GLOBE:
Global Leadership and Organizational Behavior Effectiveness Research Project

PROGRESS REPORT

Principal Investigator:

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The purpose of this report is to provide information concerning GLOBE related activities by members of the GLOBE community as of March 1, 1999.

Introduction: About GLOBE

The Global Leadership and Organizational Behavior Effectiveness (GLOBE) Research Project is a multi-phase, multi-method program of cross cultural research in which investigators spanning the world are examining the inter-relationships between societal culture, organizational culture, and organizational leadership. Approximately one hundred and seventy social scientists and management scholars from 61 countries representing all major geographic regions throughout the world are engaged in this long-term programmatic series of cross-cultural studies.

Background and Brief History of the GLOBE Project

The idea of a global research program concerned with leadership and organization practices (form and processes) was conceived by Robert J. House (The Wharton School, The University of Pennsylvania) in the summer of 1991. A grant proposal was written in the spring of 1993, following a substantial literature review and development of an item pool containing 753 questionnaire items. GLOBE began in October of 1993. GLOBE was funded in October of 1993 by a $625,000 grant from the US Department of Education and in 1998 by a $100,000 grant from US the National Science Foundation.

Principal Investigator:
Robert J. House (The Wharton School, University of Pennsylvania, USA)

Co-Principal Investigators:
Marcus W. Dickson (Wayne State University, USA)
Paul J. Hanges (University of Maryland, USA)
S. Antonio Ruiz-Quintanilla
**GLOBE Coordinating Team (GCT):**

The activities of the project as a whole are coordinated by the GLOBE Coordinating Team (GCT). The Principal Investigator and the Co-Principal Investigators are members of the GCT along with:

Ram Aditya (Louisiana Tech University)  
Staffan Akerblom (School of Economics, Stockholm, Sweden)  
Felix Brodbeck (University of Munich, Germany)  
Jagdeep Chhokar (Indian Institute of Management, Ahmedabad, India)  
Peter W. Dorfman (New Mexico State University, USA)  
Mansour Javidan (University of Calgary, Canada)  
Enrique Ogliasti (University of Los Andes, Colombia)  
Marius van Wyk (University of South Africa, South Africa)

**Country Co-Investigators (CCIs):**

The GLOBE community consists of a network of approximately 170 social scientists and management scholars from 61 countries/cultures from around the world. These Country Co-Investigators (CCIs) are responsible for leadership of the project in a specific country or countries in which they have expertise. Most countries have between two and five CCIs working on the project as a research team. The first GLOBE monograph is on the GLOBE web page. A listing of the CCIs can also be obtained from the GLOBE web site. Instructions to access the GLOBE web site are provided on page 15.
I. Monographs and non-journal Publications


II. Journal Publications


Kabasakal, H. and Dastmalchian, A. (eds.). A special issue of Applied Psychology: An International Journal will be published on GLOBE and the Middle East, containing articles from Iran, Turkey, Kuwait and Qatar.


III. Presentations

European Group and Organization Colloquia (EGOS), Maastricht, 1998

“Culture and Leadership” Track
Chairs: R. J. House and Michael Segalla

Bakacsi, G. “Relationship between two kinds of measures of cultural dimensions: The complementary and pendulum effects.” (with co-operation from research assistants Boldizsar Aczel and Sandor Sorossy)

Brodbeck, F. C. “Leadership perceptions in Europe: A 21 nations study based on the GLOBE project.”

Correia Jesuino, J. “Culture, leadership and organisations – The Portuguese case.”

Gupta, V. “The development and validation of unobtrusive and participant observation measures in GLOBE.”

Hanges, P. J. and House, R. J. “Global leadership and organizational behavior effectiveness research programme: A preliminary report of findings.”

Holmberg, I and Akerblom, S. “Outstanding leadership in the public discourse – An analysis of leadership images expressed in Swedish media.”

Leeds, C. “Universalism and exceptionalism: The etics and emics of French business leadership and GLOBE.”

Brodbeck, F. C. “Leadership perceptions in East and West Germany.”

Dorfman, P. W., Hanges, P. J., Dickson, M. W. “Challenges in cross-cultural research: The GLOBE project. A mini United Nations or the Chicago Bulls?”

Hanges, P. J. “Highlights of the GLOBE world-wide study.”

Javidan, M. “Global leadership and organizational behavior effectiveness: history, research objectives, selected findings.”

Sigfrids, C. “The importance of using multiple methods in cross-cultural research.”

Szabo, E. “Using qualitative and quantitative data to establish patterns of participative leadership in Austria.”

“Collaborating in international organizational research – Sharing our learnings to bridge the millennia”

Chair: Mark F. Peterson

Academy of Management All Conference Symposium, San Diego, 1998

“Leadership That Matters Most: GLOBE – A 60 Nation Study”
Symposium Chair:  R. J. House


Booth, S. “Convergence or divergence? Implications of what matters most for the GLOBE research project findings.”

Hanges, P. J. “Highlights of the GLOBE world-wide study.”

Gratchev, M. “Leadership and culture in the transitional economy: The case of Russia.”

Lindell, M. “Emic features of Finnish culture and leadership attributes in an international comparison.”

Peng, T. K. “GLOBE findings and interpretations: The case of Taiwan.”

Rogovsky, N. “The implications of the GLOBE findings for the international organizations.”
Academy of Management GLOBE symposium,

“GLOBE – A 60 Nation Study of Culture and Leadership:
Multiple Methodologies and Initial Findings”
Symposium Chair: Marcus Dickson
Discussant: Simcha Ronen (Tel Aviv University)

Dickson, M. W.  "GLOBE data at the organizational level of analysis:
Universality and variation in organizationally-shared cognitive prototypes of
effective leadership."

Dorfman, P. W. and Hanges, P. J.  "Questionnaire scale development and
methodological issues in GLOBE."

House, R. J., and the GLOBE Community.  "GLOBE's initial findings:
surprises and confirmations."

House, R. J. and Gupta, V.  "The development and validation of unobtrusive and
participant observation measures of culture."

Javidan, M.  "Global leadership and organizational behavior effectiveness:
History, research objectives, selected findings."
Conference of the Australia and New Zealand Academy of Management (ANZAM) – GLOBE symposium, Adelaide, 1998

“The GLOBE Project: Results from Australia and New Zealand”
Symposium Chairs: Neal Ashkanasy and Jeff Kennedy
Discussant: Daniel A. Sauers (Lincoln University)


Kennedy, J. C. “Leadership in transition: An analysis of leadership and culture in New Zealand in light of the GLOBE results.”

9th European Congress on Work and Organizational Psychology (ECWO) – GLOBE symposium, to be held in Helsinki, 1999

“Leadership and Culture in Europe: Results from the GLOBE Study”
Conveners: Deanne den Hartog and Paul Koopman

Koopman, P. and Den Hartog, D. N. “Cultural profiles in Europe.”

Brodbeck, F. C. and Frese, M. “Leadership perceptions of excellence in Europe: A 21 nations study.”

Lindell, M., Åkerblom, S., Holmberg, I. and Sigfrids, C. “Management behaviors in subcultures of a region.”


Other presentations

Aditya, R. and House, R. J. (1999) “Implications of GLOBE findings for the use of social/emotional intelligence.” To be presented to the Kravis deRoulet Conference on Social and Emotional Intelligence, Claremont University. Also to be published in conference proceedings.


Bastamenta, C (1998) “La sociedad y la empresa que deseamos tener (The society and the organization we wish to have).” Presentation to the VII EVEMO (Venezuelan Meeting on Motivation), organized by the University of the Andes and ROGYA (private organization), Venezuela. Published in conference proceedings.

Bastamente, C. (1998) “Liderazgo para el Siglo XXI (Leadership for the next century).” Presentation to the VII EVEMO (Venezuelan Meeting on Motivation), organized by the University of the Andes and ROGYA (private organization), Venezuela. Published in conference proceedings.

Dickson, M. W. (1998) "Multi-level data: Some practical and theoretical issues arising from a 64-nation study of leadership and culture." Invited address to the New York State School of Industrial and Labor Relations at Cornell University.


Peng, T. K., Fu, P., Chow, I. & Li, J. (1999) “They are all Chinese but they are not the same: Implications of results of GLOBE study among Chinese managers in Singapore, Taiwan, Hong Kong and Mainland China.” To be presented at the Conference of International Management, Taiwan.
IV. Professional Activities

The GLOBE project has been offered a grant from Motorola University (a subsidiary of Motorola, Inc.). We have just entered into a verbal agreement with Motorola University to collect data from middle managers in approximately 40 strategic business units in approximately nine countries. Motorola University will issue a grant to the University of Pennsylvania to support GLOBE. The grant will provide funds to analyze the data collected at Motorola, Inc., and will support a Project Manager for the first year of Phase 3. The Project Manager will assume most of the functions that Joydeep Roy-Bhattacharya performed during Phase 2.

GLOBE on the Internet

Paul Hanges introduced both the private and public GLOBE web pages in 1998. Both the private and public pages include the monograph to be published in the book edited by William Mobley (JAI Press), and a photograph of the 1994 Calgary conference participants. The public page includes background information on GLOBE while the private page includes model anthology chapters, Phase 2 country rankings and scales, the authorship list, and Co-Country Investigator manuals and guides.

A convenient way to inform others about GLOBE is to refer them to the PUBLIC home page at: http://www.bsos.umd.edu/psyc/hanges/globepag.htm.

To access the private GLOBE web page go to: http://www.bsos.umd.edu/psyc/hanges/globe.
User name: globe
Password: house
Use only lower case letters – no capitals.

Leader List

Tony Ruiz-Quintanilla managed the GLOBE email net known as LEADER LIST from 1994 until 1998. This was a substantial contribution to the coordination of GLOBE activities and required a substantial amount of work on Tony’s part. THANKS TONY!

Marcus Dickson has generously taken over the responsibility for Leader List. All CCIs are encouraged to subscribe to Leader List. To subscribe simply send a request to Marcus at mdickson@sun.science.wayne.edu.

V. GLOBE Anthologies - Volume 1

The editors of the first volume of GLOBE anthologies are R. J. House and Jagdeep Chhokar. We hope to recruit a commentator for each chapter. The commentator will be a scholar who is knowledgeable about the relevant country and can write fluently in English.

The first anthology will be published about the same time as the basic GLOBE book in which we report the world-wide quantitative findings. The tentative title is “Managerial Cultures in 14 countries: A Project GLOBE Anthology,” Volume 1. Suggestions for alternative titles would be appreciated. Our target date for these two books is early in the year 2000.

We will time the publication of the anthology to coincide with the publication of the first GLOBE book.

The country-specific chapters in the first volume of GLOBE anthologies are:

AUSTRALIA:
Title: "The Australian enigma."
Authors: Neal M. Ashkanasy and Sarah Falkus

AUSTRIA:
Title: "Culture, organizational practices, and leadership in Austria."
Authors: Erna Szabo and Gerhard Reber

CHINA:
Title: "Chinese culture and leadership in China."
Authors: Ping Ping Fu, Rongxian Wu, Yongkang Yang, and Jun Ye

COLOMBIA:
Title: "Culture and organizational leadership in Colombia."
Author: Enrique Ogliastri

ENGLAND:
Title: "Meritocratic variations? Culture and leadership in a changing society."
Author: Simon Booth

FINLAND:
Title: "Finland - cultural influence from West and East."
Authors: Martin Lindell and Camilla Sigfrids
GERMANY:
Title: "Societal culture and leadership in Germany: At the interface between East and West."
Authors: Felix C. Brodbeck and Michael Frese

INDIA:
Title: "Leadership and culture in India: The GLOBE research project."
Author: Jagdeep S. Chhokar

THE NETHERLANDS:
Title: "Culture and leadership in a flat country."
Authors: Henk Thierry, Deanne Den Hartog, Paul Koopman, and Celeste Wilderom

RUSSIA:
Title: "Leadership and culture in Russia: The case of transitional economy."
Authors: Mikhail V. Gratchev, Nikolai G. Rogovsky, and Boris V. Rakitski

SOUTH AFRICA:
Title: "Leadership in South Africa."
Authors: Lize Booysen and Marius Van Wyk

SWEDEN
Title: "Primus inter pares: Leadership and culture in Sweden."
Authors: Ingalill Holmberg and Staffan Akerblom

SWITZERLAND
Title: "Leadership and societal culture in Switzerland - A quantitative and qualitative study."
Authors: Jürgen Weibler and Rolf Wunderer

TURKEY:
Title: "Leadership and culture in Turkey: A multifaceted phenomenon."
Authors: Hayat Kabasakal and Muzaffer Bodur