NORTHERN ILLINOIS UNIVERSITY

Leadership across Nations

A Thesis Submitted to the

University Honors Program

In Partial Fulfillment of the

Requirements of the Baccalaureate Degree

With Upper Division Honors

Department Of

Management

By

Christian Plott

DeKalb, Illinois

May 8, 2010
University Honors Program

Capstone Approval Page

Capstone Title (print or type)

Leadership across Nations

Student Name (print or type) _______ Christian Plott

Faculty Supervisor (print or type) _______ Dr. Jon Briscoe

Faculty Approval Signature _______ [Signature]

Department of (print or type) _______ Management

Date of Approval (print or type) _______ 13/12/2010
HONORS THESIS ABSTRACT
THESIS SUBMISSION FORM

AUTHOR: Christian Plott

THESIS TITLE: Leadership across Nations

ADVISOR: Dr. Jon Briscoe

ADVISOR'S DEPARTMENT: Management

DISCIPLINE: Organizational Management YEAR: 2010

PAGE LENGTH: 30

BIBLIOGRAPHY: Yes

ILLUSTRATED: No

PUBLISHED (YES OR NO): No

LIST PUBLICATION:

COPIES AVAILABLE (HARD COPY, MICROFILM, DISKETTE): Hard Copy

ABSTRACT (100-200 WORDS):
More and more industries are entering into a global economy, which opens the windows of possibilities but also brings new challenges. One such challenge is leaders being able to effectively lead such a diverse group of people. The purpose of this paper is to examine different cultural dimensions of five regions, each consisting of the two or three biggest countries in that region. After those dimensions are defined within each region, leadership styles for each region will be defined. Thus giving leaders a source to turn to when faced with the task of leading those from the regions that are defined in this work. After these styles are laid out, this work aims to compile a list of characteristics that could be considered “universal” for the selected regions.

The paper is divided by cultural dimension with each region being looked at within that context. As a result, leadership styles can be found by combining different combinations of the cultural dimensions. The majority of the research to was conducted by the GLOBE...
studies. Other articles were examined to help define different dimensions and add other opinions on the impact of these dimensions in those cultures. Interviews were also conducted with a number of foreign students who are studying at Northern Illinois University. Their inputs were used as anecdotal evidence and not to prove, true or false, the findings of the published research.
Leadership Across Nations

Written by: Christian Plott
Organizational Management
Faculty Advisor: Dr. Jon Briscoe
Contents

1. Introduction ................................................................. 1

2. Power Distance ............................................................ 3

3. Uncertainty Avoidance .................................................... 8

4. Individualism/Collectivism ............................................. 12

5. Future Orientation ......................................................... 15

6. Performance Orientation ................................................ 19

7. Humane Orientation ....................................................... 22

8. Findings ........................................................................ 26

9. Conclusion ..................................................................... 30
Table of Figures

1. Figure 1 – Power Distance..............................................4
2. Figure 2 – Uncertainty Avoidance...................................9
3. Figure 3 – Individualism/Collectivism.............................13
4. Figure 4 – Future Orientation........................................17
5. Figure 5 – Performance Orientation...............................20
6. Figure 6 – Humane Orientation......................................23
Leadership Across Nations

Introduction

Culture is the framework for every society. It shapes the way a person thinks, what they eat, how they dress, the language they speak and the relationships they have with others. It also shapes the way people lead, and their views on leadership. The way a society's culture influences the leadership in that country is fascinating. Since there are so many different cultures, there must be many different types of leadership and therefore many different types of leaders. As a result, it is widely accepted that one cannot write a list of the major leadership styles that would be accepted by all. I tend to agree with this statement, yet I have written this paper to explore the possibility that one could come up with a list of leadership styles that would be accepted between certain groups of nations. When a leadership style is accepted, it means that this type of style may be used when leading the people from that nation and it is generally effective. I believe that although there are many different cultures, there exist commonalities that would help international leaders lead more effectively. It is also important to note that not only are the similarities between certain nations important, but also the differences. This paper, by looking at both the similarities and the differences, will allow leaders to have a better feel on how one must lead within the different nations outlined. The nations this paper examines fall into 5 Regions:

- North America
- South America
- Eastern Europe
- Western Europe
- Asia
Leadership Across Nations

The North America region consists of the United States and Canada. The South America region consists of Brazil and Argentina. The Eastern Europe region consists of Russia and Poland. The Western Europe region has France, Germany and England in it. And the Asia region consists of Japan and China. I selected which nations were to go into which category based mostly on geography. My thought is that nations that are close to each other share different aspects in their cultures, thus possible leading to similarities in leadership style. Also, these nations were selected because they are larger nations which have been included in many studies and therefore providing me with a larger foundation of information to research.

Throughout the work, there will be a number of charts. The data for these charts was taken from the GLOBE studies research from interviewing a very large number of leaders and followers in 62 countries, and from various industries. The GLOBE studies were conducted by 170 researchers from the Wharton Business School of the University of Pennsylvania. The book is entitled, *Culture, Leadership, and Organizations: the GLOBE study of 62 different societies.* This book also groups countries together in what they call clusters. These clusters were assembled based primarily on commonality of the cultures within the cluster. As stated above, this paper is more focused on the geographic closeness of the countries and not so much the commonness of their cultures. The charts provided by the GLOBE studies are divided into the regions shown above and their scores are on a scale from one to seven, the higher the score the more prominent the cultural aspect. I took the data and averaged the countries score in each region.

Although the GLOBE studies were a major source of information for this paper, it is not the only source. Interviews were also conducted with foreign students who are currently studying at Northern Illinois University. Even though the opinions of one individual from a given country
Leadership Across Nations

cannot be considered as being uniform for that entire region, here they are used simply as a
second opinion to what the established research states.

As mentioned earlier, this paper looks a few cultural dimensions of the selected regions and the
countries within them. The dimensions that will be examined are:

- Power Distance
- Uncertainty Avoidance
- Individualism/Collectivism
- Future Orientation
- Performance Orientation
- Human Orientation

These cultural dimensions are part of a number of different leadership styles. By examining each
region’s score for each of these dimensions, leadership styles can be assigned to regions where
that type of leadership would be acceptable. Then by using the leadership styles defined by
GLOBE, each region can be classified as being suitable or not for each leadership style. After
that, connections can be made between different regions that share suitable leadership styles.
Leadership Across Nations

**Power Distance**

According to Geert Hofstede, power distance measures the extent to which a community accepts and endorses unequal power distribution within a culture (Hofstede). Power distance is measured and reported as either being high or low. In a high power distance culture, leaders and followers rarely interact with each other as equals. Whereas in a low power distance culture leaders and followers interact on a number of levels as equals.

Essentially, power distance is related to the perception of social inequality. The social inequalities can be related to differences in resources such as education, wealth and even physical attributes. Although these matters relate to power distance the GLOBE study finds four primary factors that affect power distance. The first and most important factor found to affect power distance is Religion. In a lot of countries, religion “provide(s) fundamental influences on a society’s value systems, and… provides the basis for many of the laws, rituals, and rights to which we are exposed.” (Dorfman 518) They also state that religion provides a basis for a countries acceptance or rejection of a high power distance. For example, most Christian and Hindu cultures have a high power distance while Islamic cultures, in theory, should have a low power distance.

In order to most accurately describe the relative positions of the countries in regards to their power distance scores, and all other cultural aspects, the GLOBE studies collected data by interviewing both manager and employees from each country in a multitude of industries. The scores are on a scale of one to seven. The higher the score, the higher the power distance in that country. Here is a chart outlining both the cultures’ scores for the “practiced” value of power...
Leadership Across Nations

distance in a region and what is the “valued” or desired power distance score. In the graph below the higher the score, the greater level of power distance.

![Graph showing power distance scores across regions](image)

**Figure 1:** Data From: House 539-540
Created By: Christian Plott

**North America**

The GLOBE Studies found that on a scale form one to seven, seven being the highest, the USA scored 4.88 and Canada scored a 4.82. This means that power distance in only slightly higher than the median score. It is interesting to note that although those scores are reflective of the current cultural feelings toward leaders; their valued scores were 2.85 and 2.70 respectively. So, although their societal practices show scores above the median of values state that they would rather well below the median. In terms of real world application, leaders in North America would be better off reducing the power distance
Leadership Across Nations

between them and their followers but if they were to stay the same they would still be alright.

South America

For the South America countries, Argentina and Brazil is on the high end of societal practices yet the low end of societal values. For societal practices they scored 5.64 and 5.33 respectively. This indicates that these two countries have a large distance between leaders and followers. While their societal values indicate that, as a culture, they value a smaller distance between leaders and followers. Thus, we see that to be a leader in South America, one will most likely have a large distance between their followers but might receive greater follower ship and appreciation if he/she were to decrease that distance even marginally.

According to Robert Teixeira, a native Brazilian who is studying at Northern Illinois University, "leaders and followers have a very effective relationship with one another. Although, a leader is respected and followers do respect the authoritative position that a manager does hold their relationships are very mutual." In essence, Mr. Teixeira has experienced a similar style of power distance that was found in the GLOBE studies. A leadership style that emphasizes respect for their leaders yet in Mr. Teixeira's experience, he has found his leaders to be more reachable. This could be the result of a new trend as a new generation of leaders is coming into the workplace.

Eastern Europe
Leadership Across Nations

Poland and Russia are not very similar at all in regards to power distance both as societal practices and values. Russia has a higher power distance: societal practices at 5.52 putting itself in Band A, while Poland scored a 5.10 placing itself in Band B. The same result was found for societal values with Poland being in Band B at 3.12 and Russian being in Band C with a score of 2.62. It seems that leaders in Poland, in their practices of power distance, are much closer to their values than Russian Leaders. Making Polish leaders’ jobs easier when it comes to aligning their societal values with their current practices. Russian leaders need to recognize that they are distancing themselves from their followers more than is acceptable. According to Mike Herka, a Polish student who is studying at Northern Illinois University, the power distance between leaders and followers is not very large. He stated that most people are on very good terms with their leaders and that most days start with “coffee and chit chat.”

Western Europe

The scores for the Western European countries were very similar to those of North America, yet with bigger differences between their societal practices and values. France had the biggest difference out of the Western European countries with a practices score of 5.28 and a values score of 2.76. So, like the North American Countries, Germany and England would do well with decreasing their power distances but it is not detrimental while France’s situation is a little more pressing and needs to take into account the societal held values for power distance.

Aurore Leveque, a foreign student from Bordeaux, France was quoted as saying,
Leadership Across Nations

“In France, we have a strong distance power between managers and employees. You should always give respect to your manager, keep your private life for yourself and use the "Vous" pronoun (in French we use "tu" = you for friends and family and "vous" for people higher than you, teachers, people you don’t know, boss, etc…). It’s true especially in big structures. It is more informal in small businesses.

It is evident that, a French leader can afford to keep his/her distance from his/her followers because that is what is expected. At least to Ms. Leveque, that kind of relationship is desired.

Asia

Besides, from Poland, Japan and China, have the closest scores between their societal practices and values of power distance, with each receiving 5.11, 5.04 and 2.86, 3.10 respectively. We can assume that leaders in China and Japan are doing well understanding the values of their cultures and treating their leadership relationships accordingly.
Leadership Across Nations

**Uncertainty Avoidance**

Uncertainty avoidance involves the degree to which “ambiguous situations are threatening to individuals, to which rules and order are preferred, and to which uncertainty is tolerated in a society” (House 602) Geert Hofstede ties uncertainty avoidance with a man’s search for Truth. He writes,

“It indicates to what extent a culture programs its members to feel either uncomfortable or comfortable in unstructured situations. Unstructured situations are novel, unknown, surprising, and different from usual. Uncertainty avoiding cultures try to minimize the possibility of such situations by strict laws and rules, safety and security measures, and on the philosophical and religious level by a belief in absolute Truth; ‘there can only be one Truth and we have it’. People in uncertainty avoiding countries are also more emotional, and motivated by inner nervous energy. The opposite type, uncertainty accepting cultures, are more tolerant of opinions different from what they are used to; they try to have as few rules as possible, and on the philosophical and religious level they are relativist and allow many currents to flow side by side. People within these cultures are more phlegmatic and contemplative, and not expected by their environment to express emotions”

It can also be added that have a high uncertainty avoidance usually show stronger resistance to change, document agreements in legal contracts and have formal interactions with others. While on the other hand those cultures that score low in uncertainty avoidance usually show less resistance to change, have informal interactions with others rely on the good word of others they trust rather than contractual agreements (House 618). In terms of leadership, uncertainty avoidance dictates the amount of risk one takes, the formality or interactions with others, the
Leadership Across Nations

amount of rules one instills and how rigidly one enforces them. In order to avoid any circumstances, leaders who are high in uncertainty avoidance have long-term plans and they keep meticulous records. In the uncertainty avoidance graph below, the higher the score the more a region avoids uncertainty.

![Graph showing uncertainty avoidance scores for different regions.](image)

**Figure: 2** Data From: House 622-623
Created By: Christian Plott

**Low Uncertainty Avoidance Regions**

As you can tell by the chart, the nations in South America and Eastern Europe scored the lowest in their scores for level of uncertainty avoidance in their leadership practices. Yet oddly enough they were also the two highest scoring regions for the level of uncertainty avoidance that their respective societies value. From my experience living in Ukraine (although it is not one of the countries in the Eastern European Region, it is very similar in culture to Russia) I have found these numbers to be very accurate. Leaders in Russia
Leadership Across Nations

Put forth the impression that when they are on the job, they are all business but in all actuality, their relationships with their leaders are not that formal, and the rules are not as closely adhered to. This is evident in the amount of bribes and payoffs, which are very prevalent in Russian business. Yet the people want more structure, they want a firm set of rules which they can adhere to, they want a leader who does not change things but keeps the environment in a sort of equilibrium state. This is clear when talking to people who enjoyed the socialistic society of the past. According to Mr. Teixeira the characteristics described by the finding in the GLOBE analysis are very accurate to the way business is conducted in Brazil. He noted, “Risk taking is done in a very analytical way and most leaders try to look at all perspectives before pushing forth with any risk… in Brazil risks are evaluated in a much longer process than in the U.S.”

High Uncertainty Avoidance Regions

It appears that Western Europe and Asia fall best into this category. According to the chart, it seems as though leaders from Western Europe have the level of uncertainty avoidance that Eastern Europe is wanting. Out of the countries in the Eastern European region, Germany scored the highest with a 5.22, the England with a 4.65 and then France with a 4.43. These scored represent the types of leaders who are very cautious in regards to risk and the formality of their relationships. Yet the people from this region want less uncertainty avoidance. Ms. Leveque said, I think it really depends on the person. We have a lot of start-up companies in France, and we can assimilate this with a risk taking behavior. In the same time, lots of French like their routine and can be characterized as risk averse. Personally, I'm suspicious about risk taking yet, I'm willing to open my own business some day and I travel abroad.” Leaders in the Asian region, on the other hand,
Leadership Across Nations

seem to be doing exactly what the culture dictates them to do. This group has the smallest gap between the practiced and the societal values for uncertainty avoidance.

North America

As one can tell from the chart above, North America has only the second smallest gap between practiced and valued uncertainty avoidance. This means that leaders in both Canada and the U.S. are leading consistently according to these cultural values. Yet, I didn’t place them in either group because they somewhere in the middle. From my own experience, leaders in North America have acted in a very consistent way with the definition of a leader who scored high in uncertainty avoidance. Although they are not as risk adverse as a leader in the Asian region might be, North American leaders tend to be formal in their business relationships, take calculated risks and have set rules that
Leadership Across Nations

**Individualism / Collectivism**

Individualism in the opposite of collectivism and is “the degree to which individuals are integrated into groups.” (Hofstede) On a deeper level, individualism pertains to ties between individuals. In an individualistic society, individuals keep loose connections with others and they are expected to look after themselves and his/her own immediate family. Yet in collectivist societies, people are put into strong and cohesive groups from birth. Hofstede explains they these cultures form these groups for life-long protection in exchange for unquestionable loyalty. Cultures that are collective also have a slower pace of life and interactions with others tend to be limited but extended over a longer period of time and to be more intimate.

This pertains to leaderships because a company’s culture plays a big role in determining how one should lead his/her followers. For example, in an individualistic organizational culture, employees view themselves as independent of the organization, feel that they were hired because of their unique skills and expect the organization to meet their needs or they will go somewhere else that will. In contrast, employees in a collective culture believe that they are interdependent with the organization. People in this kind of organization share strong values and fell that the organization is part of their self-identity. There is great emphasis put on duty and obligation. Leaders can expect that members of this kind of culture will make personal sacrifices for the whole in return for loyalty, and a responsibility for the member’s welfare. By looking at the following graph we can more easily see the relationship between the practiced and societal value levels of collectivism in our selected regions. The higher a regions score, the more collective it is.
Collective Regions

Out of the 5 regions selected, Eastern Europe has the most collective cultures. The group, or team, in Poland and Russia, plays a critical role. Mr. Herka stated that this collective mentality is an effect of socialism. Although he did note that the younger generations in Poland are beginning to be more individualistic. With Brazil a close second, Mr. Teixeira supported this by saying, “A person, majority of the time, is taken care of in a multi-person environment. Whether it is with his/her family, or at work with his organization, the Brazilian culture works with couples, teams, and groups most of the time.” He also said that people in Brazil have very strong ties between their family and friends. So much so in fact, that nepotism is very prevalent. In addition, according to the Javidan and his co writers, “Brazilians do not like individualistic leaders.” (Javidan 76) The article also quotes a Brazilian sales manager as saying “we do not prefer leaders who
Leadership Across Nations

take self-governing decisions and act alone without engaging the group. That is part of who we are." (Javidan 76) In the Asia region “…group harmony is critical and the leader’s role is to strengthen group ties.” (Javidan 83) In fact, the article continues about the leader’s role in such a society, “leaders are expected to build emotional ties with their groups and their relationships with their subordinates go far beyond what is the norm in a country like the U.S. The leader is seen as a paternal figure.” (Javidan 83) Once again we see that this region has a small gap between its practiced and societal values for collectivism, which means that leaders here are very in tuned to their cultures.

Eastern Europe is the other region that falls into the collect group. This should not be very surprising because the Soviet Union only collapsed 25 years ago. When I lived in Ukraine, I noticed that a lot of people really liked communism and actually wished that it was still in effect. This is shown by the very high score for societal values of collectivism.

Individualistic Regions

Western Europe and North America fall into this group. The score for Western Europe slightly surprised Ms. Leveque, who said “families are string and can count on each other.” She also emphasized the importance of their national Health Insurance system not only to her, but to her compatriots as well. Yet it is clear that the Western methods of leadership are in practice here. Although, from my experience I would say that North American culture is very individualistic yet there is a recent trend to do work in teams and groups.
Leadership Across Nations

Future Orientation

The GLOBE studies refer to future orientation as “the degree to which a collective encourages and rewards future-oriented behaviors such as planning and delaying gratification.” (House 282) This dimension has to do with how a culture deals with their perspective of time. A long-term oriented society “fosters pragmatic virtues oriented towards future rewards, in particular saving, persistence, and adapting to changing circumstances.” (Hofstede) While “short-term oriented societies foster virtues related to the past and present such as national pride, respect for tradition, preservation of "face", and fulfilling social obligations.” (Hofstede)

According to the GLOBE studies there are 5 factors that contribute and, in part, determine the time orientation of that society. These factors are (House 294-295):

Socioeconomic Condition

A society that is economically deprived, it is more likely to have a short-term orientation because the people in that society are more focused on the daily essentials of life. Such as water or their next meal.

Political Stability

A more predictable environment and industrialized markets, support a more future oriented approach. People in this kind of society “give less regard to past social and organizational traditions and make decisions based on the merits of the future.” (House 295)
Leadership Across Nations

Education

GLOBE suggests that abstract thinking is a necessity for a person to think about the future and found that people with more education thought not only of the work at hand but also future work and the future of their families.

Gender Roles

In some societies it was found that the future orientation was different between boys and girls thus indicating a difference in the way that future orientation is passed down to children.

Religion

Most Judeo-Christian societies that emphasize a follower’s future life based on the actions of today while religions such as the Islamic religion do not emphasize planning. Thus a dominant religion can dictate the future-orientation of a culture.

As a leader in the business world, one is still affected by these social stimulants. Leaders in a society that is more future-oriented tend to achieve more economic success, save for the future, are more intrinsically motivated, work in flexible and adaptive organizations, emphasize visionary leadership (House 302) The chart below depicts the regional scores for future orientation. The higher the score, the more that region is long-term oriented.
Leadership Across Nations

Figure 4  Data From: House 304,306
Created By: Christian Plott

Short-term Oriented Regions

South America and Eastern Europe ranked the lowest out of our five regions. Mike Herka attributes this to the low self esteem that many Polish natives have in their ability to achieve their goals. By short term planning and goal setting, Mr. Herka states “People are able to focus better and have a better chance at attaining their goals if they are short term, rather than long term”. Mr. Teixeira was also asked about Brazil’s short term orientation, he stated that “The needs of today exceed any future plans that one might have.” He gave an example of a Brazilian store that he worked for where every time Brazil’s national soccer team played, the store would close until the game was over. He did note that, as an employee, he desired more long term plans and goals and that some more leaders are now trying to make a shift to being a more long-term oriented culture.
Leadership Across Nations

*Long-term Oriented Regions*

The Regions of Asia and Western Europe fall into this category. Ms. Leveque stated that from her experience with a French startup country, that her leadership is very future oriented and has plans set for the next 5 years. It is not surprise that Asia falls into this category because it is long been known that leaders in Asia are focused on maintaining relationships, with the knowledge that there will be future meetings. I thought that Asia would have scored higher than North America. Yet the U.S. and Canada have made strides to plan for the future. From my own experience, the leaders that I have had have always pushed me to set long term goals for myself that they would monitor.
Leadership Across Nations

Performance Orientation

Javidan defines performance orientation to be “the degree to which a collective encourages and rewards (and should encourage and reward) group members for performance improvement and excellence.” (69) Although it may seem universal that people in a business environment get rewarded for good work, GLOBE states that there is evidence stating that some societies use different criteria for measuring a good work performance. In other words, different cultures define career success differently. Factors such as “age, gender, social and family connections, education, alma mater, and profession are important are important criteria…” (House 242) in measuring how successful is an individual.

Some key characteristics for high performance oriented cultures are (House 245):

- Value training and development
- Have a sense of urgency
- Expect demanding targets
- Value assertiveness, competitiveness and materialism
- Have a “can-do” attitude
- Believe that anyone can succeed
- Value taking initiative
- Value what you do more than who you are
Leadership Across Nations

Leaders in a high performance oriented culture need to be “go-getters” who push their followers to achieve high standards of excellence. In order to achieve good result, his/her followers need to be trained and highly educated. Upon achieving those high goals, a leader must reward those followers with material or financial rewards. Below is a graph that shows the average performance scored for each region. The higher the score for a region, the more performance oriented it is.

It is interesting to note that people in all of the regions examined, value a performance-oriented leader where your performance speaks for you, as opposed to getting rewards based on who you know.

Figure: 5 Data From: House 250-251
Created By: Christian Plott
Leadership Across Nations

High Performance Oriented Regions

Not surprisingly, the results for this cultural aspect are very similar to the finding of the Future Orientation. This is because, if a leader is more future-oriented, he/she is more concerned with making his/her people as effective and efficient as possible for as long as he/she can. It is clear why North American leaders score highest on this attribute because it is a culture of stats. Leaders and managers are focused on ROE, stock price, and quotas. The culture is such that if you do not perform, you will be out of a job. This attribute is also evident in how leaders reward their followers in the U.S. I have never been given a raise, bonus, or better position simply because I work for my father-in-law. Everything that I receive on the job is in direct relationship to my performance. For the countries in Asia, it is a little different because according to Javidan, businesses in Japan and China are more likely to focus on employee training and development as opposed to pure performance.

Low Performance Oriented Regions

As stated above, in the regions of South America and Eastern Europe, a person’s performance does not matter as much as your background or who a person knows. Mr. Teixeira noted the extent to which nepotism, “favoritism (as in appoint to a job) based on kinship.” (Nepotism) is widely practiced. For leader in Argentina or Brazil, he/she needs to take into account this practice and try to change it because, it is clear by the data the people in this region desire less of this and more of a performance orientation. In Eastern Europe, particularly in Russia, I have noticed that your performance is not an issue as
Leadership Across Nations

long as the job is accomplished. Mr. Herka shared my sentiments when he said, "In Poland, no one cares how well the job get done, as long it is accomplished."
Leadership Across Nations

Humane Orientation

Geert Hofstede does not include humane orientation in his analysis of cultures. It is a cultural dimension that “encourages and rewards individuals for being fair, altruistic, generous, caring, and kind to others.” (Javidan 69) In cultures where people have high humane orientation, others are important, fewer psychological problems, the need for belonging motivates people, people provide social support for each other, children should be obedient, parents closely control their children, very little discrimination. (House 570)

In organizations, humane orientation can alters the way even the most bureaucratic organizations run. For instance, a bureaucratic organization has standard rules and regulations, yet in a culture with high humane orientation, the same organization shows exceptions to employees on the basis of needs. Also leaders are supposed to show genuine concern for their followers’ problems. These same followers expect to be guided and thus are given less autonomy in their jobs. (House 584) Here are some of the characteristics of an organization in a highly humane orientated culture (House 586):

- Informal relationships
- Emphasis on individual considerations
- Primary focus is on profits
- Less trade unions
- The organization is trusted more
- Autonomous HR practices
Leadership Across Nations

- Mentoring and patronage support
- Employees prefer to work in teams

"According to an eight-country cross cultural comparison of leadership prototypes...leaders are not perceived to have highly humane-oriented traits....[yet] those in more human-oriented societies give more priority to the pursuit of ideals rather than promoting themselves." (House 588,589) For a leader in this kind of culture one needs to be duty-oriented, have personal relationships with followers, be benevolent, show individual consideration and generally be more maintenance-oriented. (House 590) Below is a graph illustrating the average scores for humane orientation, both as practiced and should be values, for each of the regions. The higher a region's score, the more humane oriented it is.

Figure: 6  Data from: House 573-574  
Created by: Christian Plott
Leadership Across Nations

It is interesting to note that all the regions desire a fair, altruistic society that values honesty and kindness, which could be an indicator that this is an important contributor for successful leadership.

**Humane Oriented Regions**

North America and Asia are the two regions that fall into this category because of their emphasis on people and being fair. According to Javidan, "both [China and the U.S.] like leaders who are honest." (82) This is also evident by the strict laws in both regions that punish those who are not fair and break the rules. Nevertheless, it appears that there is still room to grow for both regions in matching the societal values for this attribute.

**Low Humane Oriented Regions**

Ms. Leveque put it best when she said, “French people are not very well known for being fair... the French are very suspicious because we always feel we are going to be robbed, or taken advantage of.” A leader in France needs to account for the lack of this humane orientation in the workplace by meting out punishments and rewards on a fair basis. Thus helping your followers not be so paranoid about someone taking advantage of them.

Oddly enough, Both Mr. Herka and Teixeira disagreed with the findings for this cultural dimension. Herka stated, “Look, at how many holidays there are in Poland! All of them are days taken off work. If my leaders did not care about me, why would they give me all these paid holidays?” He also said that, he would always get time off when he needed it, regardless of the time of year. Teixeira was on a similar wavelength as Herka when he said, “The Brazilian culture is one of the most receptive and friendliest cultures I've ever been part of. After being fortunate enough to travel to Mexico, Canada, Honduras, and
Leadership Across Nations

Jamaica, Brazil has always stood out more so than the others in terms of being more friendly and receptive and rewarding those who show these attributes.”

Maybe Mr. Teixeira and Mr. Herka have been fortunate to have leaders who have been very in-tuned with the societal values, because the GLOBE studies show that these regions do not tend to reward people for being fair and altruistic. From my experience in Eastern Europe, people feel that by being unfair and dishonest is the fastest way to make money. That is why police officers take bribes instead of giving traffic tickets.
Leadership Across Nations

Findings

By examining all these different cultural dimensions, House and his colleagues came up with a number of different leadership styles. These types of leadership are (House 46-48):

- Charismatic/Value Based Leadership
- Participative Leadership
- Humane Oriented Leadership
- Autonomous Leadership

With each of these leadership styles, are characterized by a number of different cultural dimensions. Some that help define style and some that define what it is not. These various styles are important to look at because they give the cultural dimensions meaning by connecting them to an actual style of leadership that each country generally prefers.

Charismatic/Value Based Leadership

Charismatic/Value based leadership “asserts that exceptionally effective leaders are visionary, offer innovative solutions to major social problems, stand for nonconservative if not radical change, generally emerge and are more effective under conditions of social stress and crisis, and induce significant social and organizational changes which are based on ideological values.” (Chanoch 3) Often these types of leaders have a vision which they can articulate very well to their followers which they help them understand and buy into. According to Javidan, this type of leadership “reflects the ability to inspire, motivate, and to expect high performance outcomes from others on the basis of firmly
Leadership Across Nations

held core beliefs.... [and] is generally found to contribute to outstanding leadership.” (Javidan 73) House and his co writers say that the following cultural dimensions positively impact this charismatic/value based leadership:

- High Performance Orientation
- Collectivism
- Long-term Orientation
- Humane Orientation

While these dimensions support charismatic/value based leadership, the dimension of Power distance negatively impacts this leadership style.

Referring to the data shown in the earlier parts of this work, it appears that the Asia region fits best with this style of leadership. This region scored high in all four of the above mentioned cultural dimensions. North America seems to be another region where this style might be accepted even though they do not appear to be very collective in practice because their valued or desired score for collectivism was the highest. Another country who could possible use this style of leadership is South America. This region might be a stretch though because they scored high on all four of the above dimensions but in the “valued” category. Is appears that the cultural values of this region point to the possible effectiveness of this style of leadership.
Leadership Across Nations

Participative Leadership

This leadership style refers to the "degree to which managers involve others in making and implementing decisions..." (Javidan 73) Javidan states that this leadership style also contributes to effective leadership. The cultural dimensions that positively contribute to participative leadership are (House 47):

- Performance Orientation
- Human Orientation

While the cultural dimensions that negatively affect participative leadership are (House 47):

- Uncertainty Avoidance
- Power Distance

By examining the cultural data, we can see that The North America is also a good place to use this type of leadership. The North America region scored the highest in both performance orientation and humane orientation with fairly low uncertainty avoidance and the lowest score for power distance. Asia could also possible use this type of leadership style because they score very high on performance and humane orientation, second only to North America. Yet the cultural values for those two dimensions are very low but high for uncertainty avoidance and power distance. So although this leadership style may work in Asia in practice, the cultural values of its people do not desire this style. Oddly enough, South America seems to once again to fall into the category where its cultural value scores all matched this style but the practiced scores do not. Eastern
Leadership Across Nations

Europe on the other hand is not suited for this style while Western Europe is in the middle of all of the other regions.

*Humane Oriented Leadership*

According to Bruce Winston, "cultures characterized by high to middle inclusion of the humane orientation should value altruism, benevolence, kindness, love, and generosity as motivation factors both for leaders-to-followers and for followers-to-leaders." (215) The cultural dimensions that affect this leadership style are (House 47):

- Humane Orientation
- Low Uncertainty Avoidance
- Performance Orientation
- Future Orientation

The regions that fit best with this type of leadership North America with South America being the next closest region to accepting this leadership style. Asia scores very high in humane orientation, performance orientation and future orientation yet it has the highest uncertainty avoidance. The followers in these countries like a leader to be fair, show kindness and are generous.

*Autonomous Leadership*

Javidan describes a leader who is autonomous as being "independent and individualistic." (73) These leaders look out for themselves more so than for their followers. They tend to make decisions based on how the outcomes will affect them individually as opposed to
Leadership Across Nations

how it will affect the organization or their followers. This type of leadership is generally not considered an effective type of leadership. House lists the cultural dimensions that positively affect this style of leadership (48):

- Performance Orientation

He also lists the cultural dimensions that have a negative impact on this style of leadership (48):

- Humane Orientation
- Collectivism

The only region where this type of leadership is acceptable is Western Europe yet from my experience, the leaders in Eastern Europe seem to use this type of leadership style often. I attribute this to their long history of dictatorship and the "what’s in it for me attitude" that seems to rise to the surface all too often.
Leadership Across Nations

Conclusion

As stated at the beginning of this paper, there are many different cultures and consequently, a lot of different ways to lead people. In the beginning, the objective was to create a list of "universal" leadership styles that could be used in any country no matter culture. Unfortunately, even with the limited scope of this paper, a "universal" list could not be constructed. There are some countries that share certain leadership styles and not others. Yet there are some connections that can be made between some of the regions studied. For instance, all the regions seem to have a desire for a more humane oriented approach to leadership even though their practiced scored do not attest to that. It also appears that charismatic/value based leadership and participative leadership can be used in both the North America region and the Asia region. South America could also possible be included in this group because its cultural value scores for those two leadership styles are in tuned with the North America and Asia regions. It also appears that a autonomous leadership would be acceptable to use in Western Europe and from my experience, in Eastern Europe as well. In the end, all that can be said is that, a leader needs to be conscious of the culture in which he/she is leading because that will determine what kind leadership style is best to use.
Leadership Across Nations

Bibliography


Interview: Robert Teixeira

Interview: Aroura Leveque

Interview: Mike Herka

