

**“That Certain Global Something...”**  
**PDW Presented at the 2005 Academy of Management Meeting (Honolulu, HI)**  
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**Main points from the “SWOT analysis” of the field**

**Strengths**

- If it exists, “it” is wonderful-- we need it!
- Lots to build on
- Field is dynamic
- Growing demand for this research
- Multidisciplinary work
- The market place of ideas is wide open

**Weaknesses**

- Field is not well-defined
- Is there only one “something”?
- Lists of competencies – are they exhaustive?
- Sub-disciplines looking at very similar constructs
  - No systematic database of multi-disciplinary approaches
  - Too many different perspectives – how do we deal with them all?
  - Integration of what we know is challenging
- Very few people work on complex models
- Where is the evidence? How can we translate what we know into practice (i.e., higher performance)? We need more data
- Measurement issues in general
- What is our dependent variable? Is the outcome measure context-specific?
  - What is “global”? → the definition has changed
  - “Success” (and related variables) is/are defined differently across contexts (e.g. good leadership—individual emphasis in the US, contextual emphasis in Europe)
- We need to move beyond what works in particular country

**Opportunities**

- We need an integrated framework
  - Need to integrate academic + practical knowledge
  - Need to integrate individual + organizational levels of analysis
  - Need to address generalizability across employee levels

- We have a lot to learn from analyses of interactions
- We can develop ideas in a multi-cultural context
- Multi-disciplinary teams provide new opportunities
- We have lots of methodological tools
- Real business need
  - Lot of growth expected – companies will spend money for this because it is viewed as critical
- Application of models in not-for-profit settings
- “Global” has changed and so have the possibilities of contributing to an ever changing dynamic field. We have the potential to change the world!
- “Have faith and pursue an unknown end!”

### **Threats**

- The publishing game can be disheartening—and antithetical to doing good research
- Funding/ Tenure clock as challenges
- Keeping up publication records: Everyone wants his/her “own cut”—as long as there are many models everyone can publish something?
- Organizations are very interested in this but they are also a threat
- Too many vendors. Very few have rigor.
  - We should help companies to know what is garbage. It is our responsibility as academics to educate companies.
- Danger of propagating US instruments to the world