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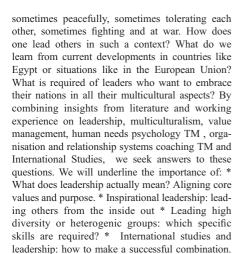
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sometimes peacefully, sometimes tolerating each other, sometimes fighting and at war. How does one lead others in such a context? What do we learn from current developments in countries like Egypt or situations like in the European Union? What is required of leaders who want to embrace their nations in all their multicultural aspects? By combining insights from literature and working experience on leadership, multiculturalism, value management, human needs psychology TM , organisation and relationship systems coaching TM and International Studies, we seek answers to these questions. We will underline the importance of: * What does leadership actually mean? Aligning core values and purpose. * Inspirational leadership: leading others from the inside out * Leading high diversity or heterogenic groups: which specific skills are required? * International studies and leadership: how to make a successful combination. In conclusion, suggestions for leadership development and implementation will be provided.

How to improve the effect of organisational change: Training systems and training intentions

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This study explores the conditions for how to improve the effect of organisational change for small- and medium-sized enterprises (SMEs), and takes training system and employee's training intention as moderators to examine. The study surveyed 1209 employees from small and medium size manufacturing and service organisations (less than 250 employees) by simple random sampling, and used hierarchical regression analysis to test the hypotheses. The research findings shows that: 1. Organisational change level is positive related to the effect of organisational change; 2. Employee's training intention moderated the main effect, and let the positive relationship become stronger. And the moderating effect of training system also show marginal significant. Overall, these findings underscore the importance of complete training system and related system design to improve the effect of organisational change. Implications and direction for future research are discussed.

Factors affecting the incomes of lesbians in the United States

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Studies have demonstrated that gay men earn less, and lesbians earn more, than their heterosexual counterparts. This study explores some of the factors associated with the incomes of lesbian employees in the United States and tests some of the previously suggested explanations for the income disparity. The sample comprised 100 individuals who identified as lesbian, who live in the US, and reported being employed full time. This study found that age and education were strong predictors of the incomes of lesbian employees. Controlling for age and education, lesbian employees' incomes were inversely related to the proportion of women coworkers. Legislative protection, organisations' policies and practices supportive of gay and lesbian employees, and perceived discrimination were not significant predictors of income after controlling for age and education.

Entrepreneurial potential for Italian undergraduates

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Choosing to be an entrepreneur can be an opportunity for the young, especially since they have difficulties in finding jobs. To detect the knowledge, attitude, and aptitude towards the entrepreneurial job, understand the variables that are related with the entrepreneurial choice in young males and females, a questionnaire (50 multiple-choices items / Cronbachs Alpha .849) that analyses: personal data; entrepreneurial network of acquaintances; image of future job; ideas about male and female entrepreneurs; information about bureaucracy and investments in creating enterprises; entrepreneurial aptitude; attitude toward entrepreneurship was applied to 560 Italian humanities students. The difficulties described in enterprise creation are: economic aspects, bureaucracy, partners/co-workers, and getting credit from banks. The image of the profile of male entrepreneurs is characterised by leadership and perseverance, while females show perseverance and a strong spirit of sacrifice. Students have little knowledge about start-up processes. Attitudes toward entrepreneurship/self-employment are characterised by the choice of the adjectives: wonderful, prestigious, active, energetic, satisfying, interesting, suitable, various and flexible. Networking is an important variable that has a positive and significant effect on the others: people with a family/social network with entrepreneurs have access to a lot of information; they have a more positive image of an entrepreneurial job; and they think about it, try and are able to be self-employed more than others. We consider this research a step towards helping to identify a model that integrates elements of the entrepreneurial project: gender, attitudes, aptitudes, networking, information, and social support.

Explaining individual differences in the accuracy of interviewer ratings: A social-cognitive intelligence approach

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Raters differ in their rating accuracy, but only recently has research attention shifted to the reasons for these differences. Taking a social cognition perspective, we developed a model of individual differences that were hypothesised to distinguish raters according to their levels of judgment accuracy. The research reported here studied the effects of rater individual differences on the accuracy of ratings in simulated one-on-one video-taped recruiting interviews. The sample consisted of managerial interviewers (N = 144) who observed five video-taped interviewees acting out scripted interviews. We used a multiple regression analysis to test predictions derived from social cognition theory stating that raters who had higher levels of social cognitive intelligence cluster variables would have higher performance rating accuracy scores. The multiple regression and relative weights analyses provided evidence for these hypothesised effects. The relative importance of individual difference variables and their incremental validity for the prediction of judgment accuracy are discussed. Implications for judgment accuracy research, rater selec-

tion and training, and rating procedure design are discussed.

Effects of rater-ratee personality similarity on rating of task orientated work behaviour

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Performance appraisal research has shifted its emphasis to the examination of rater cognitive processes and the social and contextual variables which affect performance evaluation. Research has investigated the effect of similarity between rater and ratee on subsequent performance ratings. However, these studies have mostly relied on similarity measures based on physical similarity characteristics, for example, demographic similarity. The inconclusive nature of these findings suggests that the complexity of interpersonal judgment has been oversimplified; in social-cognition literature, substantial evidence exists that rater-ratee acquaintance shifts the focus of similarity judgment to deeper, sometimes unobservable, characteristics, such as values, motives and attitudes. This research study investigates whether rater-ratee personality similarity in the Big Five personality traits, unduly influences task-orientated performance ratings. Self-report personality data (IPIP; Goldberg, 2006), were collected from university lecturers (N = 5), and their students (N = 152). Actual lecturer performance assessment data (end-of-semester student feedback ratings) were adminstered simultaneously. Data were analysed through polynomial regression analysis and response surface methodology. Results indicated that ratee extraversion (r = .357), conscientiousness (r = .413) and openness (r = .178) had significant main effects on average performance ratings. Also, rater-ratee personality similarity in extraversion (p < .001), neuroticism (p < .01) and openness (p < .001) had a significant effect on performance ratings, with the effects of agreeableness and conscientiousness approaching significance. The results suggest that the earlier conclusions in which personality similarity does not affect performance ratings, seem to be premature, and that more research is needed to investigate why personality similarity affects ratings.

Mapping the profile of skills from professionals and students perception of nursing in Erechim

Silvia De Medeiros URI Campus de Erechim, Brazil

This study has the objective of mapping the profile of necessary nursing competences in order to identify skills, attitudes and knowledge for professional practice. Characterised as a quantitative research, and made use of a questionnaire for collecting data. The questionnaire comprised twenty closed questions, and was drawn up so that the competences were distributed in four groups: Behavioural, Focus on the Result, Emotional Balance and Management/ Technique. There was a total of 48 participants, being 24 professional nurses (8 from the clinical area, 8 from the social area, 8 from the teaching area) and other participants were 24 nursing students (8th and 9th semesters from URI - Campus of Erechim). The analysis of the results pointed out the following order of classification for competences: Commitment (obtained the highest score: 97.9%); Listening, Speaking and Perception and Ethics