Michele Gelfand

Award-Winning Cultural Psychologist, Stanford University's John H. Scully Professor in Cross-Cultural Management & Professor of Organizational Behavior

The Secret Factor Driving Corporate Performance: Tight & Loose Cultures Every leader wants to create a high-performing workplace culture. But let's be honest: a mission statement, motivational video, or even financial rewards do little to move the needle. That's because none help shape the actual *social norms* that make up company culture. To improve these building blocks, business leaders need to perform a cultural audit and understand how to design their cultures based on the science of social norms. They need to balance their flexibility—or *looseness*—and standardization—or *tightness*. The best leaders have *cultural ambidexterity;* they know when to deploy each. Gelfand will help today's leading businesses shape their culture to generate the best of both worlds.

Going Global? How To Ensure Cultural Compatibility Through Mergers & Growth Billion-dollar mergers require extraordinary due diligence. But vetting financial statements, legal risks, and even nation-state instability isn't sufficient. In today's world, executives must ensure *cultural compatibility*. From Daimler Chrysler to Amazon and Wholefoods, Gelfand will discuss the cultural icebergs that lie beneath the surface of these deals, how they limit performance, and more importantly, how to avoid cultural pitfalls. She will also help you to identify the types of employees who will perform effectively in different environments as you grow your business across cultural borders.

Increasing Your Cultural Intelligence (CQ) Most people know about IQ and even EQ (emotional intelligence). But in our globalized and interdependent world, what people really need is to increase their CQ. Through an exciting array of self-assessments, fun exercises, and best practices that are based on years of her scientific research, you'll not only increase your understanding of people from different cultures better, you'll have new insights into own worldviews.

Chaos & Order: Managing Relationships At Work From onboarding to annual retreats, more and more organizations are giving employees self-assessment tools to promote healthy conversations at work. Many of these tools focus on implicit bias or issues relating to communications gaps. These are important, but they don't address the No. 1 driver of friction at work: Cultural differences. Whether workers are fundamentally tight or loose has huge implications for the way they engage colleagues and customers. With humor, stories, fascinating data, and self-assessment, Gelfand will help your employees better manage their relationships at work.

Unlocking The Puzzle Of Innovation Innovation is one of the most important organizational skills in our time. But companies often miss the critical cultural ingredients of this process. Michele Gelfand will discuss how organizations can shape their social norms to capitalize on the creative process and

the implementation process that are both needed in this process, and the types of people, practices, and leaders that facilitate innovation.

The Secrets To Effective Negotiation Negotiation is perhaps the most important but most undervalued skills in organizations. Based on her 20 years of research and teaching executives on the topic all around the world, Michele Gelfand illuminates the secrets to effective negotiations—whether they involve co-workers, suppliers, customers, or one's spouse and kids.

News vs. Noise: Understand the Cultural Fault Line Driving Our Differences Many puzzling trends around the world, from populism to ISIS to rapid shifts that occurred during Arab Spring, actually spring from the same cultural faultline. Michele Gelfand moves us beyond speculation and post-hoc explanations to discuss how culture is affecting politics and conflict all around the globe and how to better anticipate these trends.

Our Fifty Divided States: The Cultural Code That Explains Our Differences Often we think about our divides in terms of Red versus Blue, Rural versus Urban, Poor versus Rich. But Michele Gelfand can help us understand the real nature of our divides—where they come from, the trade-offs that they involve, and ways that we can better manage these divides in the 21st century.

The Secrets To Better Parenting Parenting is one of the most important skills that are needed in families. Michele Gelfand offers a new perspective on how to become a better parents and create cultures in households that translate into better relationships and better outcomes for all.