Note to the Reader:

The second printing of this book corrected a few errors in chapters 5 and 7 in the first edition. The errors were simple but important. The errors occurred in the use of an example in chapter 5 and presentation of figures and one table in chapter 7. They have since been corrected in this second printing. It is important to note that errors only occurred with “descriptive statistics” and none of the actual calculations, results, findings, or implications of the project changed. However, we sincerely apologize for errors in the previous printing.

The layout of the book, including all text, figures, and index is identical to the first printing. We have changed the color of the book cover to indicate the revised edition. The specific changes are more fully explained below.

Chapter 7 Changes:

1. Table 7.1 page 196 has been replaced. In the first printing it contained data from all 24 countries for the primary leadership factors but averages were presented for the 6 global dimensions from the 18 countries that contained both the CLT and CEO behavior. Table 7.1 is now consistent and contains data using all 24 countries (as the figure title indicates).
2. Figure 7.1a, “Enactment of Charismatic Leadership Behavior” has been replaced.
3. The figure on page 220 (Mexico, Culturally endorsed Implicit Leadership Theory and CEO Leadership Behavior) has been replaced. The CLT and CEO behaviors were reversed in the first printing.
4. The figures in “Appendix 7.1” have been replaced as data for the CEO leadership dimensions “Participative” and “Humane Oriented” were slightly off.
5. The text in Chapter 7 has been changed to reflect the changes in Table 7.1 and figures in this chapter.
6. We repeat that no analyses or findings were adversely impacted by the above errors.

Chapter 5 change:

1. The example for calculating gestalt “Fit” on pages 166-168 was erroneous and missed the essential point that each kind of fit (pattern similarity fit and absolute behavioral fit) independently contributes to the gestalt “Fit”. The example has been correctly explained in the new printing.