

**Project GLOBE:**

**Deciphering Cultures And Their  
National, Organizational, And  
Managerial Implications**

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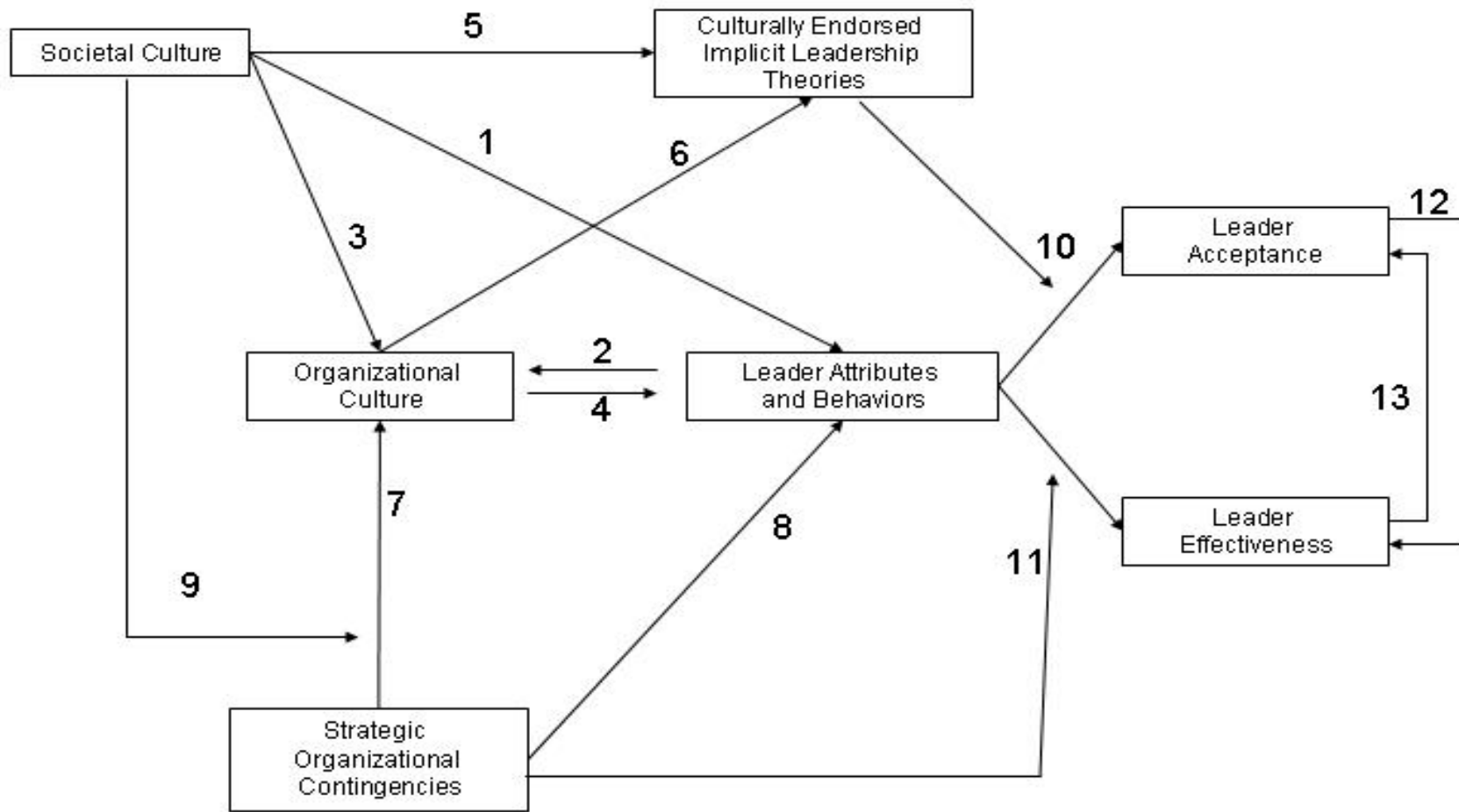
**Sept. 25, 2003**

# THE GLOBE RESEARCH PROGRAM

**GLOBE is a multi-phase, multi-method research program designed understand the relationship between culture and leadership, organizational, and societal effectiveness.**

# THE GLOBE RESEARCH PROGRAM

**160 social scientists and management scholars from 62 cultures representing all major regions throughout the world are engaged in this long-term programmatic series of cross-cultural leadership studies.**



# GLOBE Countries Listed by Geographic Regions of the World

<b>Albania</b>	<b>Finland</b>	<b>Japan</b>	<b>Singapore</b>
<b>Argentina</b>	<b>France</b>	<b>Kazakhstan</b>	<b>Slovenia</b>
<b>Australia</b>	<b>Georgia</b>	<b>Kuwait</b>	<b>South Africa</b> (Black sample)
<b>Austria</b>	<b>Germany</b> (former FRG)	<b>Malaysia</b>	<b>South Africa</b> (White sample)
<b>Bolivia</b>	<b>Germany</b> (former GDR)	<b>Mexico</b>	<b>Spain</b>
<b>Brazil</b>	<b>Greece</b>	<b>Namibia</b>	<b>Sweden</b>
<b>Canada</b> (English speaking)	<b>Guatemala</b>	<b>Netherlands</b>	<b>Switzerland</b>

# GLOBE Countries Listed by Geographic Regions of the World

<b>China</b>	<b>Hong Kong</b>	<b>New Zealand</b>	<b>Taiwan</b>
<b>Colombia</b>	<b>Hungary</b>	<b>Nicaragua</b>	<b>Thailand</b>
<b>Costa Rica</b>	<b>India</b>	<b>Nigeria</b>	<b>Turkey</b>
<b>Czech</b>	<b>Indonesia</b>	<b>Philippines</b>	<b>United</b>
<b>Republic</b>			<b>States</b>
<b>Denmark</b>	<b>Iran</b>	<b>Poland</b>	<b>Venezuala</b>
<b>Ecuador</b>	<b>Ireland</b>	<b>Portugal</b>	<b>Zambia</b>
<b>Egypt</b>	<b>Israel</b>	<b>Qatar</b>	<b>Zimbabwe</b>
<b>El Salvador</b>	<b>Italy</b>	<b>Russia</b>	
<b>England</b>			

**GLOBE measures both cultural practices  
(as is) and cultural values (should be).**

# Culture Construct Definitions

## Power distance:

**The degree to which members of a collective expect power to be distributed equally.**

## Specific Questionnaire Item

**Followers are (should be) expected to obey their leaders without question.**

# Country Rankings on Power Distance

<b>Lowest Power Distance Countries in GLOBE</b>	<b>Medium Power Distance Countries in GLOBE</b>	<b>Highest Power Distance Countries in GLOBE</b>
<b>Denmark</b> <b>3.89</b>	<b>England</b> <b>5.15</b>	<b>Russia</b> <b>5.52</b>
<b>Netherlands</b> <b>4.11</b>	<b>France</b> <b>5.28</b>	<b>Spain</b> <b>5.52</b>
<b>South Africa</b>	<b>Brazil</b> <b>5.33</b>	<b>Thailand</b> <b>5.63</b>
<b>(Black sample)</b> <b>4.11</b>	<b>Italy</b> <b>5.43</b>	<b>Argentina</b> <b>5.64</b>
<b>Israel</b> <b>4.73</b>	<b>Portugal</b> <b>5.44</b>	<b>Morocco</b> <b>5.80</b>
<b>Costa Rica</b> <b>4.74</b>		

# Culture Construct Definitions

## Uncertainty Avoidance:

**The extent to which a society, organization, or group relies on social norms, rules and procedures to alleviate unpredictability of future events.**

## Specific Questionnaire Item

**Most people lead (should lead) highly structured lives with few unexpected events.**

# Country Rankings on Uncertainty Avoidance

<b>Lowest Uncertainty Avoidance Countries in GLOBE</b>		<b>Medium Uncertainty Avoidance Countries in GLOBE</b>		<b>Highest Uncertainty Avoidance Countries in GLOBE</b>	
<b>Russia</b>	<b>2.88</b>	<b>Israel</b>	<b>4.01</b>	<b>Austria</b>	<b>5.16</b>
<b>Hungary</b>	<b>3.12</b>	<b>U.S.</b>	<b>4.15</b>	<b>Denmark</b>	<b>5.22</b>
<b>Bolivia</b>	<b>3.35</b>	<b>Mexico</b>	<b>4.18</b>	<b>German</b>	
<b>Greece</b>	<b>3.39</b>	<b>Kuwait</b>	<b>4.21</b>	<b>(former WEST)</b>	<b>5.22</b>
<b>Venezuela</b>	<b>3.44</b>	<b>Ireland</b>	<b>4.30</b>	<b>Sweden</b>	<b>5.32</b>
				<b>Switzerland</b>	<b>5.37</b>

# Culture Construct Definitions

## Humane Orientation:

**The degree to which a collective encourages & rewards individuals for being fair, altruistic, generous, caring and kind to others.**

## Specific Questionnaire Item

**People are generally (should be generally) very tolerant of mistakes.**

# Country Rankings on Humane Orientation

<b>Least Humane Oriented Countries in GLOBE</b>	<b>Medium Humane Countries in GLOBE</b>	<b>Most Humane Oriented Countries in GLOBE</b>
<b>Germany</b>	<b>Hong Kong</b> <b>3.90</b>	<b>Indonesia</b> <b>4.69</b>
<b>(Former WEST)    3.18</b>	<b>Sweden</b> <b>4.10</b>	<b>Egypt</b> <b>4.73</b>
<b>Spain</b> <b>3.32</b>	<b>Taiwan</b> <b>4.11</b>	<b>Malaysia</b> <b>4.87</b>
<b>France</b> <b>3.40</b>	<b>U.S.</b> <b>4.17</b>	<b>Ireland</b> <b>4.96</b>
<b>Singapore</b> <b>3.49</b>	<b>New Zealand</b> <b>4.32</b>	<b>Philippines</b> <b>5.12</b>
<b>Brazil</b> <b>3.66</b>		

# Culture Construct Definitions

## Institutional Collectivism:

**The degree to which individuals are integrated into groups within the society.**

## Specific Questionnaire Item

**Leaders encourage (should encourage) group loyalty even if individual goals suffer.**

## Country Rankings on Individualism/Collectivism

<b>Most Individualistic Countries in GLOBE</b>		<b>Medium Individualistic Countries in GLOBE</b>		<b>Most Collectivist Countries in GLOBE</b>	
<b>Greece</b>	<b>3.25</b>	<b>Hong Kong</b>	<b>4.13</b>	<b>Denmark</b>	<b>4.80</b>
<b>Hungary</b>	<b>3.53</b>	<b>U.S.</b>	<b>4.20</b>	<b>Singapore</b>	<b>4.90</b>
<b>Germany</b>		<b>Egypt</b>	<b>4.50</b>	<b>Japan</b>	<b>5.19</b>
<b>(former East)</b>	<b>3.56</b>	<b>Poland</b>	<b>4.53</b>	<b>South Korea</b>	<b>5.20</b>
<b>Argentina</b>	<b>3.66</b>	<b>Indonesia</b>	<b>4.54</b>	<b>Sweden</b>	<b>5.22</b>
<b>Italy</b>	<b>3.68</b>				

# Culture Construct Definitions

- In-Group Collectivism

The degree to which individuals have strong ties to their small immediate groups

- Specific Questionnaire Item

- In this society, children live with parents until they get married.

# Country Rankings on In group Collectivism

<b>Least Family Collective Countries in GLOBE</b>		<b>Medium Family Collective Countries in GLOBE</b>		<b>Most Family Collective Countries in GLOBE</b>	
<b>Denmark</b>	<b>3.53</b>	<b>Japan</b>	<b>4.63</b>	<b>Egypt</b>	<b>5.64</b>
<b>Sweden</b>	<b>3.66</b>	<b>Israel</b>	<b>4.70</b>	<b>China</b>	<b>5.80</b>
<b>New Zealand</b>	<b>3.67</b>	<b>Qatar</b>	<b>4.71</b>	<b>Morocco</b>	<b>5.87</b>
<b>Netherlands</b>	<b>3.70</b>	<b>Austria</b>	<b>4.85</b>	<b>India</b>	<b>5.92</b>
<b>Finland</b>	<b>4.07</b>	<b>Italy</b>	<b>4.94</b>	<b>Iran</b>	<b>6.03</b>

# Culture Construct Definitions

## Assertiveness:

**The degree to which individuals are assertive, dominant & demanding in their relationships with others.**

## Specific Questionnaire Item

**People are (should be) generally dominant.**

# Country Rankings on Assertiveness

<b>Least Assertive Countries in GLOBE</b>	<b>Medium Assertive countries in GLOBE</b>	<b>Most Assertive Countries in GLOBE</b>
<b>Sweden 3.38</b>	<b>Egypt 3.91</b>	<b>Spain 4.42</b>
<b>New Zealand 3.42</b>	<b>Ireland 3.92</b>	<b>U.S. 4.55</b>
<b>Switzerland 3.47</b>	<b>Philippines 4.01</b>	<b>Greece 4.58</b>
<b>Japan 3.59</b>	<b>Ecuador 4.09</b>	<b>Austria 4.62</b>
	<b>France 4.13</b>	<b>Germany 4.73</b> <b>(former EAST)</b>

# Culture Construct Definitions

## Gender Egalitarianism:

**The degree to which a collective minimizes gender inequality.**

## Specific Questionnaire Item

**Boys are encouraged (should be encouraged) more than girls to attain a higher education. (Scored inversely.)**

# Country Rankings on Gender Differentiation

<b>Most Gender Differentiated Countries in GLOBE</b>		<b>Medium Gender Differentiated Countries in GLOBE</b>		<b>Least Gender Differentiated Countries in GLOBE</b>	
<b>South Korea</b>	<b>2.50</b>	<b>Italy</b>	<b>3.24</b>	<b>Sweden</b>	<b>3.84</b>
<b>Egypt</b>	<b>2.81</b>	<b>Brazil</b>	<b>3.31</b>	<b>Denmark</b>	<b>3.93</b>
<b>Morocco</b>	<b>2.84</b>	<b>Argentina</b>	<b>3.49</b>	<b>Slovenia</b>	<b>3.96</b>
<b>India</b>	<b>2.90</b>	<b>Netherlands</b>	<b>3.50</b>	<b>Poland</b>	<b>4.02</b>
<b>China</b>	<b>3.05</b>	<b>Venezuela</b>	<b>3.62</b>	<b>Hungary</b>	<b>4.08</b>

# Culture Construct Definitions

## Future Orientation:

**The extent to which a collective encourages & rewards future-oriented behaviors such as delaying gratification, planning & investing in the future.**

## Specific Questionnaire Item

**More people live (should live) for the present than for the future. (Scored inversely.)**

# Country Rankings on Future Orientation

Least Future Oriented Countries in GLOBE		Medium Future Oriented Countries in GLOBE		Most Future Oriented Countries in GLOBE	
<b>Russia</b>	<b>2.88</b>	<b>Slovenia</b>	<b>3.59</b>	<b>Denmark</b>	<b>4.44</b>
<b>Argentina</b>	<b>3.08</b>	<b>Egypt</b>	<b>3.86</b>	<b>Canada</b>	
<b>Poland</b>	<b>3.11</b>	<b>Ireland</b>	<b>3.98</b>	<b>(English-Speaking)</b>	<b>4.44</b>
<b>Italy</b>	<b>3.25</b>	<b>Australia</b>	<b>4.09</b>	<b>Netherlands</b>	<b>4.61</b>
<b>Kuwait</b>	<b>3.26</b>	<b>India</b>	<b>4.19</b>	<b>Switzerland</b>	<b>4.73</b>
				<b>Singapore</b>	<b>5.07</b>

# Culture Construct Definitions

## Performance Orientation:

**The degree to which a collective encourages & rewards group members for performance improvement & excellence.**

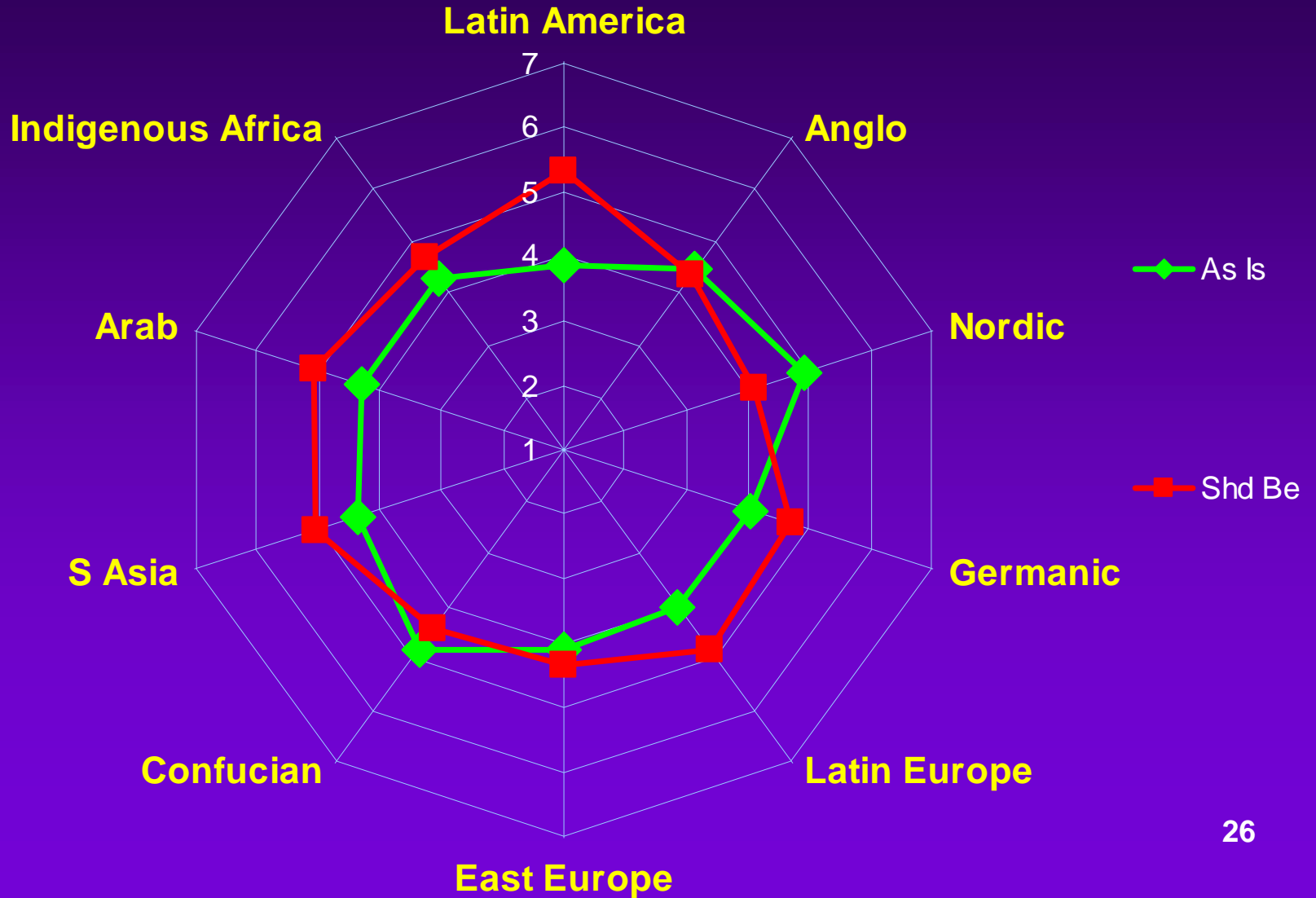
## Specific Questionnaire Item

**Students are encouraged (should be encouraged) to strive for continuously improved performance.**

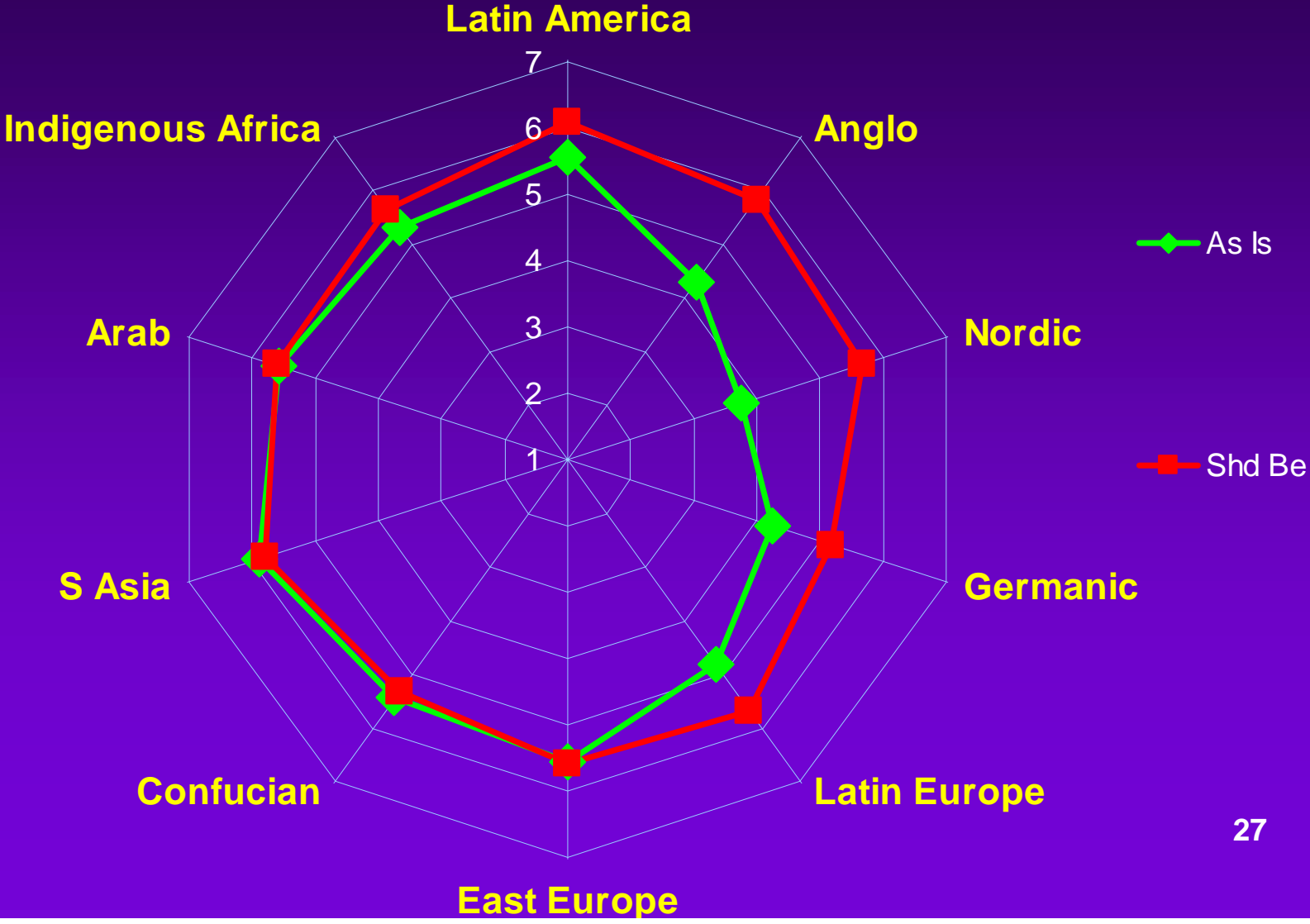
# Country Rankings on Performance Orientations

<b>Least Performance Oriented Countries in GLOBE</b>		<b>Medium Performance Oriented Countries in GLOBE</b>		<b>Most Performance Oriented Countries in GLOBE</b>	
<b>Russia</b>	<b>2.88</b>	<b>Sweden</b>	<b>3.72</b>	<b>USA</b>	<b>4.49</b>
<b>Argentina</b>	<b>3.08</b>	<b>Israel</b>	<b>3.85</b>	<b>Taiwan</b>	<b>4.56</b>
<b>Greece</b>	<b>3.20</b>	<b>Spain</b>	<b>4.01</b>	<b>New Zealand</b>	<b>4.72</b>
<b>Venezuela</b>	<b>3.32</b>	<b>England</b>	<b>4.08</b>	<b>Hong Kong</b>	<b>4.80</b>
<b>Italy</b>	<b>3.58</b>	<b>Japan</b>	<b>4.22</b>	<b>Singapore</b>	<b>4.90</b>

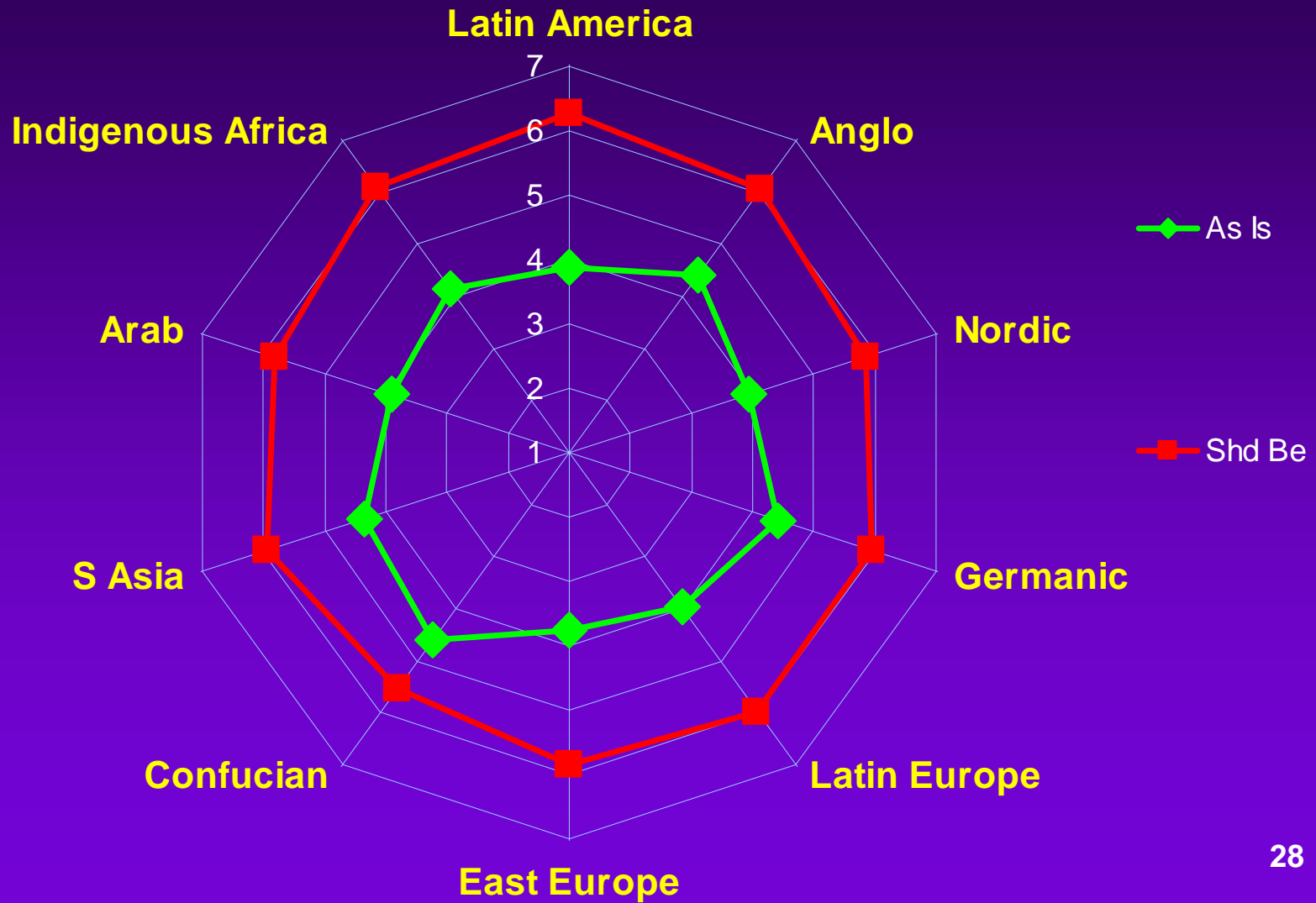
# Institutional Collectivism



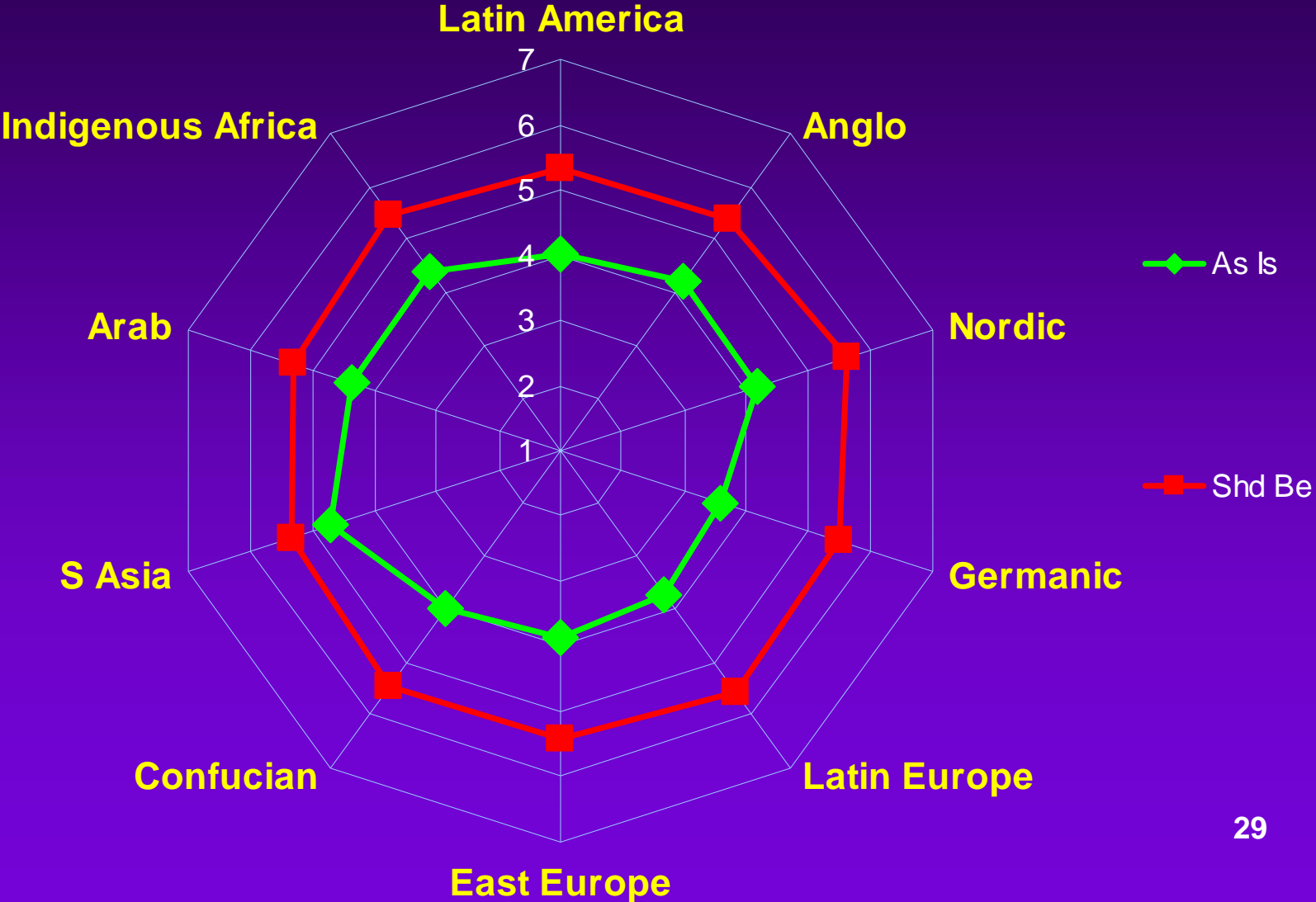
# In-Group Collectivism



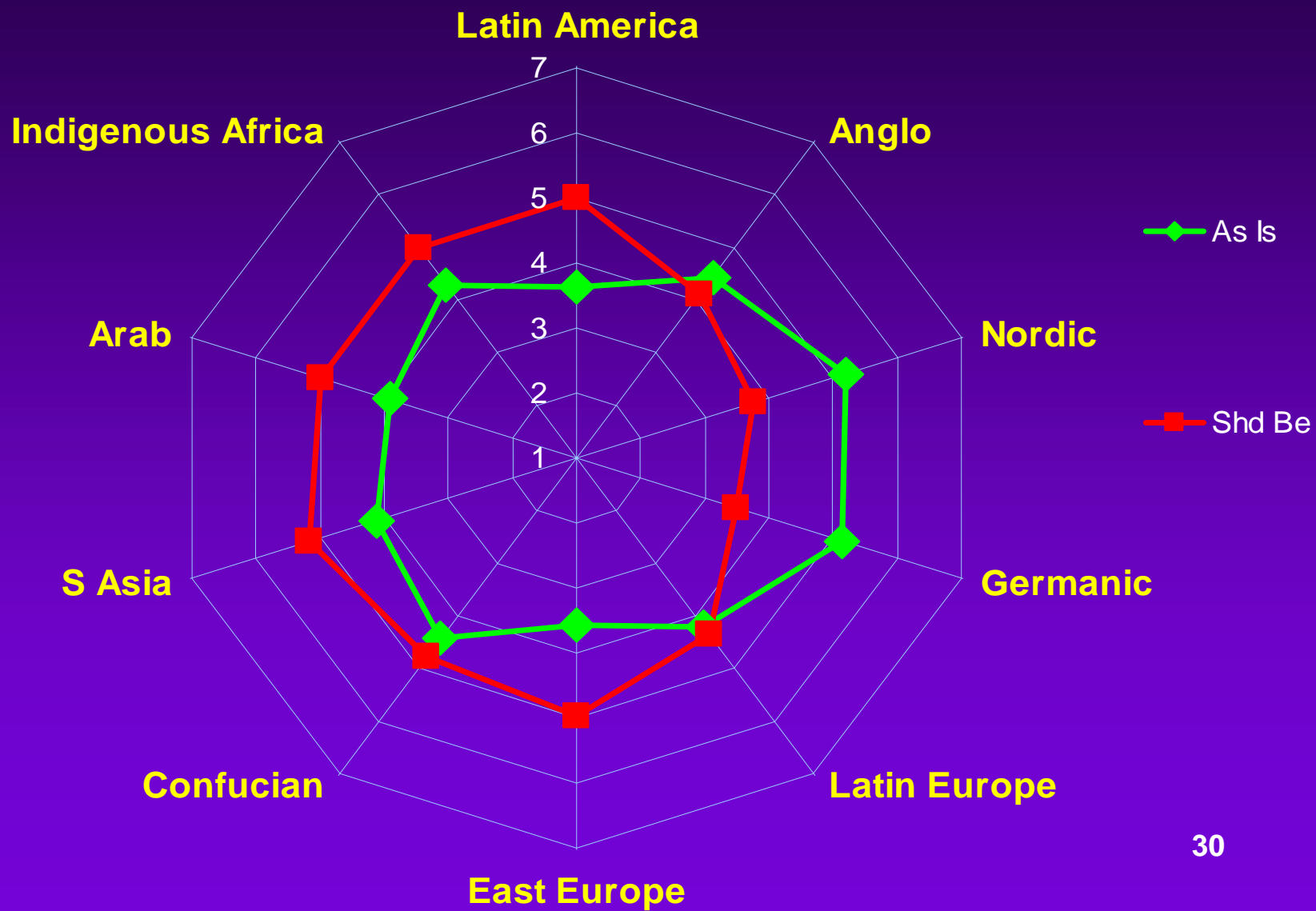
# Performance Orientation



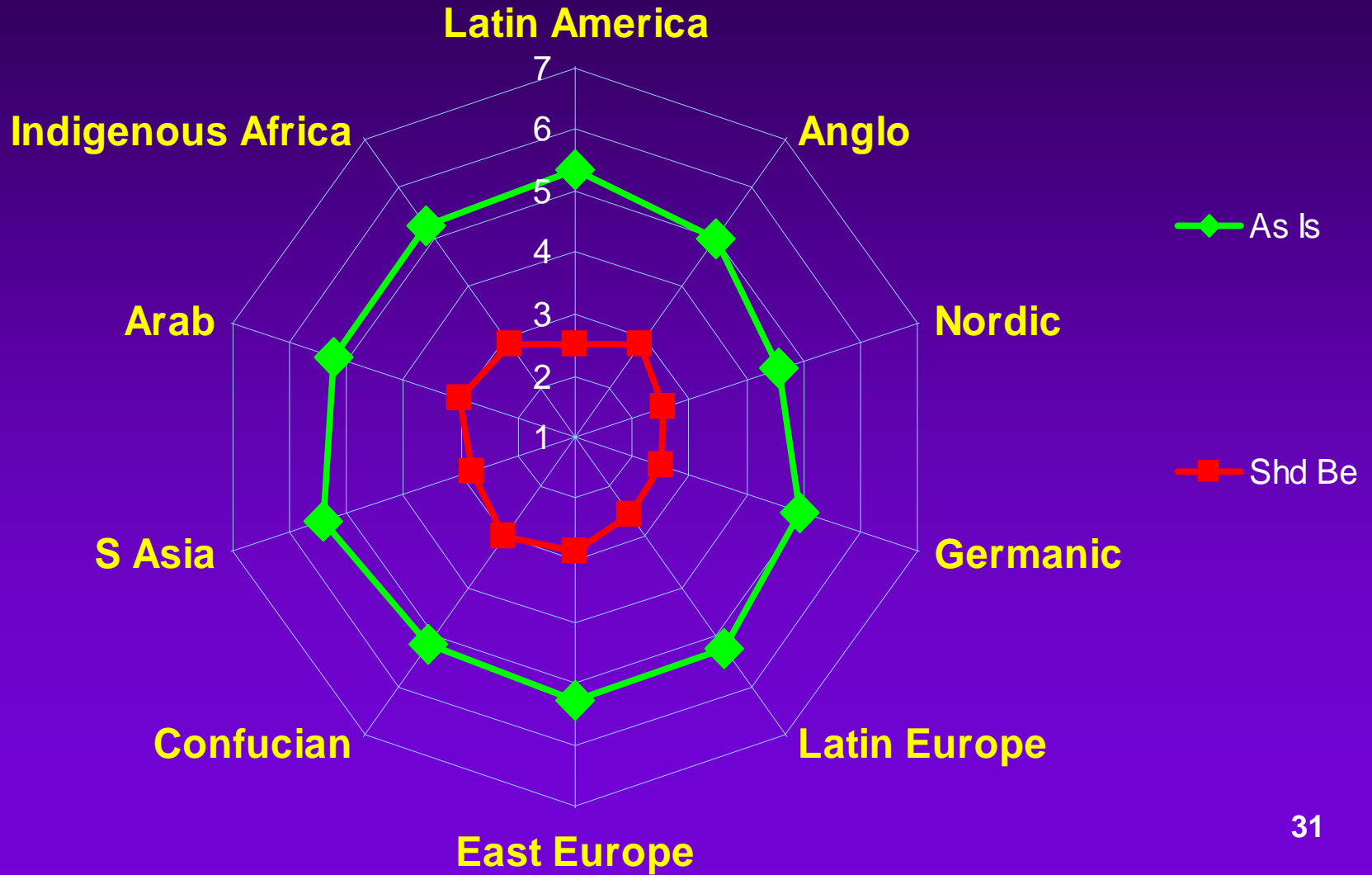
# Humane Orientation



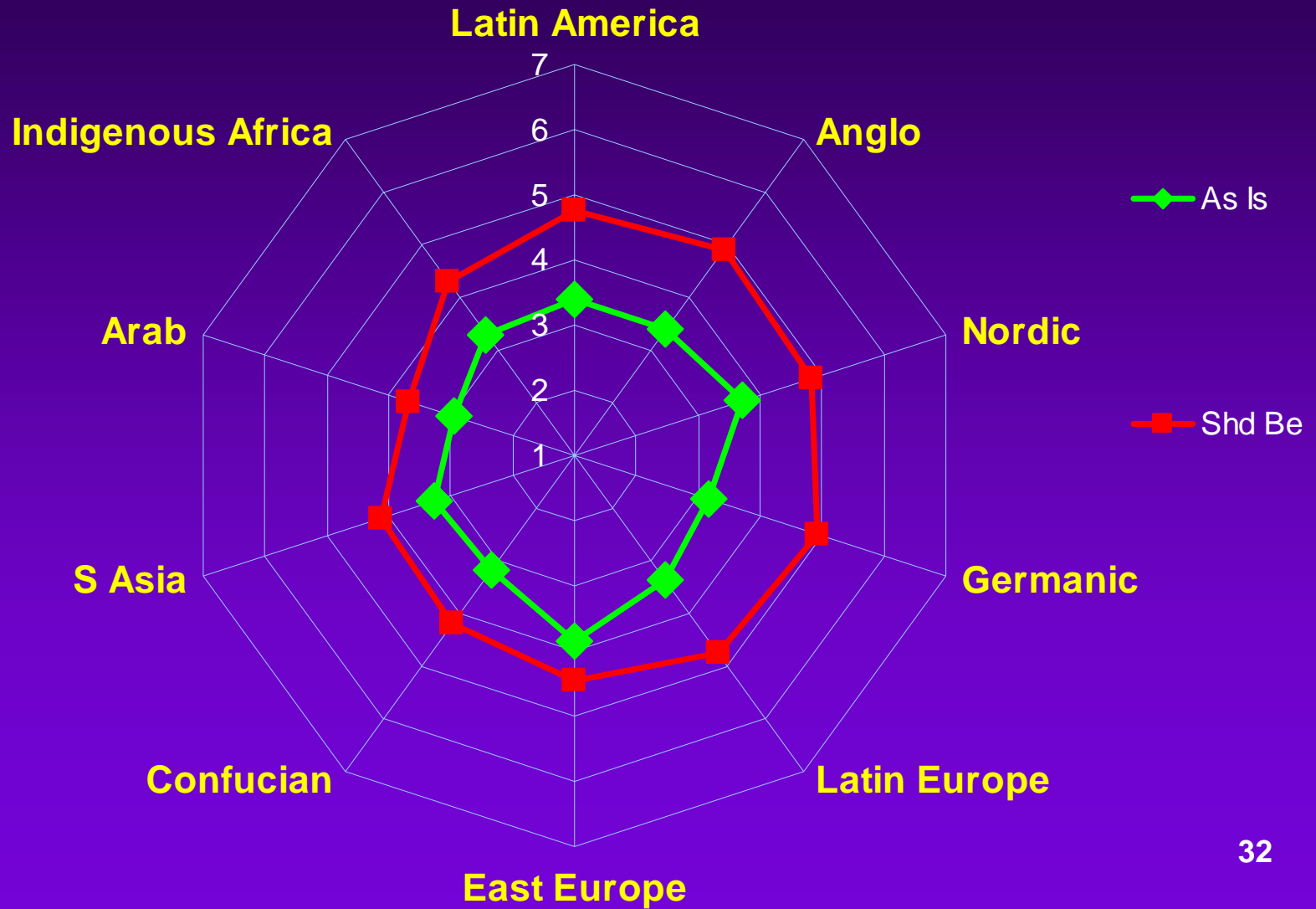
# Uncertainty Avoidance



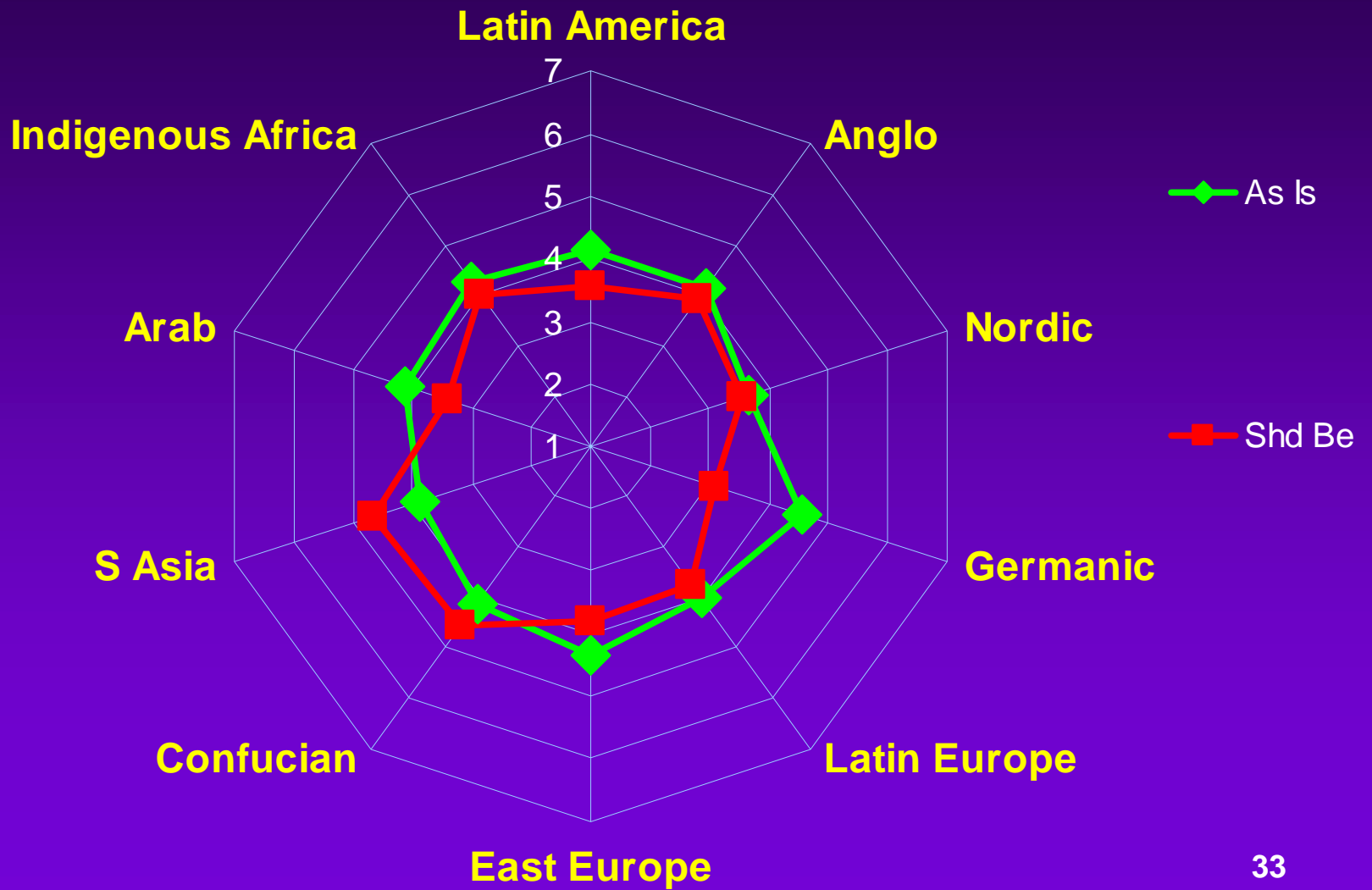
# Power Distance



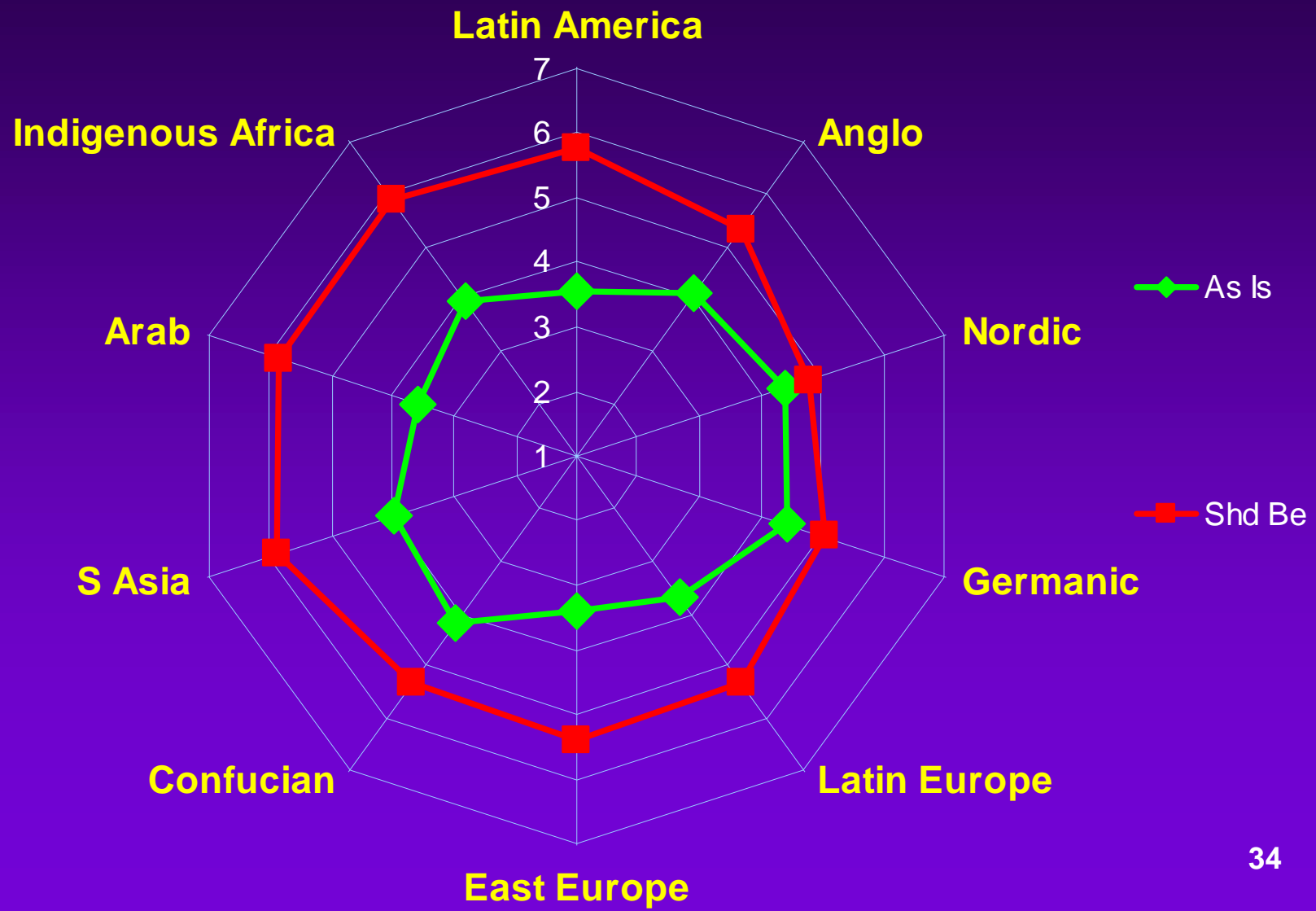
# Gender Egalitarianism



# Assertive Orientation



# Future Orientation



# IMPLICATIONS

- **Managerial**
- **Organizational**
- **National**

# Global Implicit Leadership (CLT) Dimensions

## 1. Charismatic/Value Based, 4.5 - 6.4

- \* **Charismatic 1: Visionary**
- \* **Charismatic 2: Inspirational**
- \* **Charismatic 3: Self-Sacrifice**
- \* **Integrity**
- \* **Decisive**
- \* **Performance Oriented**

## 2. Team Oriented, 4.8 - 6.3

- \* **Team 1: Collaborative Team Orientation**
- \* **Team 2: Team Integrator**
- \* **Diplomatic**
- \* **Malevolent (reverse scored)**
- \* **Administratively competent**

# Global Culturally Endorsed Implicit Leadership (CLT) Dimensions

## 3. Self-Protective, 2.1 - 4.5

- \* **Self-centered**
- \* **Status conscious**
- \* **Conflict inducer**
- \* **Face saver**
- \* **Procedural**

## 4. Participative, 2.0 - 4.6

- \* **Autocratic (reverse scored)**
- \* **Non-participative (reverse scored)**

# Global Implicit Leadership (CLT) Dimensions

## 5. Humane, 3.6 - 5.5

- \* **Modesty**
- \* **Humane orientation**

## 6. Autonomous, 2.3 - 4.7

- \* **Individualistic**
- \* **Independent**
- \* **Autonomous**
- \* **Unique**

# Universal Positive Leader Attributes

<u>Questionnaire</u>	<u>Corresponding</u>
<u>Items</u>	<u>Leadership Scale</u>
<b>Trustworthy</b> - - - - -	<b>Integrity</b>
<b>Just</b> - - - - -	<b>Integrity</b>
<b>Honest</b> - - - - -	<b>Integrity</b>
<b>Foresight</b> - - - - -	<b>Charisma 1: visionary</b>
<b>Plans ahead</b> - - - - -	<b>Charisma 1: visionary</b>

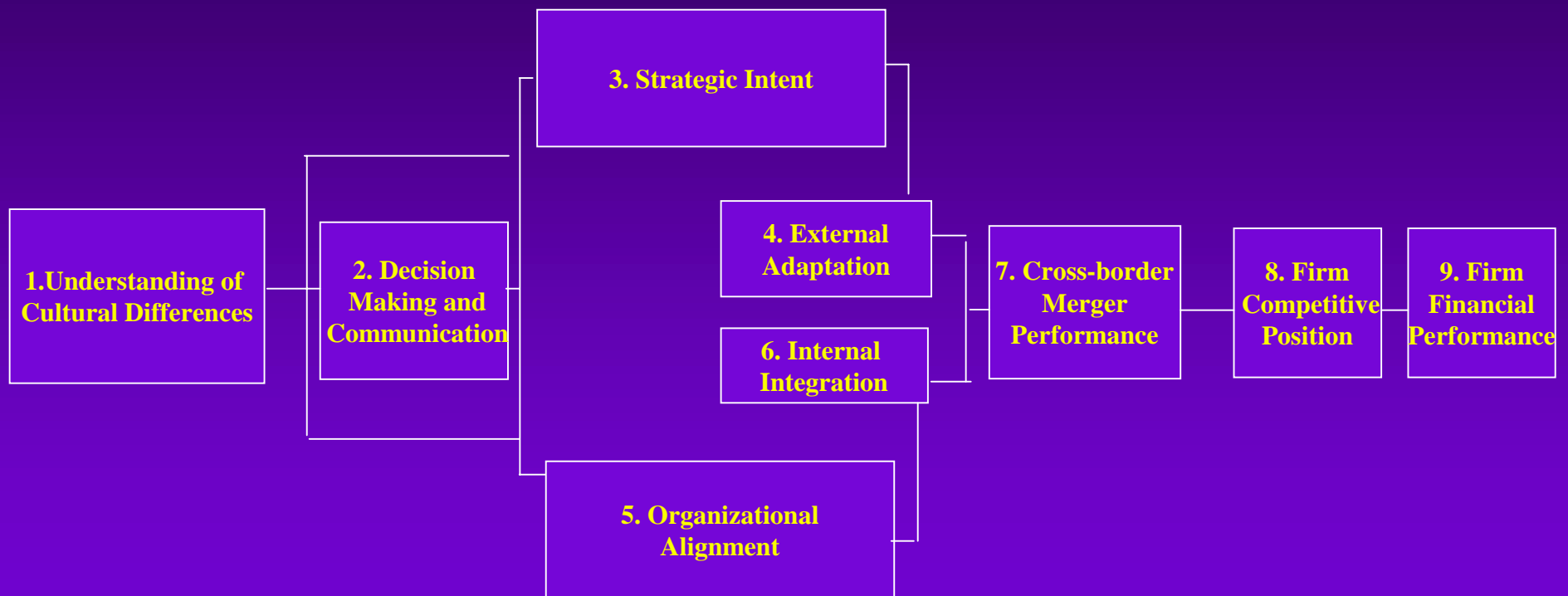
# Universal Negative Leader Attributes

<u>Questionnaire</u>	<u>Corresponding</u>
<u>Items</u>	<u>Leadership Scale</u>
<b>Loner</b> - - - - -	<b>Self-centered</b>
<b>Asocial</b> - - - - -	<b>Self-centered</b>
<b>Noncooperative</b> - - - - -	<b>Malevolent</b>
<b>Irritable</b> - - - - -	<b>Malevolent</b>

# Culturally Contingent CLT Items

<b>Ambitious (2.85 – 6.73)</b>	<b>Evasive (1.52 – 5.67)</b>
<b>Cautious (2.17 – 5.78)</b>	<b>Independent (1.67 – 5.32)</b>
<b>Class Conscious (2.53 – 6.09)</b>	<b>Individualistic (1.67 – 5.10)</b>
<b>Compassionate (2.69 – 5.56)</b>	<b>Elitist (1.61 – 5.00)</b>
<b>Cunning (1.26 – 6.38)</b>	

# Impact Of Culture On Cross-Border Mergers



# Cultural Practices and Economic Health

Cultural Practices	Economic Prosperity	Government Support for Prosperity	Societal Support for Competitiveness	World Competitiveness Index
Performance Orientation	.29* n=57	.50** n=40	.58** n=40	.61** n=41
Future Orientation	.54** n=57	.63** n=40	.48** n=40	.62** n=41
Institutional Collectivism	.33* n=57	.36* n=40		.40** n=41
Uncertainty avoidance	.60** n=57	.74** n=40	.44** n=40	.60** n=41

\*Correlation is significant at the 0.05 level (2-tailed)

\*\* Correlation is significant at the 0.01 level (2-tailed)

## Cultural Practices and Economic Health

Cultural Practices	Economic Prosperity	Economic Productivity	Government Support for Prosperity	Societal Support for Competitiveness	World Competitiveness Index
<b>In-group Collectivism</b>	<b>-.78**</b> n=57	<b>-.67**</b> n=40			<b>-.45**</b> n=41
<b>Power Distance</b>	<b>-.53**</b> n=57		<b>-.65**</b> n=40	<b>-.47**</b> n=40	<b>-.53**</b> n=41

\*Correlation is significant at the 0.05 level (2-tailed)

\*\* Correlation is significant at the 0.01 level (2-tailed)

# Cultural Practices and Human Condition

<b>Cultural Practices</b>	<b>Societal health</b>	<b>Life expectancy</b>	<b>General satisfaction</b>	<b>Human Development Index (HDI)</b>
<b>Performance Orientation</b>	<b>.53** n=40</b>		<b>.514* N=37</b>	
<b>Future Orientation</b>	<b>.70** n=40</b>		<b>.56** n=38</b>	
<b>Gender Egalitarianism</b>				<b>.29* n=56</b>
<b>Uncertainty avoidance</b>	<b>.76** n=40</b>	<b>.28* n=38</b>	<b>.70** N=38</b>	<b>.28* n=56</b>

\*Correlation is significant at the 0.05 level (2-tailed)

\*\* Correlation is significant at the 0.01 level (2-tailed)

# Cultural Practices and Human Condition

<b>Cultural Practices</b>	<b>Societal health</b>	<b>Life expectancy</b>	<b>General satisfaction</b>	<b>Human Development Index (HDI)</b>
<b>In-group Collectivism</b>	<b>-.60** n=40</b>	<b>-.45** n=56</b>	<b>-.69** N=38</b>	<b>-.56** n=56</b>
<b>Power Distance</b>	<b>-.62** n=40</b>	<b>-.33** n=56</b>	<b>-.48** n=38</b>	<b>-.36** n=56</b>
<b>Humane Orientation</b>		<b>-.35** n=54</b>		<b>-.37** n=54</b>

\*Correlation is significant at the 0.05 level (2-tailed)

\*\* Correlation is significant at the 0.01 level (2-tailed)

## Confirmed Hypotheses

### The National Culture and The Role of Government

- **Societies that have stronger performance oriented cultures tend to have governments that are more supportive of economic development.**
- **Societies that have stronger power distance orientations tend to have less transparent governments.**
- **Societies that have stronger family oriented cultures, tend to have less transparent governments.**
- **Societies that have stronger family oriented cultures tend to have less active governments.**
- **Societies that are high on uncertainty avoidance tend to have more transparent governments.**

**Thank you!**

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