

futureteaming^o

CREW Culture Guide

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“The business world is becoming more global. As economic borders come down, cultural barriers will most likely go up and present new challenges and opportunities for businesses.

Effective international communication, collaboration and cooperation will be a key competitive assets”

Robert J. House, principal investigator and founder of GLOBE



CREW CULTURE GUIDE

By GLOBE

What is GLOBE?

GLOBE is the acronym for "**Global Leadership and Organizational Behavior Effectiveness**", a culture study involving participants and researchers from all over the world.

- 20 years of insights from top research.
- Sound theoretical academic models.
- 200 social scientists from 69 cultures.
- 69 countries, presenting 10 global clusters.
- 1,000 corporations.
- 17,000 managers from financial services, food processing and telecommunications.
- 1,000 CEOs.
- 6,000 Top Management Teams.
- Quantitative & Qualitative research.
- 9 cultural dimensions.
- 6 global leadership scales / 21 primary leader
- ship dimensions / 100 leadership behaviors.

It is the biggest and most credible cross-cultural research project of its kind in the world – the Rolls Royce of culture studies!



Main Sources

Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies

by Gupt, Peter W. Dorfman, Mansour Javidan
(Editor), Vipin Gupta (Editor) Robert J. House (Editor)
(Mar 1, 2004).

Culture and Leadership Across the World: The GLOBE Book of In-Depth Studies of 25 Societies (Series in Organization...

by Jagdeep S. Chhokar, Felix C. Brodbeck and
Robert J. House (Apr 5, 2007).

Strategic Leadership Across Cultures: GLOBE Study of CEO Leadership Behavior and Effectiveness in 24 Countries...

by Robert J. House, Peter W. Dorfman, Mansour
Javidan and Paul J. (John) Hanges (Aug 13, 2013).

GLOBE Countries

1. **Anglo Cultures:** England, Australia, South Africa (white sample), Canada, New Zealand, Ireland, United States.
2. **Latin Europe:** Israel, Italy, Portugal, Spain, France, Switzerland (French-speaking).
3. **Nordic Europe:** Finland, Sweden, Denmark.
4. **Germanic Europe:** Austria, Switzerland, Netherlands, Germany.
5. **Eastern Europe:** Hungary, Russia, Kazakhstan, Albania, Poland, Greece, Slovenia, Georgia.
6. **Latin America:** Costa Rica, Venezuela, Ecuador, Mexico, El Salvador, Colombia, Guatemala, Bolivia, Brazil, Argentina.
7. **Sub-Sahara Africa:** Namibia, Zambia, Zimbabwe, South Africa (black sample), Nigeria.
8. **Arab Cultures:** Qatar, Morocco, Turkey, Egypt, Kuwait.
9. **Southern Asia:** India, Indonesia, Philippines, Malaysia, Thailand, Iran.
10. **Confucian Asia:** Taiwan, Singapore, Hong Kong, South Korea, China, Japan.

COMPLETE GLOBE CULTURAL & LEADERSHIP DIMENSIONS

CULTURE CONSTRUCT DEFINITIONS

- **Power distance:** The degree to which members of a collective expect power to be distributed equally.
- **Uncertainty avoidance:** The extent to which a society, organization, or group relies on social norms, rules and procedures to alleviate unpredictability of future events.
- **Humane orientation:** The degree to which a collective encourages and rewards individuals for being fair, altruistic, generous, caring and kind to others.
- **Collectivism I (Institutional Collectivism):** The degree to which organizational and societal institutional practices encourage and reward collective distribution of resources and collective action.
- **Collectivism II (In-Group Collectivism):** The degree to which individuals express pride, loyalty and cohesiveness in their organizations or families.
- **Assertiveness:** The degree to which individuals are assertive, confrontational and aggressive in their relationship with others.
- **Gender Egalitarianism:** The degree to which a collective minimizes gender inequality.
- **Future Orientation:** The extent to which individuals engage in future-oriented behaviors such as delaying gratification, planning and investing in future.
- **Performance Orientation:** The degree to which a collective encourages and rewards group members for performance improvements and excellence.

GLOBE DIMENSIONS SELECTED AND TAILORED TO CREW PROGRAM

The GLOBE dimensions and data selected for the CREW GAME are:

1. Assertiveness in feedback

- **Direct.** Negative feedback to a colleague is provided frankly, bluntly and honestly. Negative messages stand alone, not softened by positive ones. Absolute descriptors are often used (e.g. "totally unacceptable", "completely unprofessional"). Criticism may be given in front of a group.
- **Indirect.** Negative feedback to colleagues is provided softly, subtly, and diplomatically. Qualifying descriptors are often used (a bit, slightly, somewhat) when criticizing. Criticism is a private affair.

2. Collectivism

- In an **individualistic** culture there is a focus on individuals goals, and feedback is therefore more individual focused and direct.
- In **collectivistic** cultures there is collective identity and a focus on the goals and harmony of the group. Feedback is more group focused and indirect.

3. Power distance

- If the distance between a boss and subordinate is **small**, the boss is individual focused and direct. Feedback is more group focused and indirect. Organizational structures are flat, and communication skips hierarchical lines. Feedback is a more interactive process (e.g. 360°) and the information richer. Feedback seeking is accepted and tolerated throughout the organizational network. Individuals will seek feedback from subordinates and superiors more than peers.
- If the distance between boss and subordinate is **significant**, the boss is a strong director leading from the front. Status is important. Organizational structures are multi-layered and fixed. Communication follows hierarchical lines. Feedback is provided top down. Individuals might seek feedback from peers, more than bosses or subordinates.

If you want to know more about the Globe project: Cultural and Leadership, you can find it here.

