

Reflection on Rhythms of Career Life

Miriam Erez

Faculty of Data & Decision Sciences

V. Dean MBA Program

Chair – Knowledge Center for Innovation

Technion

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21-04-23



Reflections



A series of questions
in search of answers.



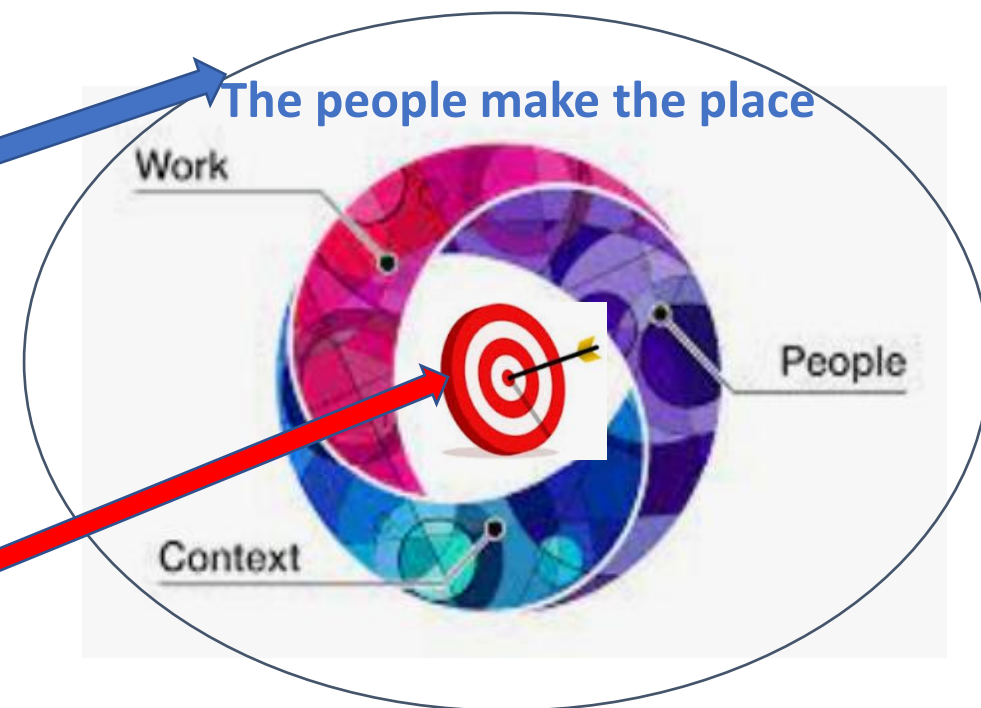
Phase I: My Post doc year 1975-6

Host: Ben Schneider –
Organizational Climate
Psych Dept. – U. of MD

Ed Locke - Goal Setting
School of Business:



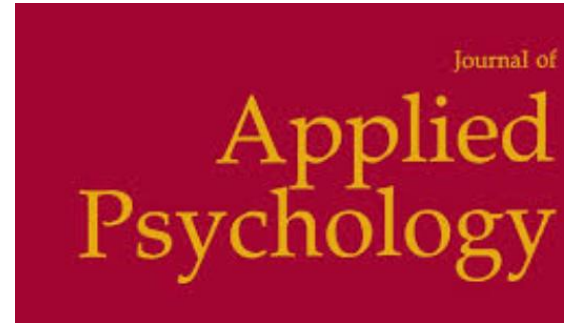
The people make the place



Journal of Applied Psychology
1977, Vol. 62, No. 5, 624–627



**Can goals affect
performance in
the absence of
feedback on
performance?**

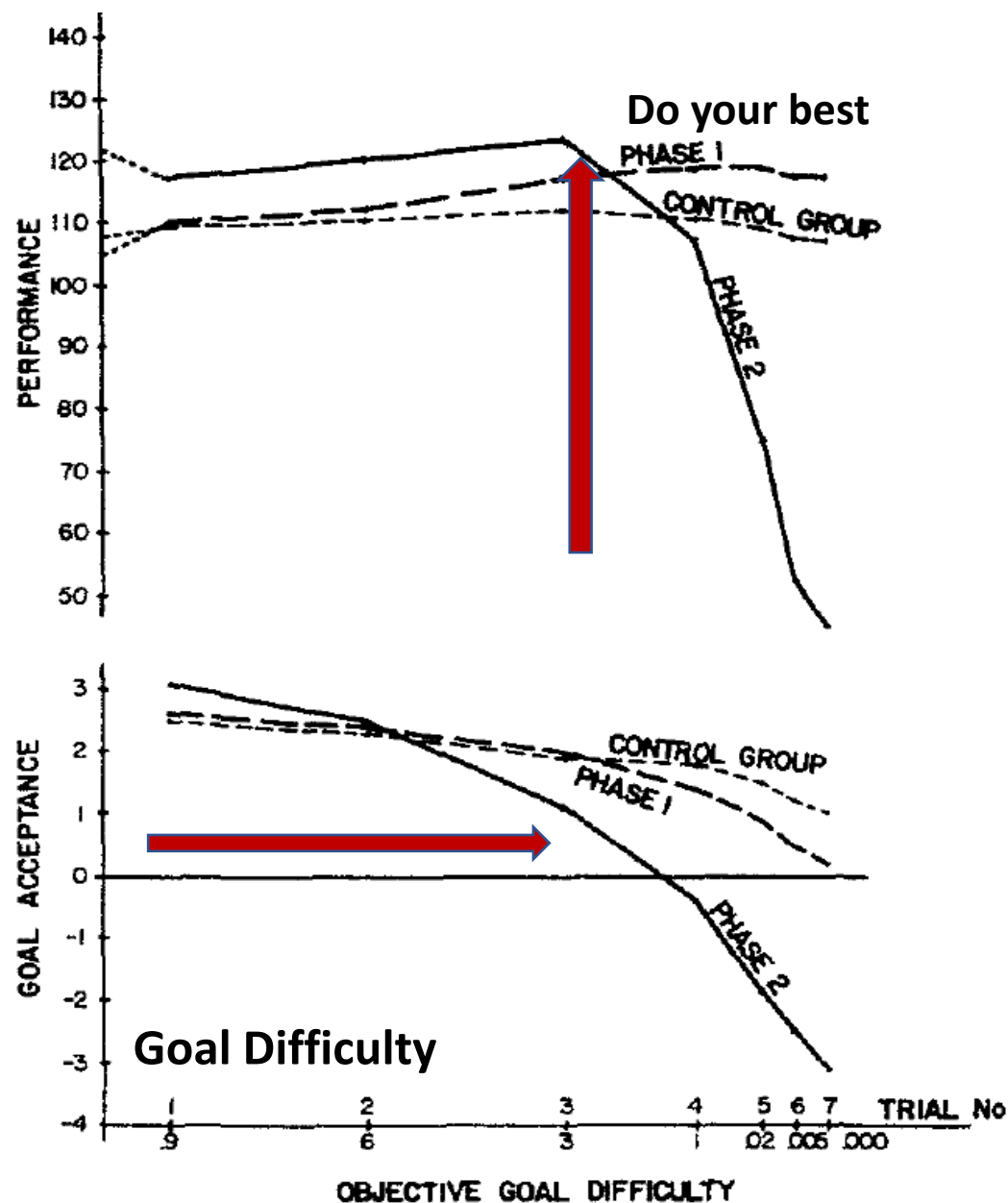


Feedback: A Necessary Condition for the Goal Setting–Performance Relationship

Miriam Erez
University of Maryland



Can goals affect
performance in
the absence of
goals acceptance?



Journal of
**Applied
Psychology**

Journal of Applied Psychology
1984, Vol 69, No 1, 69–78

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American Psychological Association, Inc

Effect of Goal Acceptance on the Relationship of Goal Difficulty to Performance

Miriam Erez and Isaac Zidon

Faculty of Industrial Engineering and Management, Technion-Israel
Institute of Technology, Technion City, Haifa, Israel

Academy of Management Review, Vol. 13, No. 1 | Articles

The Determinants of Goal Commitment

Edwin A. Locke, Gary P. Latham and Miriam Erez



Published Online: 1 Jan 1988 | <https://doi.org/10.5465/amr.1988.4306771>



Journal of Applied Psychology
1986, Vol. 71, No. 4, 591-597

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0021-9010/86/\$00.75



Participative Goal-Setting: Social, Motivational, and Cognitive Factors

How to increase Goal Acceptance?

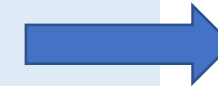
Miriam Erez and Revital Arad

Faculty of Industrial Engineering and Management, Technion-Israel Institute of Technology



Kurt Lewin

PDM/Involvement in goal-setting
+
Group Discussion



Performance

Table 2
Three-Way Covariance Analyses for Performance Measures

Source of variation	Total performance quantity		Performance quantity corrected for errors		% correct performance quality	
	MS	F(1, 90)	MS	F(1, 90)	MS	F(1, 90)
Regression	189,433.20	51.31***	94,087.55	31.24***	655.74	16.96***
Constant	17,435.87	4.72*	37,551.52	12.47	3,536.87	91.50***
Involvement in goal-setting	12,294.78	3.33	17,087.90	6.11**	335.49	8.68***
Group discussion	31,909.30	8.64***	27,472.60	8.66***	62.49	1.62
Information	300.24	0.08	5,140.11	1.71	1,013.21	26.21***
Involvement in goal setting by group discussion	743.08	0.20	346.39	0.12	16.44	0.43
Involvement in goal setting by information	260.49	0.07	6.92	0.00	64.14	1.66
Group discussion by information	345.81	0.09	85.71	0.03	16.53	0.43
Involvement in goal setting by group discussion by information	204.12	0.06	915.87	0.30	182.70	4.73*

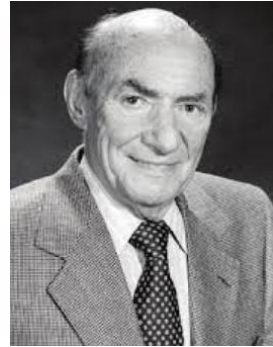
Phase II: 1st Sabbatical: Department of Psychology University of Illinois



Chuck Hulin



Harry Triandis



Fred Kanfer



Chris Earley





The Role of Goal Acceptance in Goal Setting and Task Performance

Author(s): Miriam Erez and Frederick H. Kanfer

Source: *The Academy of Management Review*, Jul., 1983, Vol. 8, No. 3 (Jul., 1983), pp. 454-463

Published by: Academy of Management

Stable URL: <https://www.jstor.org/stable/257834>



The two-step Model

Based on an experiment and a field study



The Impact of Participation on Goal Acceptance and Performance: A Two-Step Model

Author(s): Miriam Erez, P. Christopher Earley and Charles L. Hulin

Source: *The Academy of Management Journal*, Vol. 28, No. 1 (Mar., 1985), pp. 50-66

Published by: [Academy of Management](#)

Stable URL: <http://www.jstor.org/stable/256061>



2nd Sabbatical: Smith School of Business University of Maryland 1985-6



**Why Erez gets a
significant effect
of Participation on
Performance
and Gary Latham
does not get this
effect?**



ED LOCKE

GARY LATHAM



Methodological Differences

- Task Importance
 - Group Discussion
 - Instructions
 - Set-No/Set Goals
- Latham

High

No

Tell & Sell

NO
- Erez

Low

YES

Tell/Participative

Set

Four Experiments

RESULTS

Performance

TABLE 9

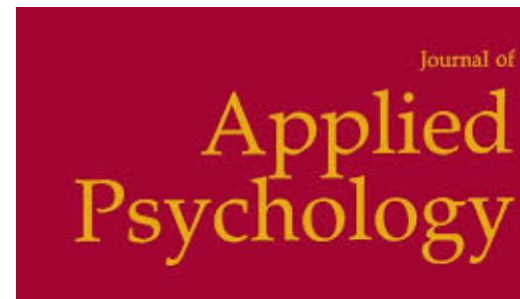
Condition	<i>M</i>	<i>SD</i>	Adjusted means ^a
Tell/set	10.13	4.15	10.12
Tell/no-set	10.43	2.00	10.44
Tell and sell/set	13.93	6.18	13.93
Tell and sell/no-set	12.05	3.80	12.05
Pdm/set	13.56	4.90	13.55
Pdm/no-set	15.36	4.44	15.37

Concluding Remarks = LATHAM

Concluding Remarks = EREZ

Concluding Remarks = LOCKE

J. of Applied Psychology, 1988, 73, 753-772



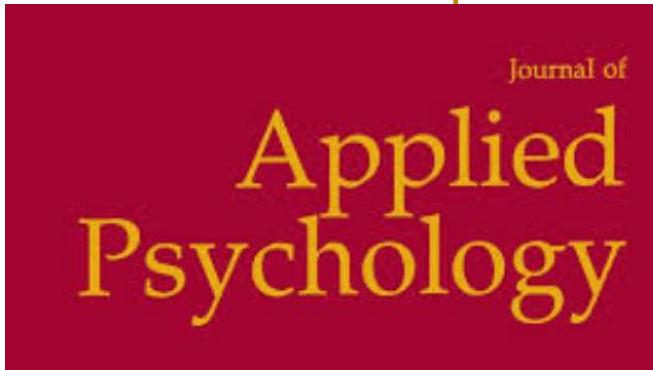
JOURNAL OF APPLIED PSYCHOLOGY MONOGRAPH

**Resolving Scientific Disputes by the Joint Design of Crucial Experiments
by the Antagonists: Application to the Erez–Latham Dispute
Regarding Participation in Goal Setting**

Gary P. Latham
Graduate School of Business Administration
University of Washington

Miriam Erez
Faculty of Industrial Engineering and Management
Technion, Israel Institute of Technology
Haifa, Israel

Edwin A. Locke
College of Business and Management
University of Maryland



Is it possible that
the Differences
between Latham
and Erez' findings
are not only
methodological,
but also
Cultural?

Comparative Analysis of Goal-Setting Strategies Across Cultures

Miriam Erez
Technion-Israeli Institute of Technology, Haifa, Israel

P. Christopher Earley
Department of Management and Policy, University of Arizona

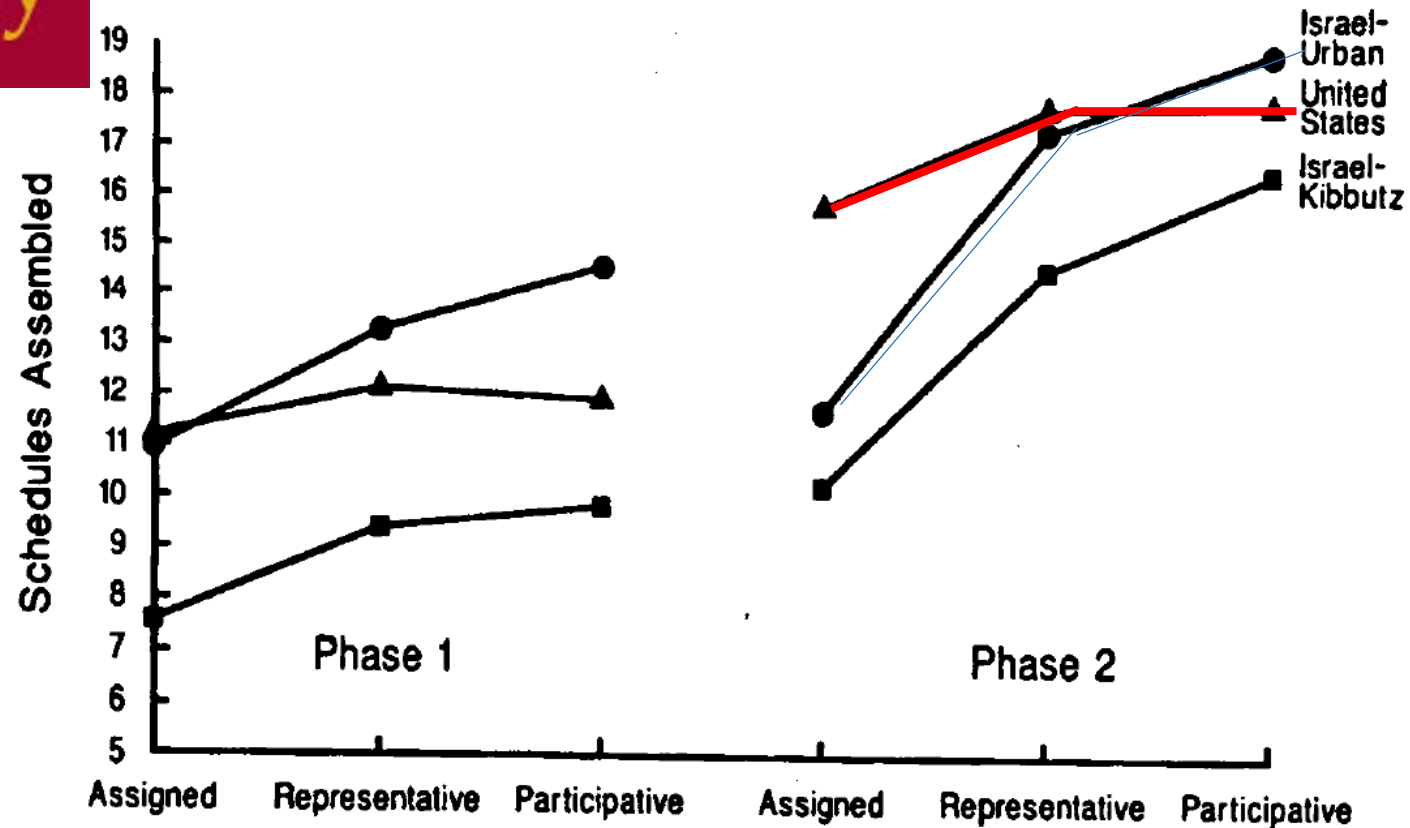
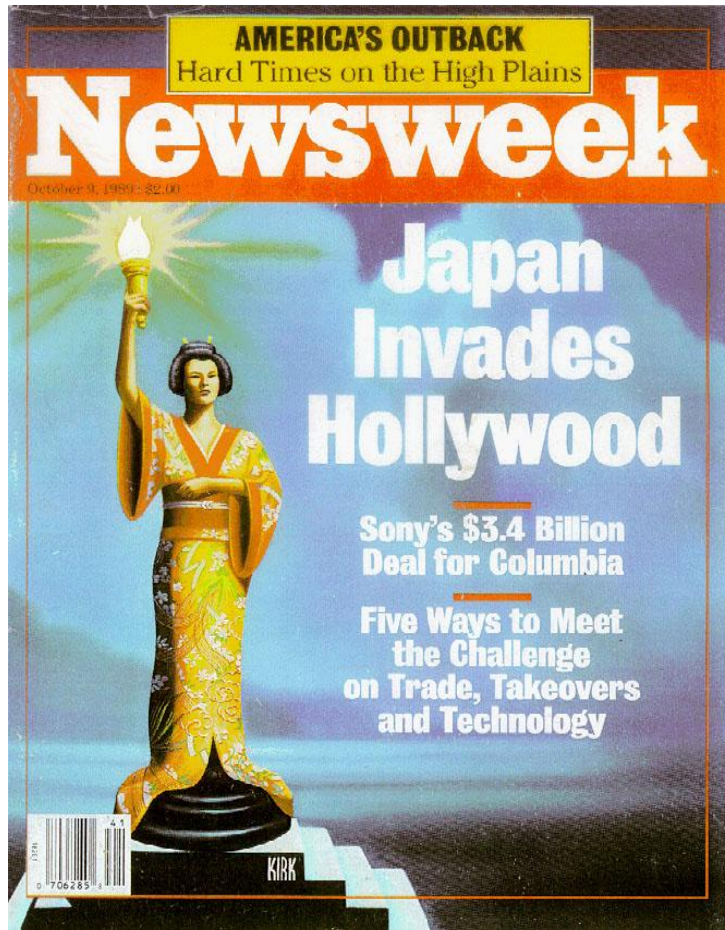


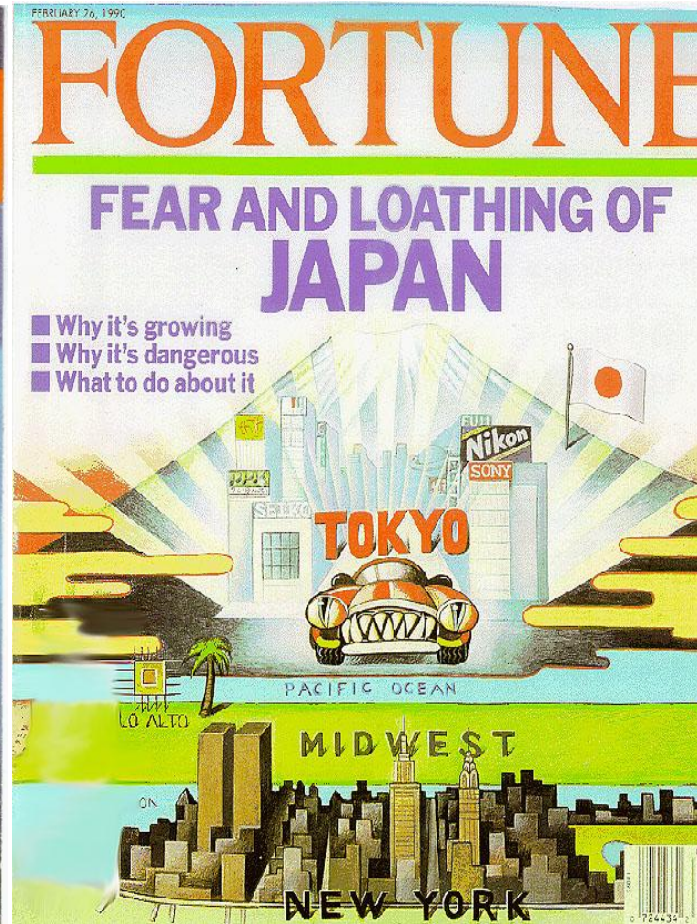
Figure 1. Presentation of adjusted performance means across goal-setting strategies and countries for Phases 1 and 2.

The 90s - Research on Cross-Cultural OB

October 1989



February 1990



Gelfand, Aycan, Erez & Leung
2017

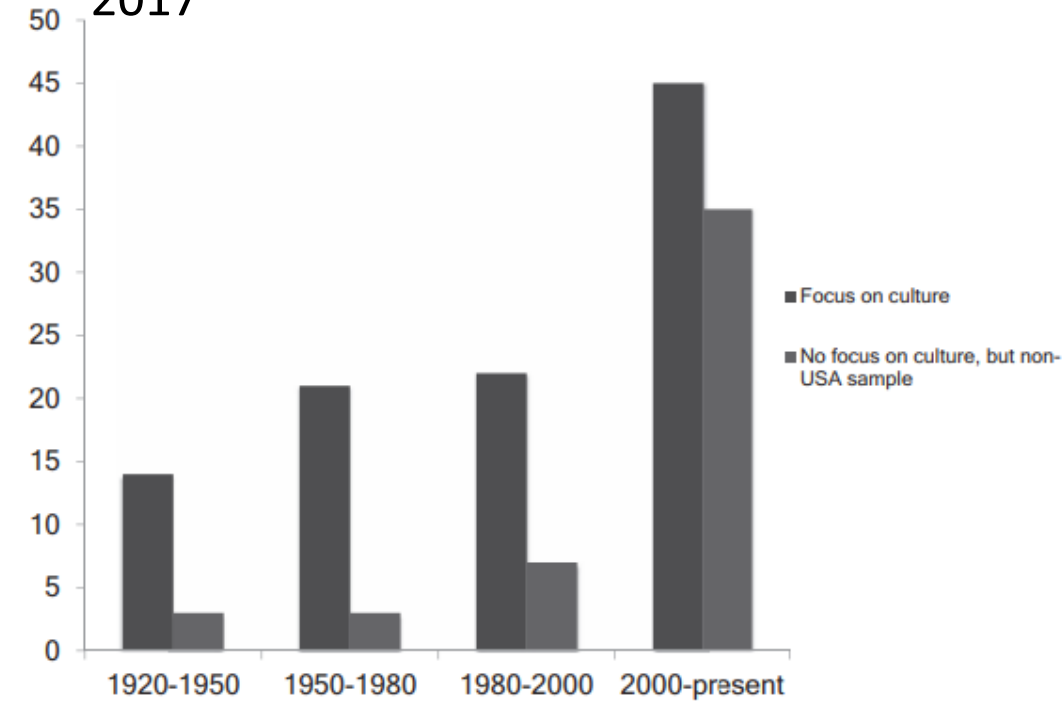


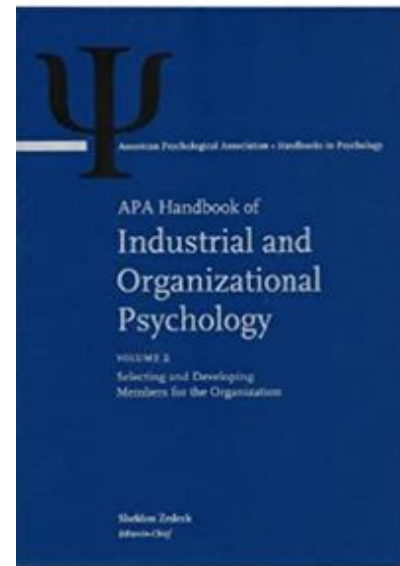
Figure 1. Growth of cross-cultural research over time.

Phase III: 3rd Sabbatical: Department of Psychology University of California, Berkley 1990-1991



**How Does Culture
Influence
Work Behavior?**

**PERSONALITY,
SELF,
IDENTITY**

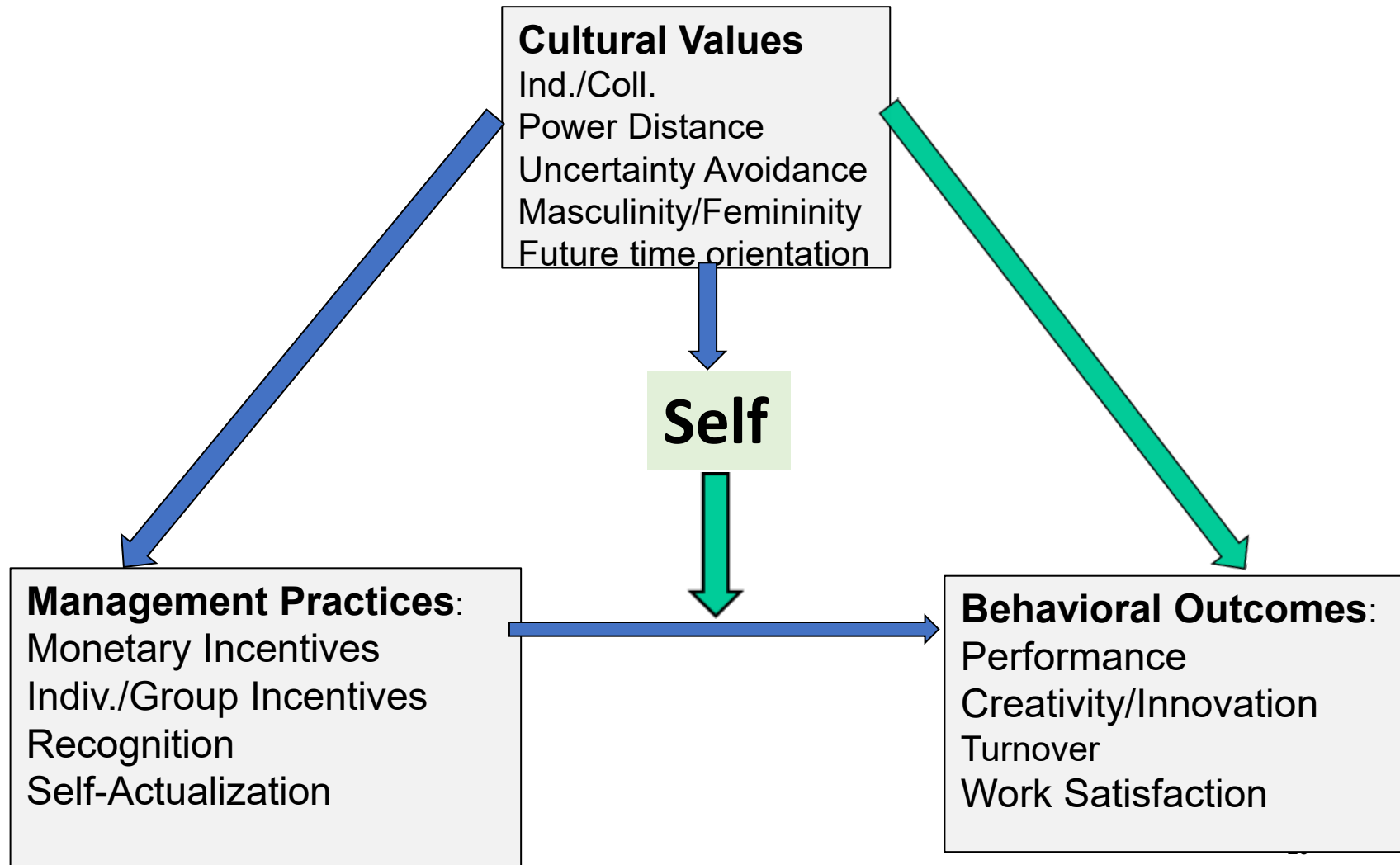


Shelly Zedeck

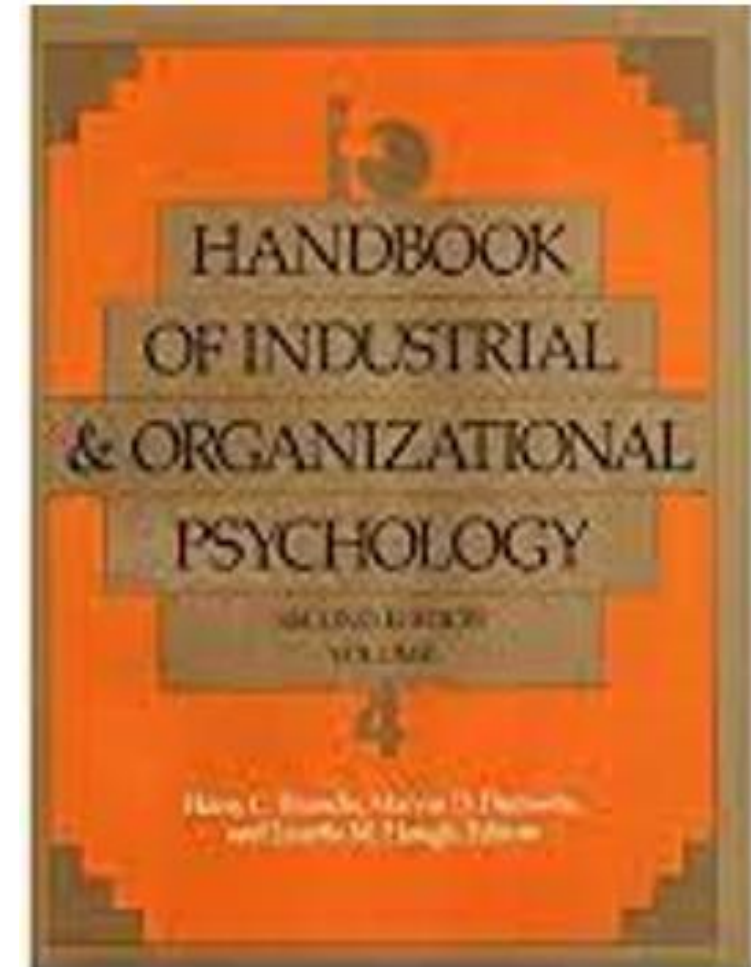
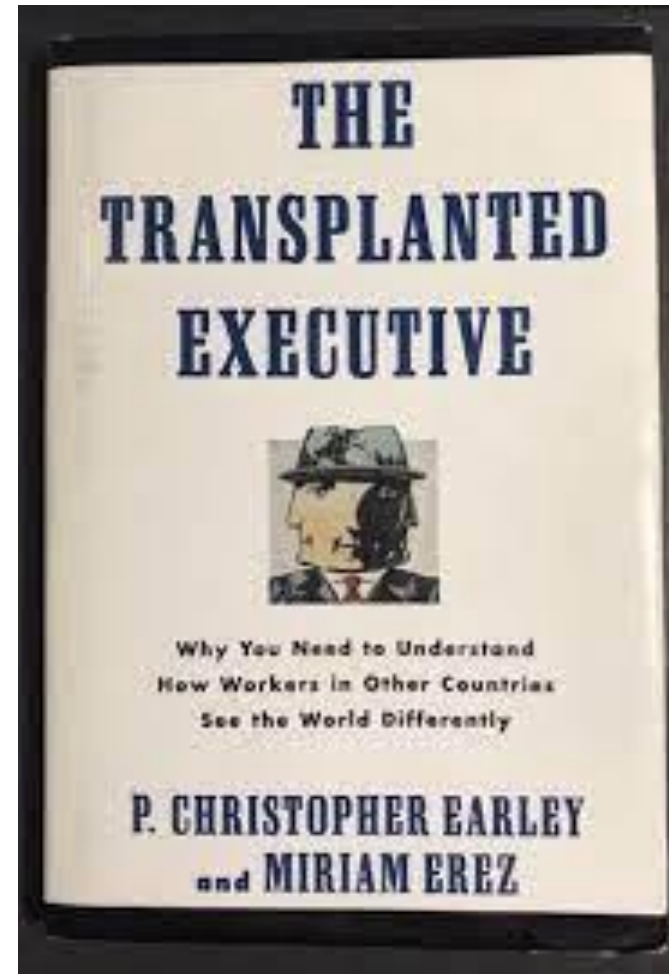
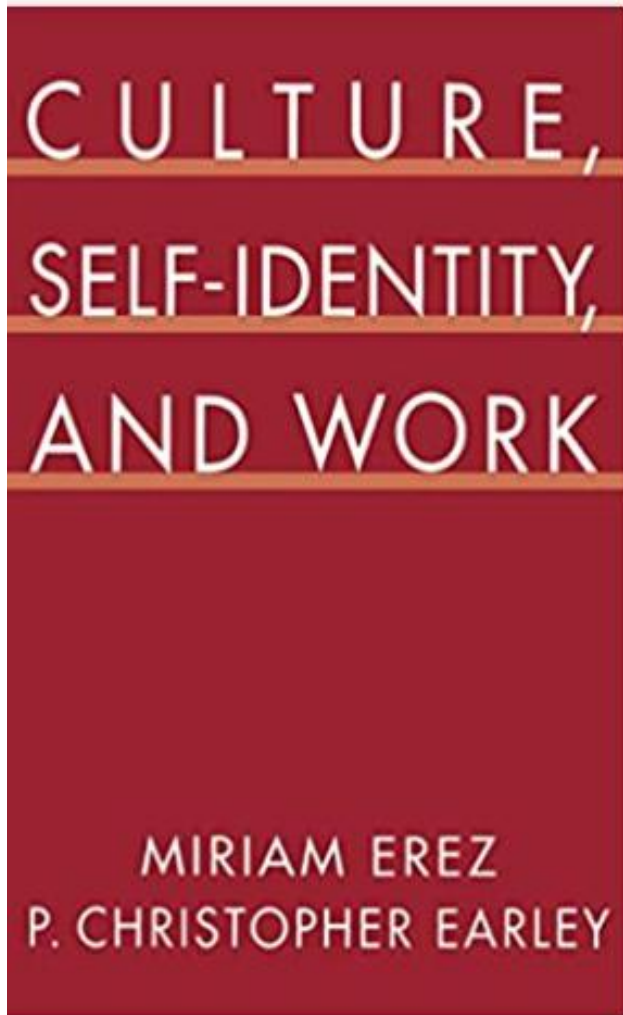


Cultural Self-Representation Model

(Erez & Earley, 1993)



/21



4th Sabbatical: 1994-1995

Dept. of Management and Organization, School of Business Administration, U. of Washington



Terry
Mitchel



Tom Lee

The Study of Turnover Behavior



הָאָדָם אֵינוֹ אֶלָּא תִבְנִית נוֹף-מוֹלְדָתוֹ

Man is nothing more than a template for
the landscape of his homeland





**Why do People
stay rather than
leave?**



JOB EMBEDDEDNESS

COMMUNITY FIT, LINK,
SACRIFICE

ORGANIZATION FIT, LINK,
SACRIFICE

Why people stay: Using job embeddedness to predict voluntary turnover

TR Mitchell, BC Holtom, TW Lee, CJ Sablinski, M Erez

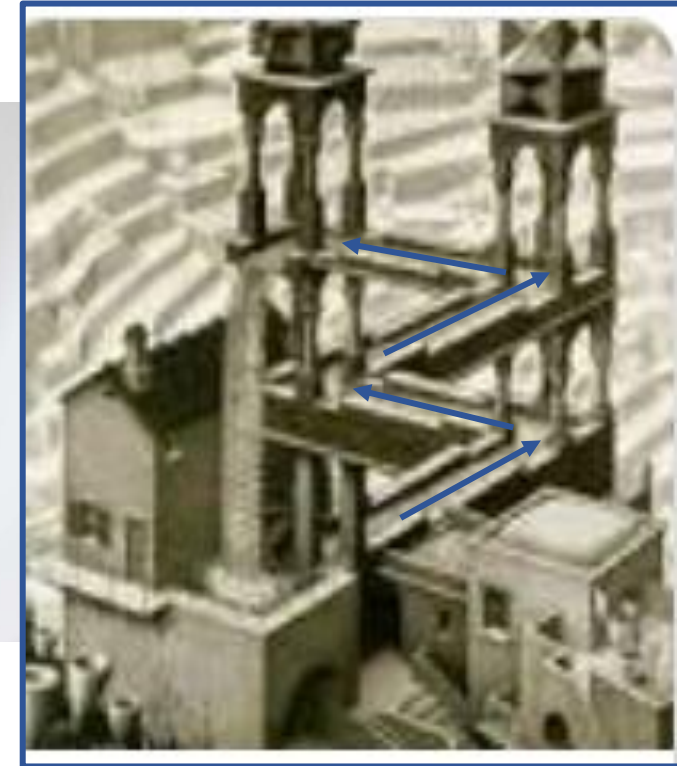
Academy of management journal 44 (6), 1102-1121

2001



Miriam Erez – Dean

Faculty of Industrial Engineering & Management, 1996-7-8



Waterfall, Escher

5th Sabbatical:

Spring Semester, 01.01.1999



New York University

<https://www.stern.nyu.edu> ⋮

NYU Stern School of Business |

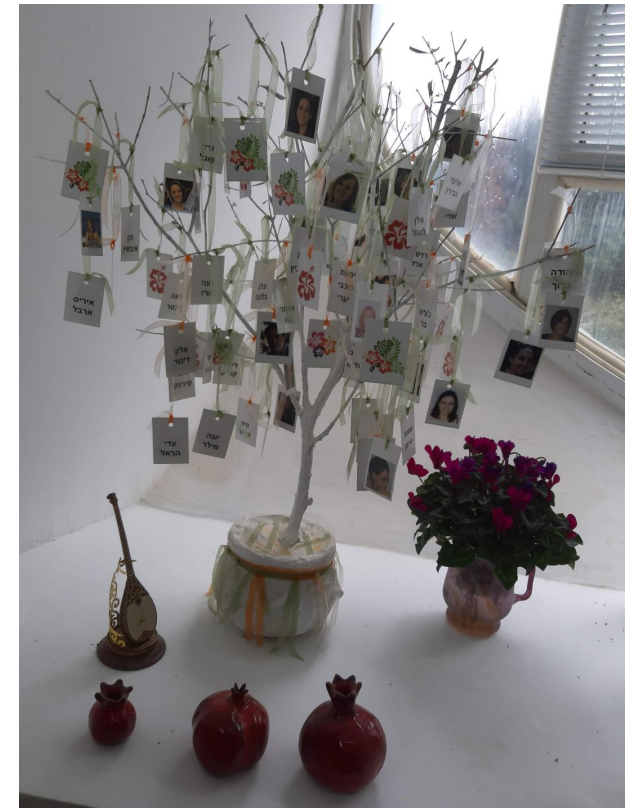


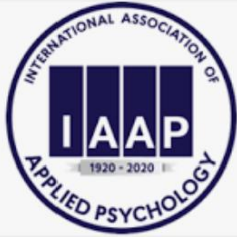
Batia Wiesenfeld



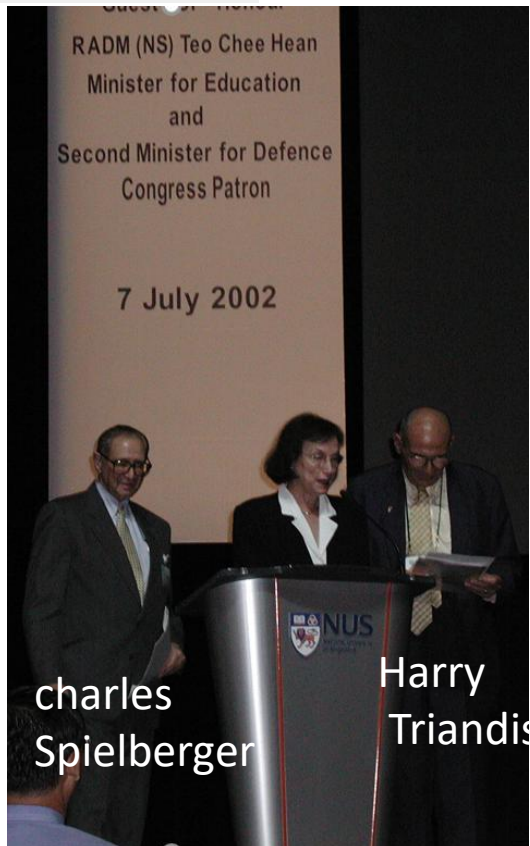
Ya-Ru Chen

My Students' tree





**Distinguish
Scientific
Contributions
Award
Miriam Erez,
2002**



The Israel Prize, 2005

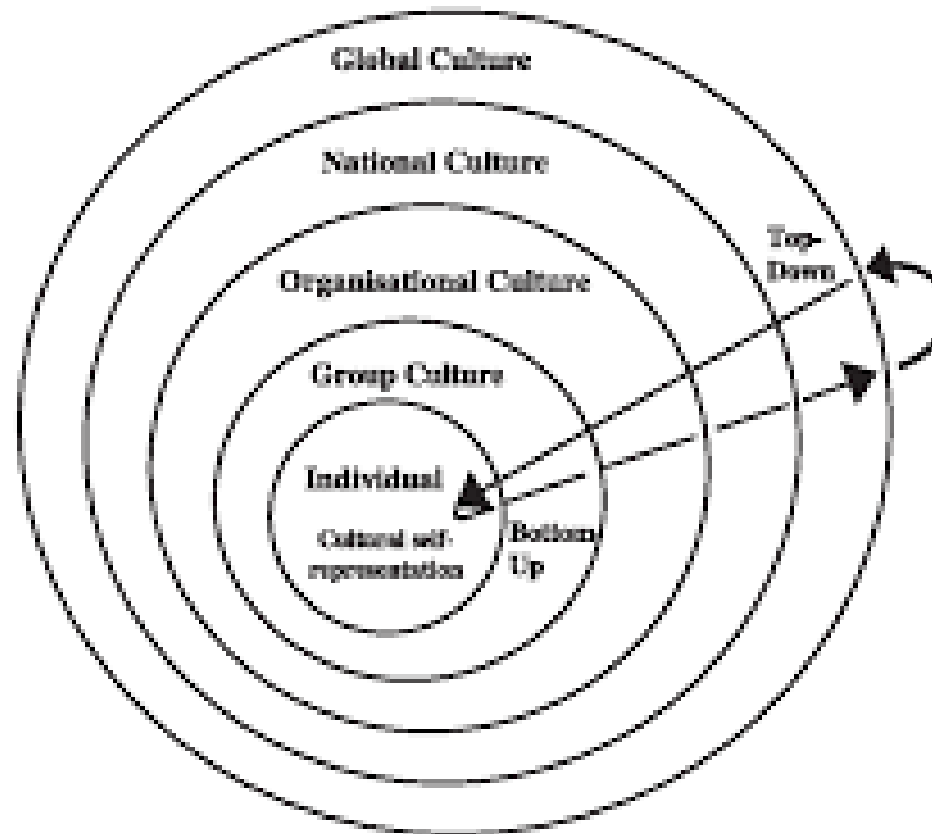


Phase IV: Cross-Cultural and Global Organizational Behavior



Is there a global culture and how does it influence work behavior?

The Multi-level Model of Culture



Erez, M., & Gati, E. (2004). A Dynamic, multi-level model of culture: From the micro level of the individual to the macro level of a global culture. *Applied Psychology: An International Review*, 53(4), 583–598.

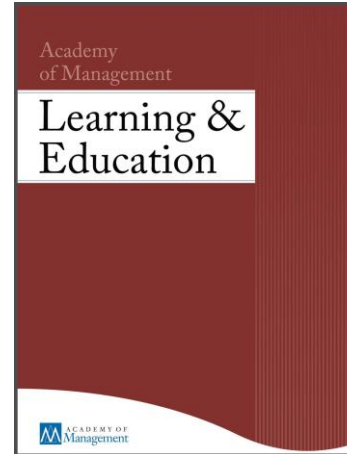
Going Global: Developing Management Students' Cultural Intelligence and Global Identity in Culturally Diverse Virtual Teams

MIRIAM EREZ
Technion Israel Institute of Technology

ALON LISAK
Ben-Gurion University of the Negev

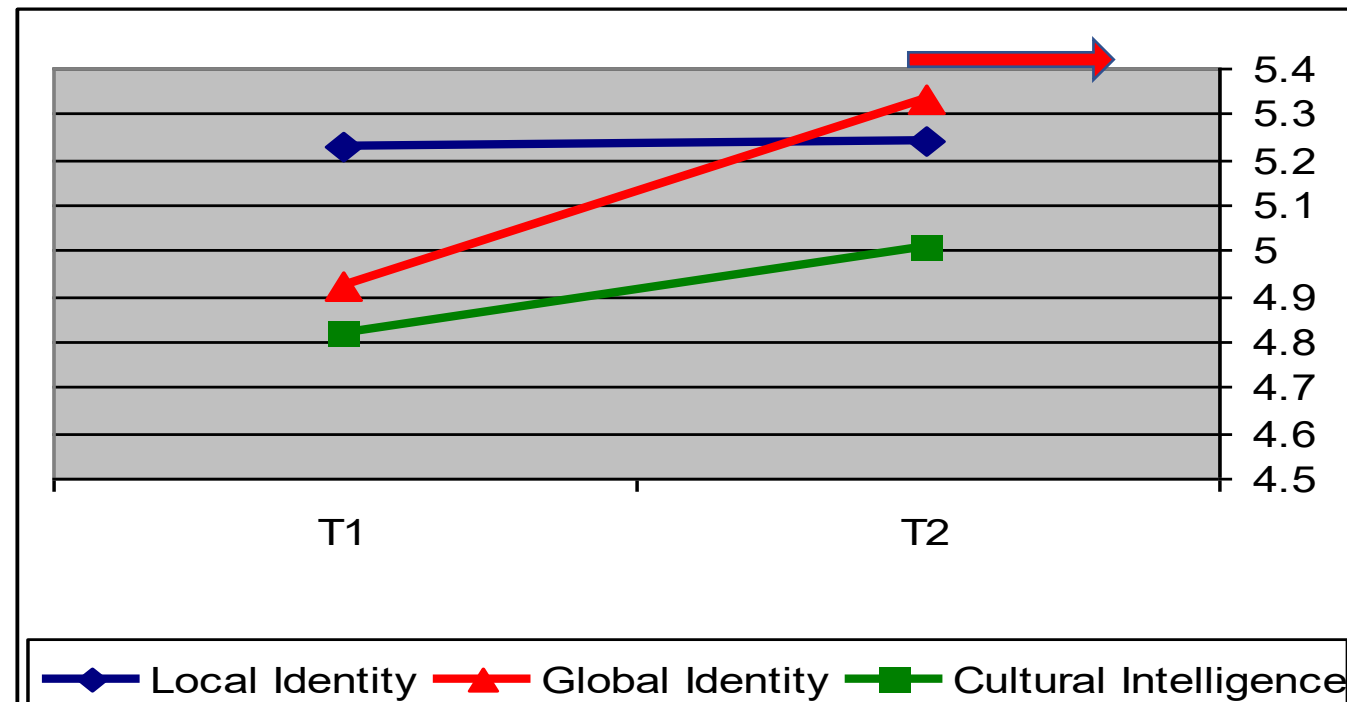
RAVEH HARUSH
ELLA GLIKSON
RIKKI NOURI
Technion Israel Institute of Technology

EFRAT SHOKEF
Achva Academic College



Can people
Develop a sense of
belongingness
to the global
environment – a global
Identity

GLOBAL IDENTITY



J. Of organizational Behavior, 2013; 34; 739-763

Journal of
Organizational Behavior

Taking the bite out of culture: The impact of task structure and task type on overcoming impediments to cross-cultural team performance

RIKKI NOURI¹, MIRIAM EREZ^{1*}, THOMAS ROCKSTUHL², SOON ANG²,
LEE LESHEM-CALIF³ AND ANAT RAFAELI¹

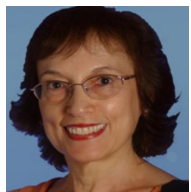
¹*Faculty of Industrial Engineering and Management, Technion-Israel Institute of Technology, Haifa, Israel*

²*Nanyang Business School, Nanyang Technological University, Singapore, Singapore*

³*The Center for Economic & Social Research, Tel-Aviv, Israel*



Rikki Hour



Miriam
Erez



Thomas
Rockstuhl



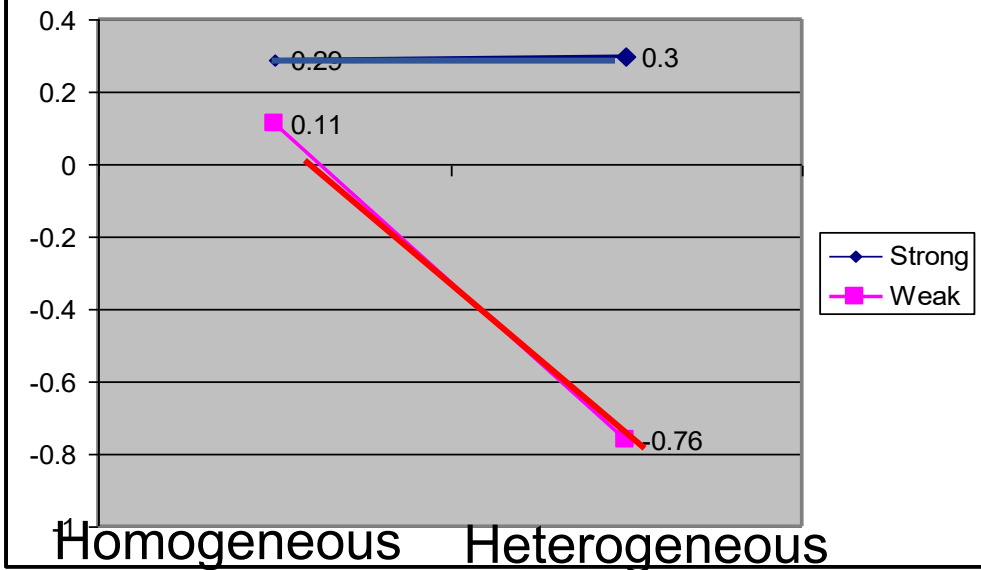
Soon Ang



Anat Rafaeli



Task performance (standardized)



Social context: Key to understanding culture's effects on creativity

RIKKI NOURI^{1,2*}, MIRIAM EREZ¹, CYNTHIA LEE^{3,4}, JIAN LIANG⁵,
BRENDAN D. BANNISTER³ AND WARREN CHIU⁴

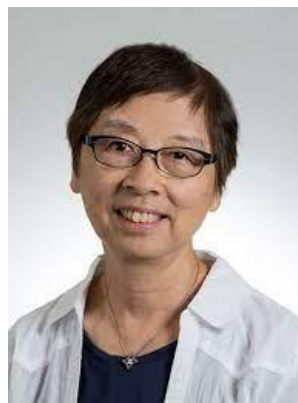
¹*Technion—Israel Institute of Technology, Haifa, Israel*

²*Interdisciplinary Center (IDC), Herzliya, Israel*

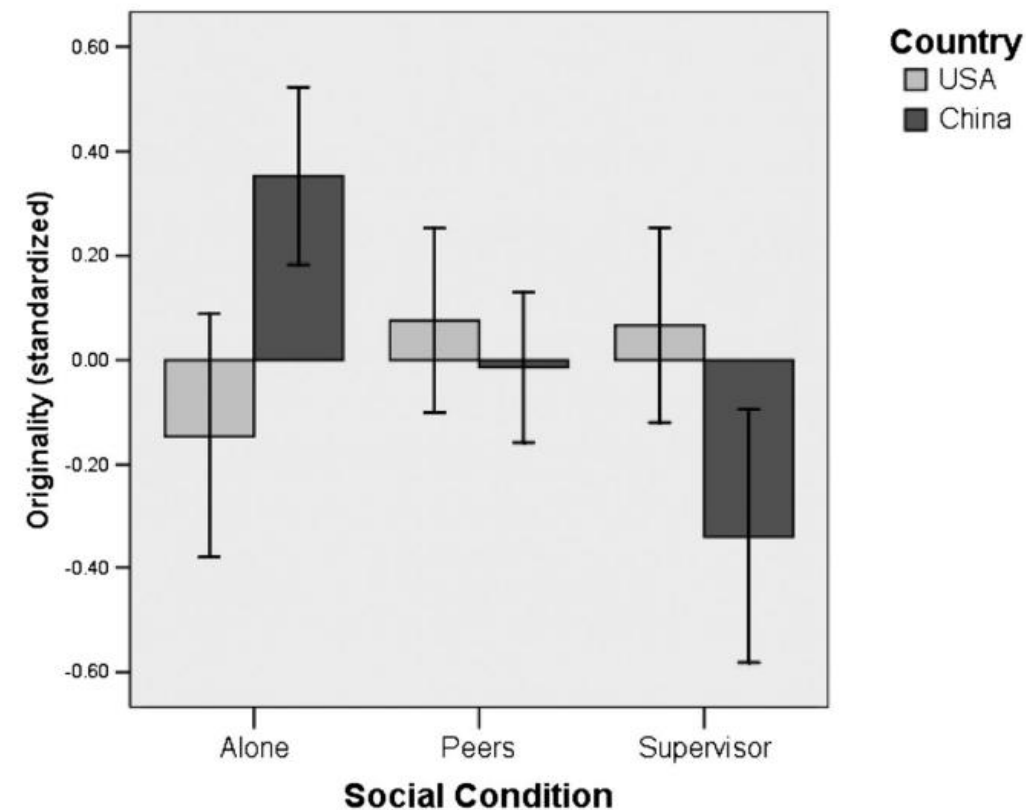
³*Northeastern University, Boston, Massachusetts, U.S.A.*

⁴*The Hong Kong Polytechnic University, Hong Kong, China*

⁵*Shanghai Jiao Tong University, Shanghai, China*



Cynthia Lee



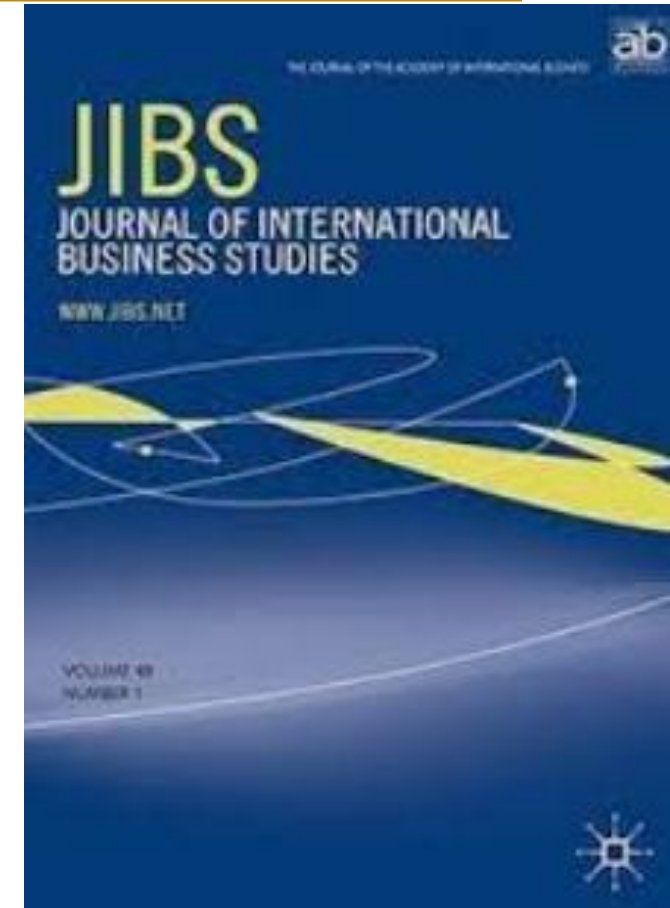
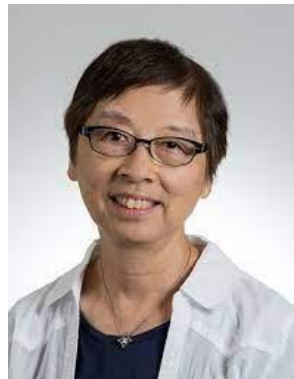


The positive role of global leaders in enhancing multicultural team innovation

Alon Lisak¹, Miriam Erez²,
Yang Sui³ and Cynthia Lee^{4,5}

Abstract

This study contributes to the empirical research on leadership of multicultural teams from the Positive Organizational Scholarship perspective (POS). Following the information/decision-making process perspective on team



Annual Review of Psychology

Cross-Cultural Organizational Behavior

Michele J. Gelfand,¹ Miriam Erez,²
and Zeynep Aycan³ 2007

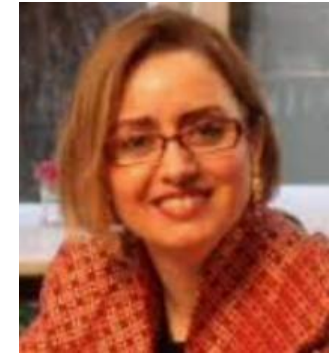
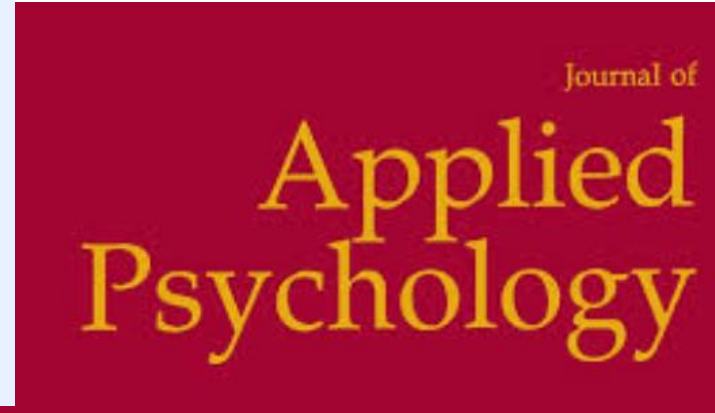
¹Department of Psychology, University of Maryland, College Park, Maryland 20742;
email: mgelfand@psyc.umd.edu

²Technion, Israel Institute of Technology, Technion City, Haifa, Israel 32000;
email: merez@ie.technion.ac.il

³Department of Psychology, Koc University, Sariyer, Istanbul, Turkey 34450;
email: zaycan@ku.edu.tr



Michele Gelfand



Zeynep Aycan

Journal of Applied Psychology 2017

Cross-Cultural Industrial Organizational Psychology and Organizational Behavior: A Hundred-Year Journey

Michele J. Gelfand, Zeynep Aycan, Miriam Erez, and Kwok Leung

Online First Publication, February 16 2017. <http://dx.doi.org/10.1037/apl0000186>

CITATION

Gelfand, M. J., Aycan, Z., Erez, M., & Leung, K. (2017, February 16). Cross-Cultural Industrial Organizational Psychology and Organizational Behavior: A Hundred-Year Journey. *Journal of Applied Psychology*. Advance online publication. <http://dx.doi.org/10.1037/apl0000186>

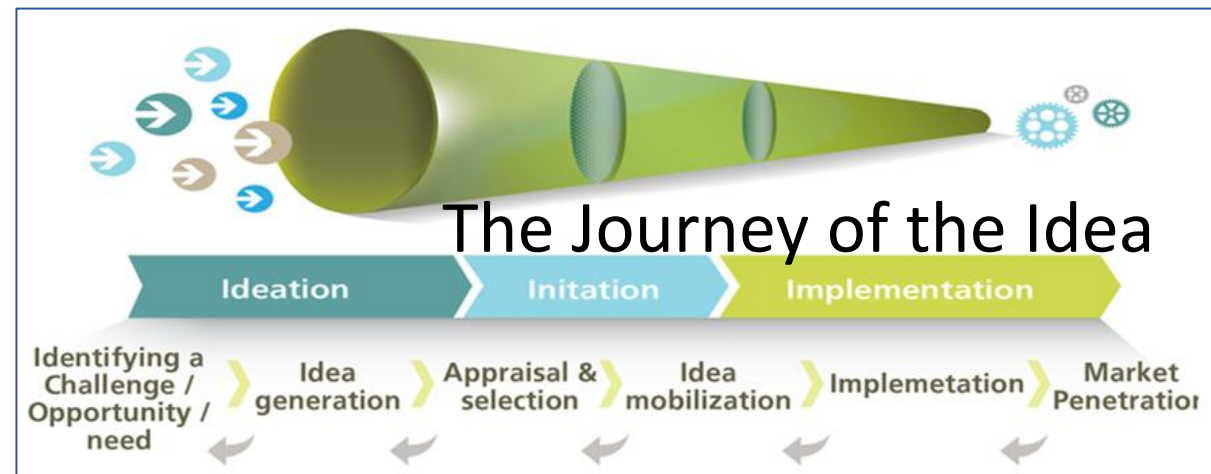
Phase V: Innovation and Entrepreneurship

2008 -



How to maintain a sustainable competitive advantage in the global context?

The Organizational Culture

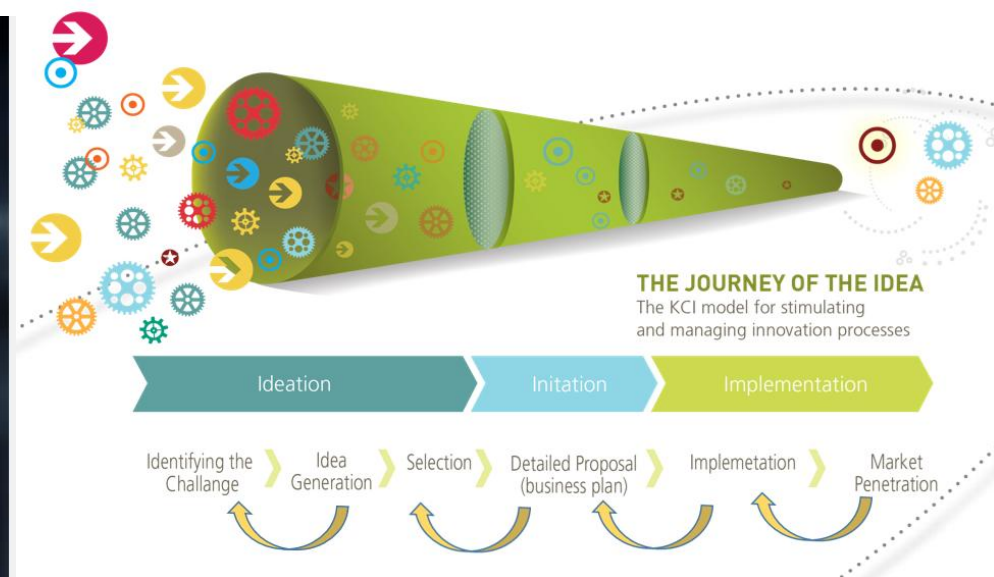


Phase V: Innovation and Entrepreneurship

KNOWLEDGE TRANSFER from ACADEMIA to INDUSTRY
2008

Technion Innovation Center organizational innovation

The Knowledge Center for Innovation at the Technion, was established in 2008 by Prof. Miriam Erez, bride Israel Prize, with the support of the Ministry of Science and Technology in order to promote innovation in organizations.



Adi Diamant - Partner Director
Advanced Technology Lab



Limor Moses Moscona - Manager



Meital Ben-Yosef - Finance



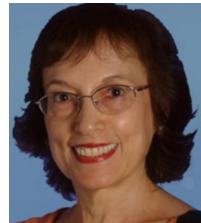
Management Science 2004

Publication details, including instructions for authors and subscription information:

<http://pubsonline.informs.org>

Innovation and Attention to Detail in the Quality Improvement Paradigm

Eitan Naveh, Miriam Erez,



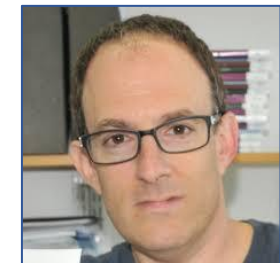
The Effect of Conformist and Attentive-To-Detail Members on Team Innovation: Reconciling the Innovation Paradox

Ella Miron-spektor, Miriam Erez and Eitan Naveh

Published Online: 30 Nov 2017 | <https://doi.org/10.5465/amj.2011.64870100>

2011

Miron, E., Erez, M., & Naveh, E. (2004). Do personal characteristics and cultural values that promote innovation, quality, and efficiency compete or complement each other? *Journal of Organizational Behavior*, 25(2), 175–199.



Ella Miron-Spektor

TEAMWORK by Ella Miron-Spektor, Miriam Erez, and Eitan Naveh

To Drive Creativity, Add Some Conformity

When you're building an innovation team, it's a given that you need creative people. But they're not enough. Our research shows that groups with a variety of cognitive types produce higher levels of innovation. And getting the right balance of types is key.

We studied 41 radical-innovation teams in R&D and manufacturing units of a large defense contractor. The groups had varying proportions of three types of people—extremely creative, detail oriented, and highly conformist—along with more-general thinkers, typically the largest component. Our most surprising finding: Conformists, though they may be useless at generating breakthrough ideas, dramatically increase a team's effectiveness.

Few managers spend much time thinking about cognitive styles or their influence on groups. Moreover, in an effort to meet strict timetables, companies such as Intel and Toyota have started placing quality and reliability engineers—detail-oriented types, to be sure—on innovation teams. They should beware of overdoing it: Large numbers of detail-oriented people can suppress creativity in their eagerness for precision. It's important to ensure that the other cognitive styles are properly represented, too.

HBR Reprint F12037

Ella Miron-Spektor teaches organizational psychology, **Miriam Erez** teaches management and economics, and **Eitan Naveh** teaches industrial engineering and management at Technion-Israel Institute of Technology.

WHAT'S THE OPTIMAL BALANCE?

About 50% of people have a mix of thought patterns, but the rest fall into one of three distinct cognitive types. The best radical-innovation teams have a sprinkling of the three.

CONFORMISTS support the creatives, boosting cooperation and improving a team's confidence. On the most innovative teams we studied, conformists accounted for

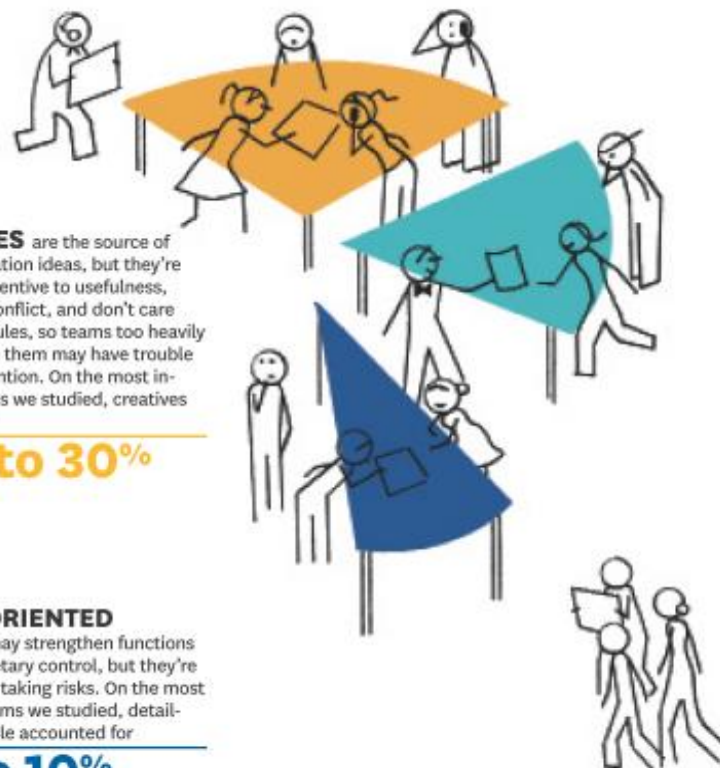
10% to 20%

CREATIVES are the source of radical-innovation ideas, but they're not always attentive to usefulness, may initiate conflict, and don't care much about rules, so teams too heavily weighted with them may have trouble with implementation. On the most innovative teams we studied, creatives accounted for

20% to 30%

DETAIL-ORIENTED PEOPLE may strengthen functions such as budgetary control, but they're skittish about taking risks. On the most innovative teams we studied, detail-oriented people accounted for

up to 10%



**Harvard
Business
Review**

ILLUSTRATION: CAMERON LAW

Forming Entrepreneurial Teams: Mixing Business and Friendship to Create Transactive Memory Systems for Enhanced Success

 is companion of 

Successful Start-Up Teams Mix Business and Friendship
2022

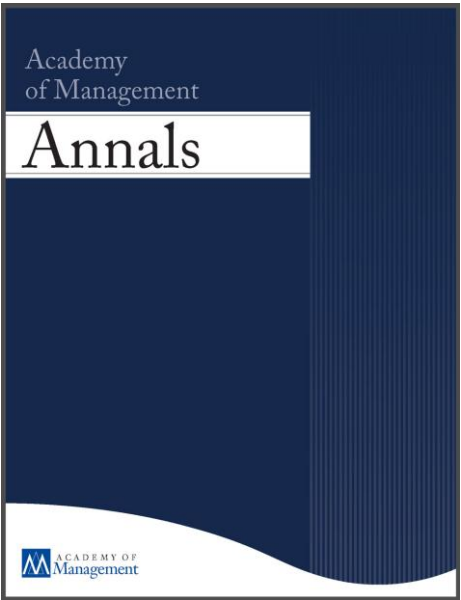
Moran Lazar, Ella Miron-Spektor, Gilad Chen, Brent Goldfarb, Miriam Erez and Rajshree Agarwal



2022



2020



Entrepreneurial Team Formation

Moran Lazar, Ella Miron-Spektor , Rajshree Agarwal, Miriam Erez, Brent Goldfarb and Gilad Chen

Published Online: 15 Jan 2020 | <https://doi.org/10.5465/annals.2017.0131>

Academy of Management Journal, In-Press |

The Relational Dynamics of Issue Selling: Enacting Different Genres for Dealing with Discontent

Kristina Lauche ✉ and Miriam Erez

ISSUE SELLING OF NEW PRODUCT
DEVELOPMENT TO THE CEO & TMT

Published Online: 24 Mar 2022 | <https://doi.org/10.5465/amj.2020.1484>



2022

Kristina Lauche

<https://global.oup.com/academic/product/the-oxford-handbook-of-cross-cultural-organizational-behavior-9780190085384?cc=us&lang=en&>



IN PRESS

Overview

Description

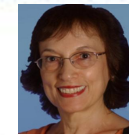
Table of Contents

Author Information

Reviews and Awards



The Oxford Handbook of Cross-Cultural Organizational Behavior



Edited by **Michele J. Gelfand** and **Miriam Erez**

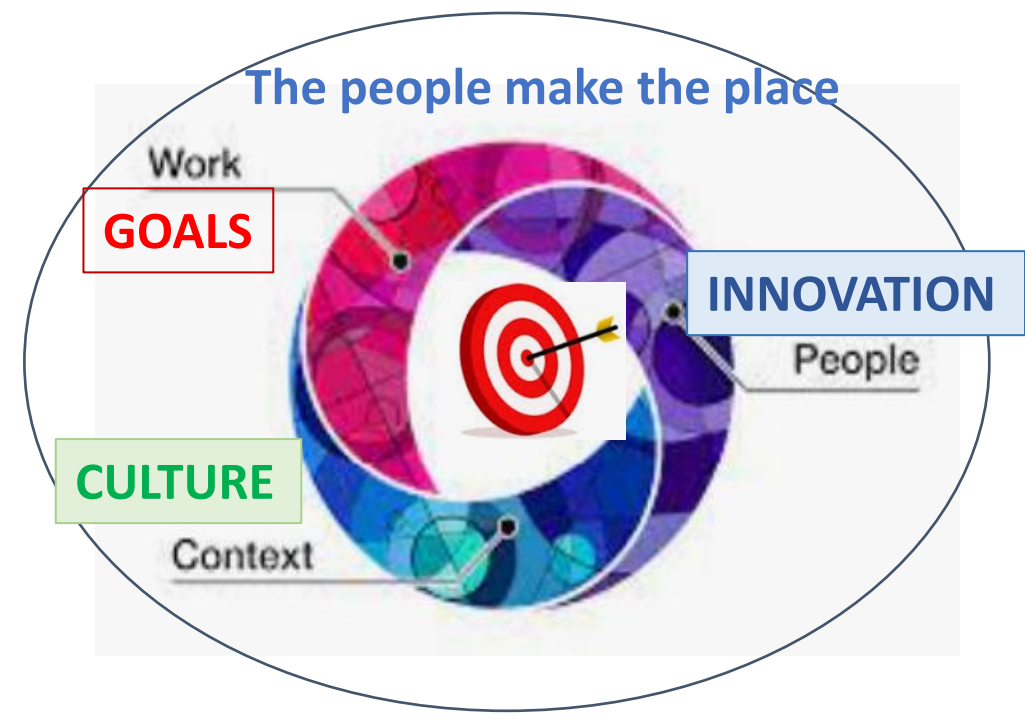
Oxford Library of Psychology

- Comprehensive survey of how culture affects behavior in organizations, from micro to macro levels
- Each chapter provides cutting-edge developments in theory and research and also implications for practice, with key take-aways at the end of each chapter
- Chapters are written in an accessible style from leaders in the field



Research
Collaborators -
Former Ph.D. Students

TO SUM UP: The Interplay of Innovation, Culture, and Goals





Thank You