

# The Cultural IMPERATIVE

*Global Trends  
in the 21<sup>st</sup> Century*



Richard D. Lewis

Praise for  
***The Cultural Imperative:  
Global Trends in the 21st Century***

Richard Lewis' approach has been an absolutely marvelous way to get my students to appreciate how and why cultures are different, and how to benefit from this. It is great to see him now turn his practical wisdom to the *future* in such a spellbinding, readable and timely new book. A real imperative for understanding cultural trends!

—Ulla Ladau-Harjulin, Principal Lecturer FRSA  
Swedish School of Economics and Business Administration  
Helsinki, Finland

A very revealing and sometimes shocking vision of confrontation and/or cooperation of world cultures in the twenty-first century. A must-read in MBA programs and to be highly recommended to everyone involved with the study or practice of cross-cultural interaction and management.

—Peter N. Shikhirev, Ph.D., Director  
Centre for Social and Psychological Studies  
Graduate School of International Business  
Academy of National Economy by the Government of Russia

Richard Lewis has developed a rich and powerful tool that serves to disseminate cultural complexities, which allows for leveraging opportunities and minimizing threats. Such issues would be paramount in any international business situation... A global mindset is imperative for us all.

—Marta Szabo White, Ph.D., Assistant Professor  
J. Mack Robinson School of Business, Georgia State University

[The] thesis of the book is the argument linking cultural dimensions of nations to national competitive advantage. Richard Lewis develops a simple yet convincing model for understanding the historical evolution of the major national cultures and their juxtaposition to the rest of the world today. The value of [*The Cultural Imperative*] is its new way of weaving a new explanation for considering the role of national cultures, language development, national aspirations and history in understanding the sources of future conflicts relating to global economic development.

—Arie Y. Lewin, Professor  
Director, Center for International Business Education and Research  
The Fuqua School of Business, Duke University

Richard Lewis' extensive experience and knowledge of many cultures provides rich anecdotes coupled with interesting insights and opinions. The book stimulates personal reflection on the continuing importance of culture in a globalizing economy.

—Susan Schneider, Chaired Professor of Human Resource Management  
HEC University of Geneva

# **The Cultural Imperative**

## Other works by Richard D. Lewis

### Books

*English You Need* (1958) Lisbon: Publitur

*Suomen Kirja* (1958) Helsinki: Berlitz

*Vous-souvenez-vous* (1959) Lisbon: Publitur

*Reading for Adults* (1968) London: Longman

*Travelling Abroad* (1971) Lisbon: Libreria Francisco Franco

*Cambridge 2000* (1971) Lisbon: Linguasonica

*The Billingers* (1976) London: Riversdown Publications

*Finland, Cultural Lone Wolf* (1993) Helsinki: Otava

*When Cultures Collide* (1996) London: Nicholas Brealey

*Memoirs of a Linguist: The Road from Wigan Pier* (1998) Winchester: Transcreen Publications

*Cross-Cultural Communication: A Visual Approach* (1999) Winchester: Transcreen Publications

*Humour across Frontiers* (in preparation)

### Multimedia

Englantia Hauskaa ja Helppoa (film series) (1961) Finnish Television

Walter and Connie (film series) (1962) London: BBC

Transcreen English (video series) (1988) Winchester: Transcreen Educational Films

Gulliver: Performing Successfully Across Cultures (1999) (CD-ROM and intranet training tool) London: Richard Lewis Communications

National Cultural Profiles and Cultural Assessment (2002) (Web-based support system) London: CultureActive

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To Serge Morette and Michel Tissier, two splendid Frenchmen



One ship drives east and another drives west  
With the self-same winds that blow;  
    'Tis the set of the sails  
        And not the gales  
    That tells them the way to go.  
Like the winds of the sea are the winds of fate  
As we voyage along through life;  
    'Tis the set of the soul  
        That decides its goal  
And not the calm or the strife.

—*World Voices*

Ella Wheeler Wilcox

New York: Hearst's International Library Company, 1916

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