

Influences of National Culture on Continuous Learning

Implications for Learning Objectives and Performance Management

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Chapter Abstract

National culture influences the experience of continuous learning for individuals; this has implications for how the multinational organization might support continuous learning and consequent behavioral change. The chapter examines these influences through the comparative frameworks of national culture developed by Hofstede (1980; 2001) and in the GLOBE project (House et al., 2004). What cultural differences mean for the objectives and management of continuous learning is explored by contrasting job competence and performance management in Confucian Asia (e.g., China and Japan) with that of Anglo societies such as Great Britain and the United States. Insight into how multinational firms might support continuous learning and behavioral change is offered. To be effective in a fast-evolving, global environment, firms must strike a balance between consistency of global imperatives and adaptation to local needs.

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