a multinational succeed as a leader of any other type of local organization. In fact, in Brazil, I know only three success stories. The former international executive of the Bank of Boston, Henrique Meirelles, later became a congressional representative and president of Central Bank. More recently, Antonio Maciel Neto, in May 2006, left a position as vice president of Ford for Latin America to join Aracruz Celulose. Then we have José Carlos Grubisich, whose career was mostly associated with Rhodia and the French Rhône-Poulenc group. Vicente Fox is also an example, in Mexico, in that he rose to the presidency after a successful career as a Coca-Cola executive. But those cases are few and far between and they make the news precisely because they are rare.

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## A Leader for Each Phase

As if this were not enough, another trend is at work that compounds matters: mature U.S. business organizations—the type more likely to expand internationally—tend to select disciplined rather than creative minds to oversee Latin American operations. The artistic mind, in the typology conceived by Canadian social psychologist Patricia Pitcher, would be an individual who is emotionally intelligent, visionary, creative, and eager to arrange a team of collaborators capable of innovating and venturing into challenging opportunities (Pitcher, 1997). Such people have people-oriented minds, thrive on contact, and readily become personal. Yet artist leaders also need the collaboration of controlling talents, whom Pitcher called *technocrats*, and dependable people who could be trusted to run the operation, whom Pitcher called *craftsmen*.

Pitcher is not alone in believing that a modern corporation requires a mix of talents that covers a broad spectrum of personalities. Her concept of a modern company is one that embraces “all kinds of perspectives . . . even the cerebral, analytical, and uncompromising.” However, Pitcher also maintains that while the artists and craftspeople possess an innate ability to live with that diversity, the technocrat has a harder time with it. This is why the technocrat, once in power, tends to alienate those different colleagues. It may well be that the technocrat is most vital in the mature stage of a corporation, when the latter cannot as easily accommodate the emotional outbursts or

lack of discipline that might characterize artists, or the lack of worldliness that might characterize craftspeople. Leadership styles must match corporate culture, and the latter depends on the corporation's maturity phase. Mature corporations may rely more readily on controlling minds for leadership, as is more fitting of "mercenary" corporate cultures (Goffee & Jones, 2002).

Of interest is that many—perhaps most—of the multinational companies that set up shop in Latin America do so to seek access to markets for older products that have hit a slow-growth phase in the United States or elsewhere. These are mature organizations, and the artists that may have initiated them are long gone. International expansion in Latin America is not for the high fliers—unless they are very young—nor for artists seeking challenges. Organizations that expand internationally are likely to be managed by technocrats.

It seems that the technocrats, given their disciplined minds, are catapulted to positions of leadership they were not born to and sent off to manage Latin Americans. Despite their shortcomings, in Latin America they are the bosses, stifling the creativity of the artists beneath them, if any are hired at all. Headquarters does not like surprises and will seek dependable individuals who will have to learn how to cope with small and thin markets overburdened with government regulations.

Whether it is an American expatriate or a local who is selected for the job of top manager in Brazil or Argentina, the decision is largely made with an eye to the bottom line, not to diversification, innovation, or international expansion from Latin America—challenges that might attract the artist mentality. The appointed subsidiary leader in Latin America will operate within stringent headcount and financial restrictions that are in place with a view to a global strategy that was not designed by the hired leader. Those selected for these down-to-earth jobs will be highly paid and command a lot of attention while they are in the job, but they are unlikely to be the best type of leader for the local workforce. This is why, upon retirement, they rarely fit into local organizations, despite their vast experience. Not only do the executives' pay scales and profiles as multinational expatriates deter local organizations from wooing these potential candidates, but the crucial issue of leadership style also acts as a key obstacle.

A recent survey revealed the degree of executive career crossover between Brazilian and multinational corporations. It is very low, indeed. Out of 100 top managers of some of the largest among foreign subsidiaries in Brazil, only 16 had not been employed in a multinational corporation immediately before being promoted to the subsidiary's top position.<sup>3</sup>

## Matching Leaders to Followers

It appears that the leadership styles of foreign-appointed heads of subsidiaries are inadequate to lead organizations in emerging markets. The mismatch has profound implications for productivity and foreign direct investment in these markets. As the outsourcing of manufacturing and service jobs proceeds toward lower-cost, more patriarchal, and more collectivist societies, further problems will arise from the uneven matching of foreign-appointed leaders with workers in emerging markets.

### The Behrens Leadership Survey

To test whether national culture makes a difference in pairing business leaders with workers, this author took an uncharted route to complement previous work such as the Wharton-based Global Leadership and Organizational Behavior Effectiveness (GLOBE) project.<sup>4</sup> In taking this avenue, the survey redirected, in favor of the worker's point of view, the usual research focus on the leader.

Previous survey-based work, like Wharton's GLOBE project, has succeeded in eliciting universally desirable qualities of leaders, such as charisma, but has not shown what such qualities mean to different cultures nor, therefore, which leadership style is most effective and where.

Assuming that national culture determines the acceptability of business leadership styles, we should be ready to accept that leadership that is more attuned to national styles will render better responsiveness among workers, stimulate engagement, and foster productivity. At job-entry levels, this cannot be reliably tested, for there are too many extraneous factors affecting the decision of taking a job or not, and the entrants have too little experience to be able to compare business leaders. But, at the middle-management level, people have developed a fair idea of the significance and effectiveness of business leadership and should be able to make informed comparisons.

A Web-based questionnaire solicited responses from executive MBA alumni, both Brazilian and foreign, to rate a given set of business leaders on a five-point Likert scale according to their acceptability as leaders.<sup>5</sup> Leadership styles were illustrated via six-second muted videos played on YouTube.com. The leaders, all white males in their 50s and 60s, were each purported to deliver an equivalent flow of rewards to shareholders and workers.<sup>6</sup> The characteristics being rated were the leaders' appearance and demeanor, not their efficacy in achieving results, as they were all expected to deliver the same results, nor the quality of their judgment, for their arguments could not be heard.

The conditions of the selection may seem too stringent to be meaningful; however, we already know that students exposed to silent videos of unfamiliar lecturers have rated the effectiveness of a given lecturer almost as highly as students who had studied a whole semester under the same lecturer.<sup>7</sup> This suggests that there is a cognitive level at which experienced businesspeople, for example, process imperfect information to the degree possible (Lieberman, 2000, p. 110). Empathy with a leader is one cognitive area where this fuzzy logic stance plays a most relevant role (Babad, 2005).

The 147 anonymous replies, largely from middle managers (73 from Brazil), came from basically two networks: EMBA alumni of the Brazilian business school IBMEC São Paulo and alumni of the London Business School, which supplied half of the 74 non-Brazilian responses. Many of the remaining foreign replies came from members of EMONET, the professional and academic network on emotional intelligence supported by the Academy of Management listserv, and at least eight came from the University of Chicago's Graduate School of Business. Both categories of respondents, Brazilian and foreign, worked principally in the knowledge-based industries, like banking, law, and consulting companies. Representatives of manufacturing companies were almost entirely absent from both samples. Over two-thirds of respondents were males in their mid to late 30s. We excluded the replies of those who acknowledged recognizing any of the leaders in the videos, and were left with 130 valid replies.

Upon viewing the muted videos of the business leaders, two sets of IBMEC EMBA students, one with six students and the other with twenty, were asked to freely associate their impressions of the leaders using single words, and to freely choose an animal that best fit each leader's style (see Table 1).

The students' impressions were then reviewed by a social psychologist for possible deviations of their perceptions, given the variety of quality and image backdrops. No such deviation was detected.

### Survey Results<sup>8</sup>

The most favorable responses of all the alumni, Brazilian and foreign, clustered around the slim, bearded owl-type leader of a Brazilian engineering design company with 700 employees, in which close to 400 are owner-employees, underscoring what was already known publicly—that people want to work for this leader. Almost two-thirds of the foreigners and 51% of the Brazilians regarded this candidate favorably. His gestures calmly conveyed a priestly, fair, and knowledgeable impression of reliability, as befits knowledge-based industries (see Table 2).

When asked whether that leader would also be amenable to their coworkers, the more egalitarian foreign alumni mostly held their ground. The Brazilians, however, tilted toward the Brazilian cow-type leader of a large agribusiness corporation, who conveyed a calm, paternalistic, and more protective image. The tilt was sizable; while the non-Brazilian alumni's initial preference for the owl-type leader dropped by only 10%, the Brazilians'

**TABLE 1** Summary of Comments by the Behrens Survey's Focal Groups

Leader's Organization	Most Frequent Words Inspired by the Leader's Style Among Brazilian EMBA Students	Animal the Students Associated With the Leaders	Why This Animal?
Brazilian engineering design company	Magistrate, balanced, knowledgeable, sure, professor, able, fair	Owl	Wisdom
American low-fare domestic airline company	Hard, fair, penetrating	Eagle	Big picture
Brazilian agro-industry	Protective, reliable, avuncular, fair, likable	Cow	Serves caringly
Large international American retailer	Tough, straightforward, focused, reliable, difficult	Lion	Rules
American packaged food distributor in Brazil	Unreliable, used car salesperson, self-protective, careerist, me-first	Vulture	Scavenger
British and New Zealander activist-entrepreneur	Inflexible, reliable, unobtrusive, nonthreatening	Beaver	Predictably industrious

preference for this leader dropped by 43%. The Brazilian respondents' shift to the cow-type leader is a concession to a paternalistic, nonegalitarian society where a leader who is best for the alumni of an elite business school may not be deemed the most appreciated by the rest of the working population.

The two American-style leaders were deemed acceptable to almost everyone and aroused the lowest rejection. The eagle-type leader—the star American—was the head of a domestic U.S. airline company who had innovated low-fare services. The other American, the lion-type leader, was the head of one of the world's largest retail chains. His measured hand gestures underscored his facial expressions—appearing to stress stringency and constraints.

The least-appreciated business leader of all, to both foreign and Brazilian alumni, but particularly to the latter, was the vulture type. He was the Brazilian head of a U.S. packaged-food retailer in Brazil selling almost \$200 million a year. He was perceived to be as trustworthy as a used-car salesman was, and more than two-thirds of the respondents had a strongly unfavorable perception of this leader. A full 43% of the Brazilian replies opted for the alternative, “I would rather not work under his command.”

This robust negative rating would seem to convey a marked dissatisfaction with a boss who is deprived of the qualities expected by subordinates, Brazilian or not. It may be that this youngish executive, trying too hard to be accepted by the foreign bosses, ended up disenfranchised by his colleagues, locally and abroad. Apparently, the foreign-appointed local boss was not very convincing as a leader of locals. Of course, these are only first impressions regarding a single case in a controlled setting.

A sixth videotaped leader, who was British, spoke for six seconds without any facial expression whatsoever. That was deemed reliable, predictable, and fair, and he was designated the beaver-type leader. Yet this style was uninspiring to most—except to some who mostly turned out to be active in the information technology industry—thus, the beaver-type leader made too little of a dent in the choices to be an effective alternative.<sup>9</sup> With the benefit of hindsight, it did not seem to be a satisfactory choice to include this leader in the same set as the others, but he was the only European leader of whom we had a satisfactory video.

This piece of research was an exploratory step toward eliciting views on business leadership styles from the “other end of the gun.” The leader who, in the real world, was chosen by his colleagues to lead the company was the

**TABLE 2** Summary of the Critical Replies to the Survey Questions

With which business leader would you feel most comfortable at work?				Which business leader do you think the majority of your coworkers would prefer to work with?			
		% of Replies Within Cultural Cluster				% of Replies Within Cultural Cluster	
		Foreign	Brazilian			Foreign	Brazilian
Top choices				Top choices			
	Owl	33.3	27.7		Owl	30.0	15.9
	Eagle	18.3	18.8		Eagle	15.0	25.0
	Cow	10.0	18.5		Cow	20.0	31.7
	Lion	3.3	20.3		Lion	6.7	16.9
	Hyena	0.0	6.2		Hyena	0.0	4.6
	Beaver	10.0	15.4		Beaver	18.3	14.5
Bottom choices				Bottom choices			
	Owl	3.3	16.9		Owl	3.3	14.3
	Eagle	11.7	10.9		Eagle	5.0	10.9
	Cow	10.0	15.4		Cow	11.7	17.5
	Lion	11.7	4.7		Lion	10.0	7.7
	Vulture	26.7	44.6		Vulture	25.0	30.8
	Beaver	31.7	38.5		Beaver	18.3	30.6
Total replies		60	65	Total replies		60	65

Note: Bold numbers indicate highest share attained by replies within the cultural cluster.

calm-inspiring, owl-type leader, the one overwhelmingly preferred by foreigners and Brazilians alike. The foreign-appointed leader of local subsidiary of a U.S. multinational, the vulture type, failed flatly in eliciting intuitive approval. Not even top world business leaders, such as the eagle and lion types, while amenable, became the first choice of Brazilian followers, and, in any case, such leaders are in too short supply to provide a solution for staffing leadership openings in emerging Latin American markets.

The leader perceived as paternalistic was the most acceptable to the majority of Brazilians. The effectiveness of leaders of knowledge-based industries may be less sensitive to national boundaries, and these were the top choices of both cultural clusters; yet, when it comes to leading the majority of workers in Brazil, the preferred leadership style, that of the cow-type leader, is the most attractive nationally of all the choices, conveying a sense of patriarchal, protective, and caring leadership—as might be expected in the case of Brazil. Incidentally this was the outcome of a hands-up survey carried out among less privileged evening university students of accounting at the Federal University of Santa Catarina, where, on October 28, 2008, I gave a lecture to more than 250 students in which I showed the same videos and students chose the cow-type leader as their most preferred one by a margin of 4 to 1.

## Summing Up: Leadership Surveys in Latin America

Charisma carries the trophy in leadership issues, business and otherwise. The GLOBE project tells us that quite clearly. Furthermore, GLOBE data show that we can expect differences in leaders in the various cultures we are most concerned with. We suspected this already; after all, one can hardly conceive of a candidate like Argentine General Juan Perón ever carrying a presidential election in the United States. What we did not know is how the enactment of charisma may affect the efficacy of a leader in a culture different from his or her own.

Because the enactment of charisma is culturally contingent, the policy of choosing people from one culture to lead business in another culture may be problematic. This is why we asked people of different cultures to express their preferences for working under different types of leaders, as perceived in a test constructed to gauge the charisma of the sample leaders. Exploratory as this test may have been, it succeeded in illustrating the expected choices: (1) the majority preferred to work with the leader who, in real life, has been chosen by his followers to lead them; (2) the average workers, although not the

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elite within a culture, appeared to side with the leader best cut out to lead them (and those chosen were not foreigners); and (3) local leaders chosen by foreigners to lead locals may be the worst type of leadership choice. Representatives of Brazil's sizable agribusiness or retail sectors, eminently Brazilian and thus less permeable to the Davos culture of EMBA students at elite schools, were totally absent in the Web-based survey. This might explain the high commonality of preferences in choosing the owl-type leader.

A broader coverage, encompassing more typically Brazilian sectors, is likely to increase the Brazilian adherence to the patriarchal cow-type leader—with occasional authoritarian overtones that perhaps render the image closer to that of a bull than a cow. In a further extension of this approach, one would also want to test the acceptability of a broader range of leader types, including women and alternative ethnic groups, as well as a more homogeneous set of video qualities.

In Brazil, a likely arena for further studies would be, for example, the road and air transportation industries, besides retail and agribusiness. In those environments, the web of personal relationships and allegiances—so prevalent in Latin American interaction—is even more pronounced and less subject to the intervention of foreign management techniques, but are also less familiar with Web-based surveys.

The research agenda should seek to understand the implicit or moral contract established between the owner-boss and the employees of targeted national industries,

and then strive to emulate that bond in a corporate setting and to model it in leadership training environments.

Determining what business practices are being applied in settings such as the transportation industry would require training to spot telling signs. Whether leadership qualities are innate or acquired is immaterial to this discussion. It is obvious even in informal settings who the leaders are, especially in environments where there are few formal obstacles to prevent them from rising to relevance. Nonetheless, this research on matching leaders to followers makes some simple observations, such as the paucity of executive crossover between national and multinational organizations in Brazil. This is largely an issue of fit to culture, which is corroborated by the responses of survey participants in the research project on leadership.

In all, this survey was a litmus test on leadership that has conveyed the importance of correct matching of leadership styles to national and corporate cultures. Yet if local leaders of multinationals continue to be chosen from among those who resemble their foreign owners, the selections are likely to be frustrating to the local workers and ultimately disappointing in terms of limited worker engagement, reduced productivity, and poor returns for investors.

This trend could also have political implications. For lack of an alternative and sufficient wisdom, as the U.S.

managerial credo makes further inroads into domestic Latin American companies, national styles of social interaction will lose even more ground, creating additional frustration and disappointment. Some of this discontent has been manifested in the last decade of electoral outcomes in many Latin American countries. People are being managed as foreigners in their own lands, and they are telling us they do not like it.

Local leadership potential abounds, but it must be honed and directed in order to generate business and run day-to-day operations. If training occurs in environments where the management style does not reflect the local culture, we are unlikely to reap the best results from our local talent. People will not fit in comfortably, and the potential for alienation will be great.

## Acknowledgment

This article is adapted from Chapter 12 of *Culture and Management in the Americas* (Stanford University Press, 2009), with the permission of Stanford University Press. The author wishes to thank the editor of the *Thunderbird International Business Review* and its board for the remarks that made the adaptation possible and FIA's Guilherme Suedekum for his invaluable help in meeting the journal's guidelines.



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## Notes

1. That there is admittedly little room for intuition in American business does not mean that it should not be taken into consideration in studies of Latin American leadership, particularly when it has already been mentioned as relevant, as in Dávila, C., & Gómez Samper, H. (1994). Innovative management and organizational development in Latin America. *International Executive*, 36, 671–688. The relevance of intuition was also acknowledged by a contributing author to the GLOBE project, Colombian Enrique Ogliastri, PhD, who nonetheless did not follow up in his text, which focused on the results of an American-designed survey. See Ogliastri, E. (1998). Culture and organizational leadership in Colombia. Universidad de los Andes. Retrieved October 15, 2008,

from [http://www.fh-fulda.de/fileadmin/Fachbereich\\_SW/Downloads/Profs/Wolf/Studies/colombian/colombian.pdf](http://www.fh-fulda.de/fileadmin/Fachbereich_SW/Downloads/Profs/Wolf/Studies/colombian/colombian.pdf).

2. Rob Goffee (presentation to the London Business School's Alumni Summit, June 4–5, 2004).

3. Amiky, L. G., Magalhães, G., Muraro Mirabello, K., & Guazzelli, R. (2006). Cross-Over Entre Líderes de Empresas Nacionais e Multinacionais. Final coursework of Cross-Cultural Management course led by Professor Alfredo Behrens at INSPER (formerly IBMEC São Paulo) in 2006. A regression analysis of the data seeking to explain the presidencies of multinationals based only on presidents' affiliations to the same or another multinational immediately prior to their promotions rendered a coefficient of 0.9375 and student *t* value of 15.16575 in a regression with  $R^2 = 0.833333$ .

4. The survey itself was part of coursework undertaken by IBMEC EMBA students Mauro E. R. Persona, Michel Itkes, and Alessandro B. X. Pinto. The author wishes to acknowledge the impressive effort deployed by these professionals, as well as to thank the anonymous respondents who made this survey possible.

5. The survey in English may be viewed at [http://www.surveymonkey.com/s.aspx?sm=RmjrCcI4Fojr\\_2b49iPs5JA\\_3d\\_3d](http://www.surveymonkey.com/s.aspx?sm=RmjrCcI4Fojr_2b49iPs5JA_3d_3d) or <http://bit.ly/10cWIm> (accessed June 24, 2009).

6. The selection of videos was restricted by international comparability. Acceptable-quality videos on Brazilian leaders addressing their followers were relatively less available, particularly among women and minority leaders. Also, we did not want any logos or signs identifying the background language. This further restricted our choice, and we compromised by representing only white males in their 50s and 60s.

7. Ambady, N., & Rosenthal, R. (1993). Half a minute: Predicting teacher evaluations from thin slices of nonverbal behavior and physical attractiveness. *Journal of Personality and Social Psychology*, 64, 431–441. Similarly, nonverbal cues were found to be positively related to liking, trust, and judgment on performance in DeGroot, T., & Motowidlo, S. J. (1999). Why visual and vocal interview cues can affect interviewers' judgments and predict job performance. *Journal of Applied Psychology*, 84, 986–993. Nalini Ambady and Nicholas Rule have made further important tests measuring students' significant appreciation of corporate profitability based on face characteristics of business leaders. Ambady, N., & Rule, N. O. (2008, February 1). The face of success: Inferences from chief executive officers' appearance predict company profits. *Psychological Science*, 19(2), 109–111. See also, Face value. (2008, January 24). *The Economist*. Retrieved November 17, 2009, from [http://www.economist.com.libproxy.london.edu/sciencetechnology/displaystory.cfm?story\\_id=E1\\_TDVVJSST](http://www.economist.com.libproxy.london.edu/sciencetechnology/displaystory.cfm?story_id=E1_TDVVJSST).

8. Incidentally, this survey was repeated in Buenos Aires with ten participants at an executive workshop with the University of San Andrés, and again with 35 salespersons from the pharmaceutical company Schering

during a Fundação Instituto de Administração (FIA) course in July 2008, and rendered similar results.

9. Interestingly enough, this same character was the most preferred one of the only four respondents whom I know took the test and were of Indian subcontinental extraction. This may recommend further testing.

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