

**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 Ogliastrri (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

House, R. J., Hanges, P. J., Ruiz-Quintanilla, S. A., Dorfman, P. W., Javidan, M., Dickson, M. W. and all contributors to GLOBE Phase II data (to be listed by name and affiliation). (in press, 1999) "Cultural influences on leadership and organizations: Project GLOBE." In Mobley, W. F. (ed.), *Advances in Global Leadership*, vol.1, JAI Press.

Ogliastri, E., McMillen, C., Altschul, C., Arias, M.E., Bastamente, C., Davila, C., Dorfman, P., Ferreira, M., Finmen, C. and Martinez, S. (in press, 1999) "Cultura y liderazgo organizacional en America Latina. El estudio Globe (Culture and organizational leadership in Latin America: the GLOBE Study)," Chapter to be published in *Revista Latinoamericana de Administración*.

Dickson, M. W., Aditya, R. N. and Chhokar, J. S. (in press). "Definition and interpretation of cross-cultural organizational culture research: Some pointers from the GLOBE research program." In Ashkanasy, N., Wilderom, C. and Petersen, M. (Eds.), *Handbook of Organizational Climate and Culture*. Thousand Oaks, CA: Sage.

II. Journal Publications

Bakacsi, G. (1998) "Honnan - hová? A nemzeti és szervezeti kultúra változásai a kilencvenes évek közepének Magyarországon (Where from and where to? Changes of national and organizational culture in Hungary of the mid-nineties)," *Vezetéstudomány (Management)*, 29: 2, pp15-22.

Brodbeck, F. C., Freses, M. and 44 European country co-investigators. (1999, *under review*) "Cultural variability of leadership prototypes in 22 European countries." *Journal of Occupational and Organizational Psychology*.

Den Hartog, D., House, R. J., Hanges, P. J., Ruiz-Quintanilla, S. A. and all GLOBE contributors to Phase II data (to be listed by name and affiliation). (in press, 1999) "Some emics and etics of culturally endorsed implicit leadership theories." *Leadership Quarterly*.

Den Hartog, D., Koopman, P., Thierry, H., Wilderom, C., Maczynski, J. & Jarmuz, S. (1997) "Dutch and Polish perceptions of leadership and culture: The GLOBE project." *European Journal of Work and Organizational Psychology*, 6:4, pp387-413.

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.

Konrad, E. and Kranjcec, R. (1997) "A comparison of implicit leadership theories of managers and students." *Review of Psychology*, 4:1-2, pp41-47.

Li, J., Koh, W. and Hia, H. (1997) "The effects of interactive leadership on human resource management in Singapore's banking industry." *The International Journal of Human Resource Management*, 8: 5, pp85-97.

Maczynski, J., Lindell, M., Motowidlo, S. J., Sigfrids, C., Akerblom, S. & Jarmuz, S. (1997) "A comparison of organizational and societal culture in Poland, Finland, and Sweden." Maczynski, J. and Motowidlo, S. J. (eds.), *Polish Psychological Bulletin*, no.3.

Maczynski, J., Motowidlo, S. J., Jarmuz, S., Hartog, D. N., Koopman, P. L., Thierry, H., and Wilderom, C. (1997) "Cross cultural perceptions of leadership: a comparison of societal, organizational, and leadership culture in Poland and Holland. Maczynski, Jerzy. and Motowidlo, Stephan J. (eds.), *Polish Psychological Bulletin*, no.3.

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.”

Conference of the International Association of Applied Psychology (IAAP), San Francisco, 1998

“GLOBE: Report of Research” Symposium Chair: R. J. House

Ashkanasy, N. M. and Falkus, S. “Leadership in a land of contrast: Two Australian prime ministers.”

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

Dorfman, P. W., Hanges, P. J. and Dickson, M. W. (1998) “Challenges in cross-cultural research: The GLOBE Project. A mini United Nations or the Chicago Bulls?”

**Academy of Management All Conference Symposium,
San Diego, 1998**

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

Ashkanasy, N. M. and Falkus, S. “Leadership in a land of contrast: Two Australian prime ministers.”

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,
San Diego, 1998.**

***“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. Sauer (Lincoln University)***

Ashkanasy, N. M. and Falkus, S. “The Australian enigma: An analysis of Australian leadership and culture in light of the GLOBE results.”

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

Trevor-Roberts, E., Ashkanasy, N. M. and Kennedy, J. C. “The GLOBE Project: Australian and New Zealand leadership compared.”

**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.”

Szabo, E., Brodbeck, F. C., Weibler, J., Wunderer, R. and Reber, G. “Similarities and differences in leadership: A comparison between the Germanic countries.”

Martin, G., Keating, M., Szabo, E. and Reber, G. “Managerial versus student samples: A comparison of Austrian and Irish societal culture norms.”

Gratchev, M. and Rogovsky, N. “Business culture in a transitional economy: The case of Russia.”

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.

Bajdo, L. (1999) "The impact of organizational culture on women's advancement in organizations." Winner of the *Michigan Association of I/O Psychologists' Best Student Paper Award*.

Bakacsi, G. (1998) "Szervezeti kultúra és leadership nemzetközi összehasonlításban (Organizational culture and leadership in cross-cultural comparison)." Presentation to the *50th Anniversary Scientific Conference of Budapest University of Economic Sciences*, Budapest. Published in conference proceedings, vol.3, pp. 2162-2172.

Bakacsi, G. (1998) "The pendulum effect: Culture, transition, and learning." Presentation to the *International Seminar on "Globalization, Managerial Competence and the Organizational Learning Process"*, organized by the Institute of Sociology, Hungarian Academy of Sciences, Budapest. 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*.

Dickson, M. W. (1998) "Societies, industries, organizations, individuals: Levels of analysis in action." Invited presentation to the *Graduate Program in Industrial/Organizational Psychology*, Bowling Green State University.

Dickson, M. W. (1998) "Differences in within-organization agreement when describing the organization – and implications of those differences." Presentation for the *Conference of the Society for Industrial and Organizational Psychology*.

Fu, P. and Chow, I. (1999) "Exploring cultural similarities and differences within the pluralistic Chinese setting." Submission for presentation to the *Academy of Management Convention*.

Fu, P. and Yukl, G. (1998) "Impact of national culture on management influence tactics: A comparison between the United States and China." Presentation to the *Academy of Management Convention*, San Diego.

Gratchev, M. (1998) "The profile of Russian management." Presentation to the *National Conference on the Role of Large Corporations in Russian Economic Success*.

Gratchev, M. (1998) "Ethical Russian entrepreneurship: Does it exist?" Presentation to the *Carnegie Council for International Affairs and Ethics*, New York.

Gratchev, M. (1998) "Management know-how transfer: The Russian Experience." Presentation to the *10th Anniversary International Management Center*

Gupta, V. (1998) "GLOBE participant and unobtrusive measures: A preliminary report." Presentation to *Erasmus University, Rotterdam*.

Gupta, V. and House, R. J. (1999) "A strategic model of societal culture." To be presented at the *Academy of Management Convention*.

Hanges, P. J. and Dickson, M. W. (1998) "Challenges faced in conducting the GLOBE cross-cultural research project." Invited keynote address at the meeting of the *Latin American Research Consortium*, San Jose.

House, R. J. (1997). "Preliminary report of GLOBE findings." Presentations at workshops for top Scandinavian executives sponsored by *Gemini Gap Consulting Group*, Stockholm and Oslo.

House, R. J. (1998) "Preliminary report of GLOBE findings." Presentation to top executives at *VATECH*, Austria.

House, R. J. (1998) "Project GLOBE: Preliminary findings." Presentation to the *International Association of Scholarly Associations of Management*, Madrid.

Hanges, P. J. and House, R. J. (1998) "The relationship between societal cultures and organizational practices and values." Presentation to the *Society for Organizational Behavior*, Washington, D. C.

Konrad, E. (1997) "The study of metaphorical meaning of GLOBE cultural dimensions." Workshop on 8. *European Congress on Work and Organizational Psychology*, Verona.

Konrad, E. (1998) "Implicit leadership theories in Eastern and Western Europe." Presentation to the *Conference on Organizational Psychology and Transition Processes in Central and Eastern Europe*, Dubrovnik. Published in conference proceedings, p.7.

Konrad, E. Sabadin, A. and Brenk, K. (1997) "Implications of cultural orientations for the development of science (In Slovenian)." *Znanje in razvoj za slovenske društve*. Ministrstvo za znanost in tehnologijo Ljubljana, *Delavnica 97*. Published in conference proceedings, pp97-102.

Konrad, E., Sabadin, A. & Brenk, K. (1998) "Differences in organizational practices and values among industries." Presentation to the *6th International Conference on Work Values and Behaviour, International Society for the Study of Work and Organizational Values*, Istanbul. Published in conference proceedings, pp165-169.

Ogliastri, E., McMillen, C., Altschul, C., Arias, M.E., Bastamente, C., Davila, C., Dorfman, P., Ferreira, M., Finmen, C. and Martinez, S. (1998) "Cultura y liderazgo organizacional en America Latina. El estudio Globe (Culture and organizational leadership in Latin America: the GLOBE Study)." Presentation to the *Latin American Management Association (Cladea)*, Dominican Republic. Also to be published in *Revista Latinoamericana de Administración*.

Pasa, S. F., Kabasakal, H. and Bodur, M. (1998) "Culture specific leadership attributes." Presentation to the *Western Academy of Management, 5th International Conference*, Istanbul.

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