
Leading Across Cultures

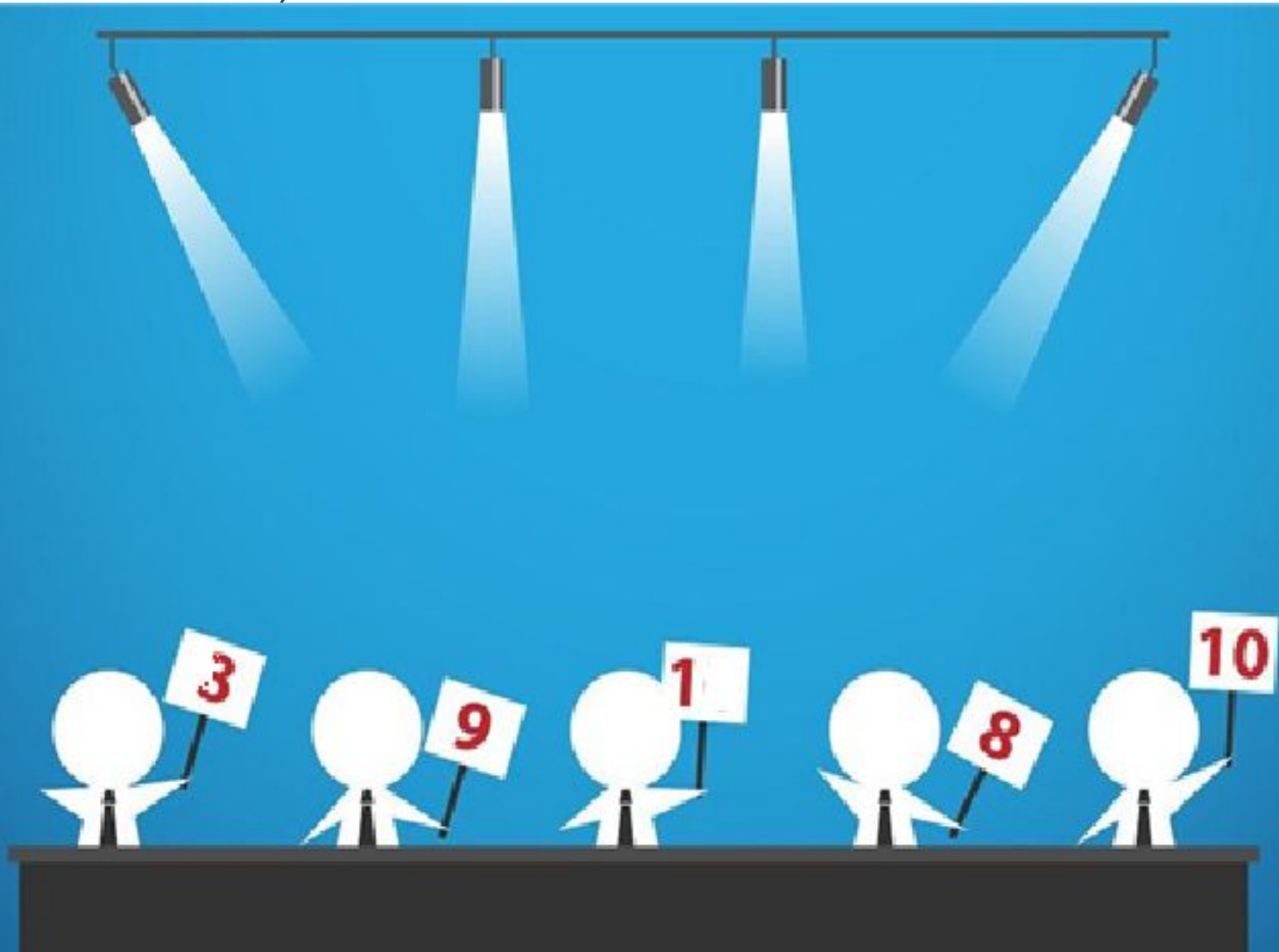
Anna Stefanowicz-Kocoł, PhD

**Faculty of Humanities, Department of English Philology
University of Applied Sciences in Tarnow, Poland**



How are you today?

Talk to your neighbour or neighbours. Let them know how you're doing today with 0 being the worst possible and 10 being the best possible. Explain why (if you feel comfortable to).



Why?

- Cultures are getting more and more intertwined
- Business world is becoming increasingly global
- But....Globalisation does not mean that cultural differences are disappearing or diminishing
- A need for effective international and cross-cultural communication: discussion participation, conflict resolution, problem-solving, decision-making, management practices, etc.



Culture Definition

“Shared motives, values, beliefs, identities, symbols, and interpretations or meanings of significant events, that result from common experiences of members of collectives that are transmitted across generations”

GLOBE Country Co-investigators 1994



Artefacts

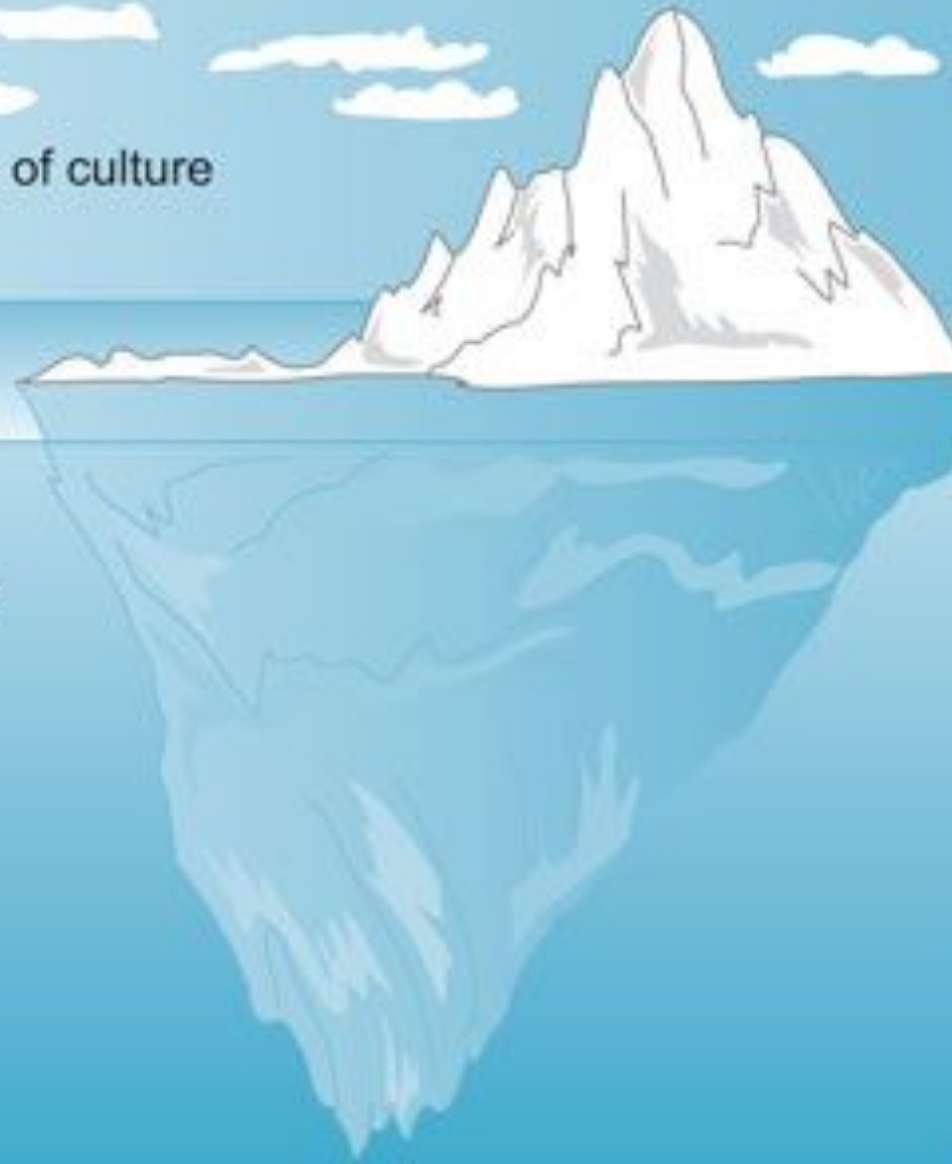
Tangible manifestations of culture

Values

Ethical statements
of rightness

Basic
assumptions

Unconscious and taken
for granted ways of
seeing the world



Leadership Definition

“The ability to motivate, influence, and enable individuals to contribute to the objectives of organisations of which they are members.”

GLOBE Country Co-investigators 1994



Cross Cultural Leadership Definition

*“the **ability** of an individual (the leader) **to** intentionally and unequally **influence** and **motivate** members of a culturally different group toward the achievement of a valued outcome by appealing to the shared knowledge, values, and meaning systems of those culturally different individuals.”*

GLOBE Country Co-investigators 1994



Intercultural Communication

The exchange of information between individuals who are “**unlike culturally**” (Rogers, E. and Steinfatt, T., 1999)

It requires **knowledge**, **competence**, and **willingness** to interpret symbols (language, context), understand values, beliefs, and control one's own emotions.



.....de's Cultural Dimensions

- power distance (PDI)

individualism versus collectivism (IDV/COL)

masculinity versus femininity (later: motivation towards achievement and success (MAS))

uncertainty avoidance (UAI),

long term orientation versus short-term orientation (LTO/STO)

indulgence versus restraint (I/R).





de's Cultural Dimensions

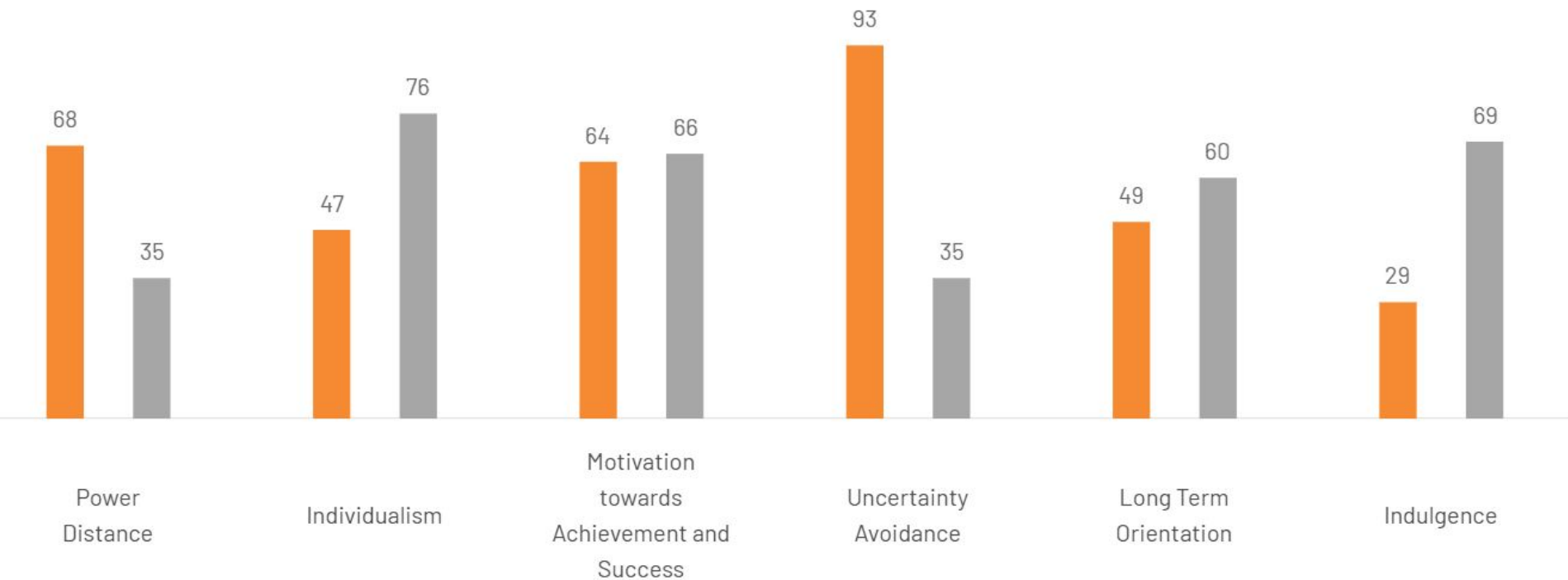
- the **power distance** index (PDI), (the degree to which hierarchy, authority and inequality are accepted and followed)
- **individualism vs. collectivism** (IDV), (the extent to which people look out for each other or themselves in a team)
- **motivation towards achievements and success** ((MAS), (valuing, assertiveness, material rewards vs. cooperation, modesty, and quality of life)
- **uncertainty avoidance** index (UAI), (how much the unknown is avoided and feared)
- **long term versus short term orientation** (LTO), (how societies either prioritize traditions (short term – low index) or adapt happily and seek the modern in their dealings with the present and the future (long term – high index)
- **indulgence versus restraint** (IVR) (a comparison between willingness to wait for long-term benefits by holding off an instant gratification, or preferences, to no restraints on enjoying life at the present).



Hofstede's Cultural Dimensions

Poland ✕

United Kingdom ✕

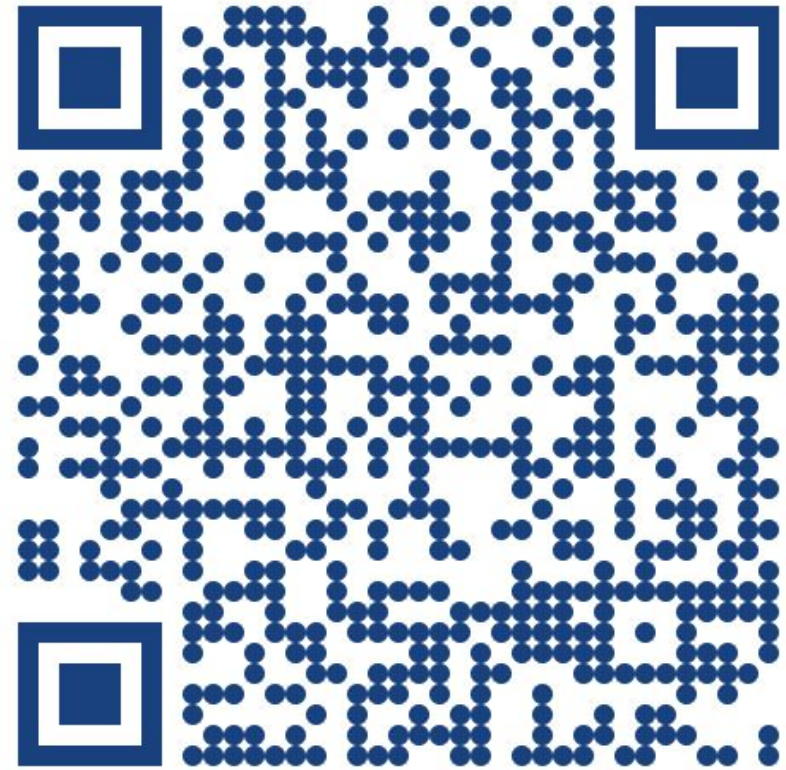


~~How different are we ???~~

How are we different?

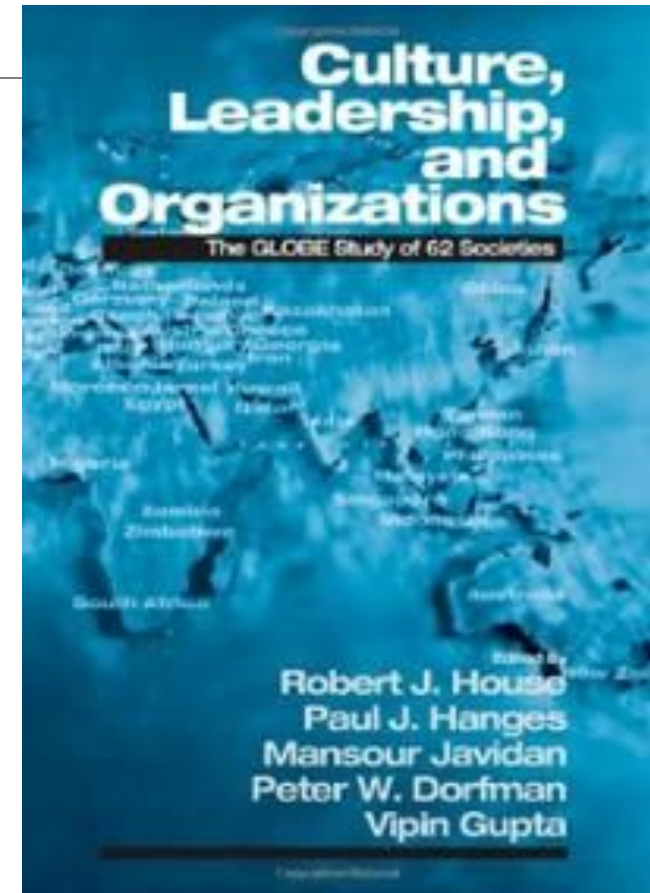
<https://www.hofstede-insights.com/country-comparison-tool>

Choose YOUR country and another one you would like to work /cooperate in/with.
Analyse the graphs and read the descriptions below them.
How are the countries different?
Be ready to comment on the differences in groups of 3 or 4.



GLOBE

- Global Leadership and Organisational Behaviour Effectiveness Research Programme.
- The “Manhattan Project” on the relationship between culture and conceptions of leadership
- 10 year research programme
- 62 societies
- 170 researchers



Leadership Status

- Americans, Arabs, Asians, English, Eastern Europeans, French, Germans, Latin Americans, and Russians romanticise the concept of leadership and consider leadership to be important organisationally and politically.
- German-speaking Switzerland, the Netherlands, and Scandinavia are skeptical about leaders and leadership for fear they will accumulate and abuse power. They believe in team members empowerment.



Cultural Clusters

Anglo

Australia
Canada
England
Ireland
New Zealand
South Africa (White)
USA

Nordic Europe

Denmark
Finland
Sweden

Eastern Europe

Albania
Georgia
Greece
Hungary
Kazakhstan
Poland
Russia
Slovenia

Germanic Europe

Austria
Germany
Netherlands
Switzerland

Latin Europe

France
Israel
Italy
Portugal
Spain
Switzerland

Confucius Asia

China
Hong Kong
Japan
Singapore
South Korea
Taiwan

Latin America

Argentina
Bolivia
Brazil
Colombia
Costa Rica
Ecuador
El Salvador
Guatemala
Mexico
Venezuela

Sub-Sahara Africa

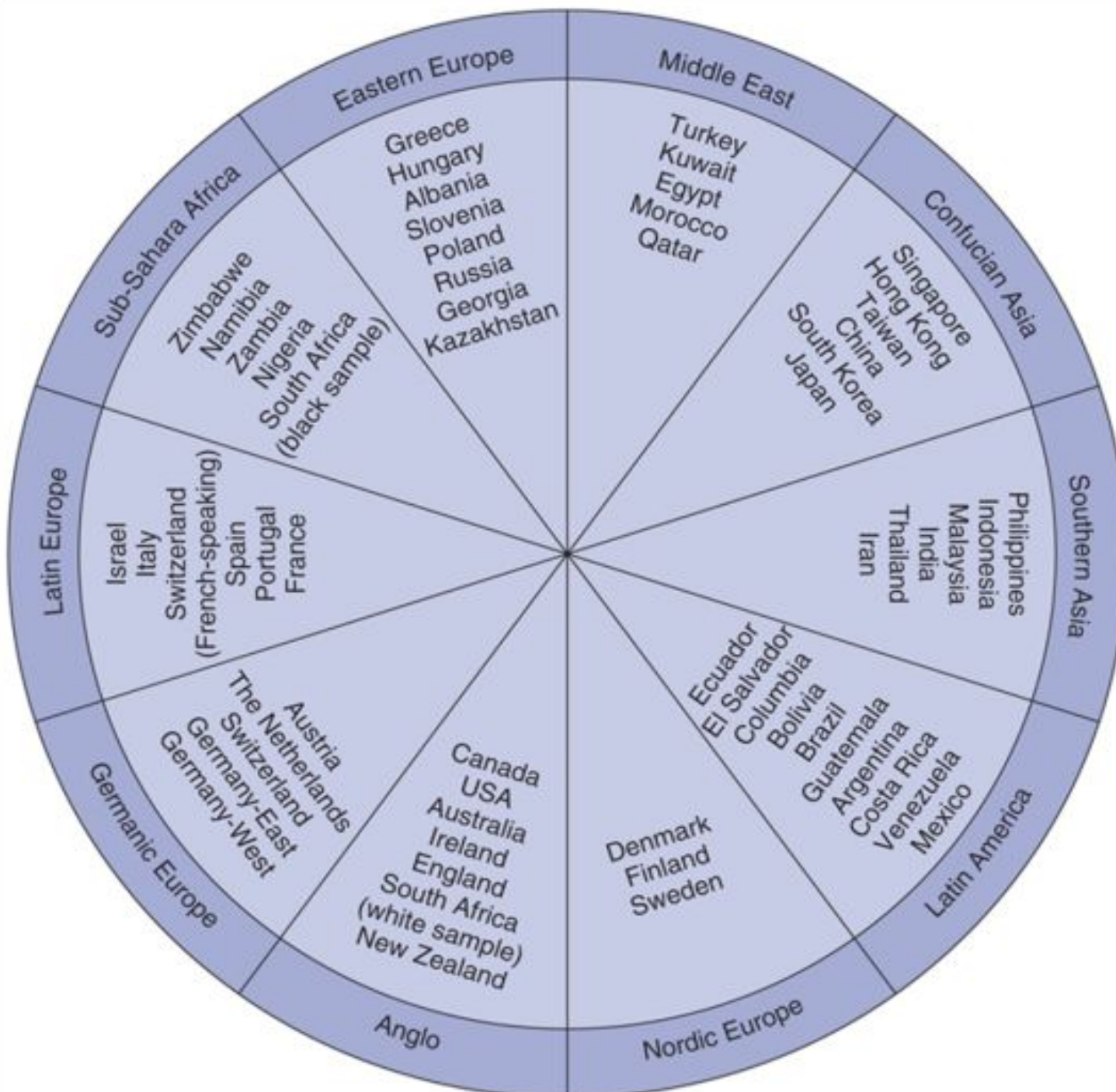
Namibia
Nigeria
South Africa (Black)
Zambia
Zimbabwe

Southern Asia

India
Indonesia
Iran
Malaysia
Philippines
Thailand

Middle East

Egypt
Kuwait
Morocco
Qatar
Turkey



Attributes of Cultures (1)

- **Performance Orientation** - The degree to which an organisation or society encourages and rewards group members for performance improvement and excellence
- **Assertiveness** - the degree to which individuals in organisations or societies are assertive, confrontational, and aggressive in social relationships
- **Future Orientation** - the degree to which individuals in organisations or societies engage in future-oriented behaviours such as planning or investing for the future, and delaying individual or collective gratifications
- **Humane Orientation** - the degree to which individuals in organisations or societies encourage and reward individuals for being fair, altruistic, friendly, generous, caring, and kind to others



9 Attributes of Cultures (2)

- **Institutional Collectivism** - the degree to which organisational and societal institutional practices encourage and reward collective distribution of resources and collective action.
- **In-Group Collectivism** - the degree to which individuals express pride, loyalty, and cohesiveness in their organisations or families.
- **Gender Egalitarianism** - the degree to which an organisation minimises gender role differences while promoting gender equality.
- **Power Distance** - the degree to which members of an organisation or society expect and agree that power should be stratified and concentrated at high levels of an organisation or government.
- **Uncertainty Avoidance** - the extent to which members of an organisation or society strive to avoid uncertainty by relying on established norms, rituals, and bureaucratic practices.



Cultural Ranking for Leadership Dimension

Societal Cluster	Leadership Dimension					
	Charismatic/ Value-Based	Team Orientated	Participative	Humane Orientated	Autonomous	Self- Protective
Eastern Europe	M	M	L	M	H/H	H
Latin America	H	H	M	M	L	M/H
Latin Europe	M/H	M	M	L	L	M
Confucius Asia	M	M/H	L	M/H	M	H
Nordic Europe	H	M	H	L	M	L
Anglo	H	M	H	H	M	L
Sub-Saharan Africa	M	M	M	H	L	M
Southern Asia	H	M/H	L	H	M	H/H
Germanic Europe	H	M/L	H	M	H/H	L
Middle East	L	L	L	M	M	H/H

H = high, **M** = medium, **L** = low

H = highest and **L** = lowest cluster score for a specific CLT dimension



Universal Positive Leader Attributes

- Trustworthy
- Just
- Honest
- Foresight
- Plans ahead
- Encouraging
- Positive
- Dynamic
- Motive arouser
- Confidence builder
- Motivational
- Dependable
- Intelligent
- Decisive
- Effective bargainer
- Win-win problem solver
- Administrative skilled
- Communicative
- Informed
- Coordinator
- Team builder
- Excellence oriented



Universal Negative Leader Attributes

- Loner
- Antisocial
- Non-cooperative
- Irritable
- Non-explicit
- Egocentric
- Ruthless
- Dictatorial



Culturally Contingent Items

- Cautious
- Class conscious
- Cunning
- Compassionate
- Evasive
- Formal
- Procedural
- Micromanager
- Sensitive
- Elitist
- Ambitious



Conclusion

- We live in a 'global world' – cultures matter
- Leadership is culturally contingent
- Research continues on how Culture influences Leadership
- No universally agreed definition for Leadership or Culture
- Universal attributes of Leadership but no general theory of Leadership



