Contents ____

Foreword	xiii
Dedication	xix
Acknowledgments	xxi
About the Authors	xxv
List of Country Co-Investigators	xxix
Chapter 1. Societal Culture and Leadership: GLOBE History,	
Theory, and Summary of Previous Findings	1
GLOBE: A Primer	4
GLOBE Theoretical Model	5
Focus of GLOBE 2004 and GLOBE 2007	6
Specific GLOBE Research Questions for GLOBE 2004	
and GLOBE 2007	9
GLOBE Perspectives on Culture	11
GLOBE Perspectives on Leadership	17
Culturally Endorsed Implicit Leadership Theory—The	
Twenty-One Primary Culturally Endorsed Implicit	
Leadership Theory Dimensions and Six Global	
Culturally Endorsed Implicit Leadership Theory	
Leadership Dimensions	18
Universally Desirable Leadership Attributes	
and Dimensions	23
Universally Undesirable Leadership Attributes	
and Dimensions	23
Culturally Contingent Leadership Attributes	
and Dimensions	26
Which GLOBE Cultural Dimensions Influence	
Leadership Expectations?	27
Country Clusters and Ideal Leadership Qualities	30
GLOBE Leadership and Culture: Summary of	
Specific Findings From GLOBE 2004 and GLOBE	
2007 and Why We Initiated GLOBE 2013	32

Chapter 2. Selective Review of the Literature on Culture,	
Leadership, and Upper Echelon Theory	35
Cultural Influences on Leadership Processes	36
GLOBE's Definition of Leadership	37
An Appreciation of Cultural Influences on Leadership	38
Empirical Evidence for the Statistical "Effect Size"	
Regarding Cultural Variation in Leadership	40
Managerial Implications for Understanding	
Cultural Influences on Leadership	42
Theoretical Reasons for Understanding Cultural	
Influences on Leadership	44
Answering Basic Research Questions About	
Cultural Influences on Leadership	46
Coming of Age: The Proliferation of Cross-Cultural	
Leadership Studies	46
Three Competing Theoretical Propositions	
Regarding Cultural Influence on Leadership	48
Linking Cognitive Psychology to Cross-Cultural Leadership	52
Cultural Differences in Implicit Leadership Theories	53
GLOBE Contributions to Implicit Leadership Theory	
and Culturally Endorsed Implicit Leadership Theory	54
GLOBE's Universal and Cultural-Specific Leadership	
Dimensions and Their Relationships to the	
GLOBE Cultural Dimensions	55
A Targeted Review of Cross-Cultural Leadership Based	
on GLOBE's Six Global Leadership Behaviors	55
Charismatic/Value-Based Leadership	56
Evidence Regarding Charismatic and Transformational	
Leadership	59
Endorsement of Charismatic and Transformational	
Leadership	60
Behavioral Research Investigating Universality of	
Charismatic and Transformational Leadership	61
Team-Oriented Leadership	65
Endorsement of Team-Oriented Leadership	67
Behavioral Research Investigating Team-Oriented	
Leadership	67
Participative Leadership	69
Endorsement of Participative Leadership	70
Behavioral Research Investigating Participative	2012/201
Leadership	73
Humane-Oriented Leadership	76
Endorsement of Humane-Oriented Leadership	76
Behavioral Research Investigating Humane-Oriented	
Leadership	77

Autonomous Leadership	78
Endorsement of Autonomous Leadership	79
Self-Protective Leadership	80
Endorsement of Self-Protective Leadership	81
Behavioral Research Investigating	
Self-Protective Leadership	82
Strategic Leadership and Upper Echelon Theory	83
Chapter 3. Rationale, Theoretical Framework, Hypotheses,	
Research Design, and Snapshots of Findings	87
Theoretical Framework Underlying the Present Project:	
The Importance of Implicit Leadership Theory	5250
Driving Executive Behaviors	90
The Importance of Congruency Between Executive	
Behaviors and the Culturally Endorsed Implicit	
Leadership Theories for Executive Effectiveness	91
Why Focus on Strategic Leadership?	92
Research Objectives	93
Project Research Design	95
Illustrative Examples of Findings From the	
Present GLOBE Project: A Snapshot of	
CEO Influence	97
Leadership Matters	98
National Culture Is a Driver of Leadership Behaviors	
Through Cultural Expectations; Congruency	0120
With the National Culture Is Critical	99
Chapter 4. Research Methodology and Design	101
Origins of GLOBE Phase 3	101
Specific Objectives of Phase 3	102
Participating Societies	103
Participating Firms	109
Research Design	127
Survey Procedures	127
Translation and Back-Translation Process	131
Data Collection	131
The GLOBE Sample of CEOs	133
The GLOBE Sample of Top Management Teams	139
Scale Development	144
Culturally Implicit Leader Behavioral Items	144
Items for Outcome Measures	149
Outcome Measures: Top Management Team	
Internally Oriented Items	149
Use of Perceptual Outcome Measures	152
Outcome Measures: Firm Financial	
Performance Items	153

Chapter 5. Strategy for Measuring Constructs and	
Testing Relationships	157
Aggregation	158
Creating Psychometrically Sound Scales	159
Measurement Equivalence	160
Metric Equivalence	161
Statistical Analyses Testing GLOBE Hypotheses	162
Assessment of Culturally Endorsed Implicit Leadership	
Theory-Behavior Fit	164
Pattern Similarity Fit	166
Absolute Behavioral Fit	167
Chapter 6. Psychometric Evidence for Leadership	
and Outcome Constructs	169
Convergence Evidence	169
Convergence Evidence for Leadership Scales	169
Convergence Evidence for Outcome Measures	
(Top Management Team Dedication and	
Firm Competitive Performance)	172
Emergent Psychometric Property: Internal Consistency	
and Factor Analysis	173
Emergent Psychometric Properties of the	
Leadership Measures	175
Emergent Psychometric Properties of	
Outcome Measures	177
Measurement Equivalence: Similarity in Meaning	180
Measurement Equivalence for Leadership Scales	181
Measurement Equivalence for the	
Outcome Measures	186
Response Bias: Leadership Scales	187
Summary	190
Chapter 7. CEO Leadership Behavior Across Cultures:	
The Linkage With Cultural Values and Culturally	
Endorsed Implicit Leadership Theory	191
Describing CEO Leadership Behavior	195
Overall CEO Leadership Behavioral Profiles	195
Understanding CEO Leadership Behavior:	
Does National Culture Matter?	206
Culturally Endorsed Implicit Leadership Theory	
Across Countries	209
Does Culturally Endorsed Implicit Leadership	
Theory Predict CEO Leadership Behavior?	214
Summary	227
Appendix 7.1. Country Culturally Endorsed Implicit	
Leadership Theories and CEO Leadership Behaviors:	
Six Global Dimensions	229

Appendix 7.2. Culturally Endorsed Implicit Leadership Theory and	Ě
CEO Leader Behavior on Twenty-One Primary Leadership	
Dimensions by Country	239
Chapter 8. Leadership Effectiveness Across Cultures:	
The Linkage With CEO Behaviors	245
The Measurement of CEO Effectiveness	246
CEO Effectiveness Across Countries: Top Management Team	
Dedication and Firm Competitive Performance	247
Effectiveness of Six Global CEO Leadership Behaviors	
Considered Together	247
Effectiveness of Twenty-One Primary CEO Leadership	
Behaviors Considered Together	249
Which CEO Leadership Behaviors Predict Top Management	
Team Dedication?	249
Charismatic and Team-Oriented Leadership Predicting	77.45
Top Management Team Dedication	256
Participative, Humane-Oriented, Autonomous,	
and Self-Protective Leadership Predicting Top	
Management Team Dedication	258
Summary of CEO Leadership Influence on Top Management	200
Team Dedication	260
Which CEO Leadership Behaviors Predict Firm	200
Competitive Performance?	260
Summary of CEO Leadership Influence on Firm Competitive	
Performance	260
Evidence of Leadership Impact Moderated by Culture	266
Integrating GLOBE Empirical Findings With Previous Literature	267
GLOBE Insights Into Charismatic Leadership	267
GLOBE Insights into Team-Oriented Leadership	269
GLOBE Insights Into Participative Leadership	272
GLOBE Insights Into Humane-Oriented Leadership	274
GLOBE Insights Into Autonomous Leadership	277
GLOBE Insights Into Self-Protective Leadership	278
Summary of Overall Findings	280
Chapter 9. CEO Leadership Effectiveness Across Cultures:	202
The Effect of Fit and Behavior	283
CEO Leadership Behavior as a Source of CEO Effectiveness	283
Definition of Fit: The Match Between CEO Behavior	201
and Expectations	286
Importance of Fit: The Match Between CEO Behavior	200
and Leadership Expectations	289
CEO Behavioral Enactment and Fit: A Simultaneous	204
Comparison of Effects?	294
A Country-Level Assessment of Fit Summary	296 298
Julillat V	1.70

Chapter 10. CEO Leadership Effectiveness Across Cultures:	
Superior and Inferior CEOs	299
Superior and Inferior CEOs: Top Management	
Team Dedication	300
Superior and Inferior CEOs: Firm Competitive Performance	300
Profile Similarity for Gestalt Fit	301
Behavioral Similarity for Gestalt Fit	301
Gap Between Superior and Inferior CEOs' Leadership Behavior	
and Culturally Endorsed Implicit Leadership Theory	302
Super Superior and Super Inferior CEOs	304
Profiles of Superior and Inferior CEOs	306
Austria	306
China	307
Estonia	307
Germany	308
Greece	308
Guatemala	310
India	310
Mexico	311
Netherlands	311
Nigeria	313
Romania	313
Russia	313
Slovenia	315
Spain	316
Taiwan	316
Turkey	317
United States	317
Summary	319
Chapter 11. Conclusions, Implications, and Future Research	321
Summary of Key Findings	322
Drivers of CEO Leadership Behavior	322
Drivers of CEO Leadership Effectiveness—The Impact	
of Leadership Behavior	324
CEO Leadership Behavior and Top Management	
Team Dedication	324
CEO Leadership Behavior and Firm Competitive	
Performance	325
Drivers of CEO Leadership Effectiveness—The Effect	
of Fit Between Behavior and Culturally Endorsed	
Implicit Leadership Theory	326
Theoretical Contributions and Implications for	
Theory Development	328
Cultural Context and Culturally Endorsed Leadership:	
The Development of Implicit Leadership Theories and	
Culturally Endorsed Implicit Leadership Theories	328

Leadership Taxonomies and GLOBE Leadership Theory	330
GLOBE's Culturally Endorsed Implicit Leadership Theory:	
Support for Hypothesized Relationships and Remaining	
Theoretical Relationships to Be Studied	332
Integrating the GLOBE Study Findings Into the Leadership	
and Cross-Cultural Literature	335
Do GLOBE's Findings Support the Existing Charismatic	
and Transformational Leadership Literature?	335
GLOBE's Insights Into Charismatic and Transformational	
Leadership	336
Do GLOBE's Findings Support the Existing	
Team-Oriented Leadership Literature?	338
GLOBE's Insights Into Team-Oriented Leadership	339
Do GLOBE's Findings Support the Existing	
Participatory Leadership Literature?	340
GLOBE's Insights Into Participative Leadership	340
Do GLOBE's Findings Support the Existing	
Humane-Oriented Leadership Literature?	341
GLOBE's Insights Into Humane-Oriented Leadership	342
Do GLOBE's Findings Support the Existing	
Autonomous Leadership Literature?	343
GLOBE's Insights Into Autonomous Leadership	343
Do GLOBE's Findings Support the Existing Self-Protective	
Leadership Literature?	344
GLOBE's Insights Into Self-Protective Leadership	345
Implications of Our Findings for the Strategic	
Leadership Literature	345
Managerial Implications of Our Findings	348
Rigorous Findings and Lessons for Domestic Executives	348
Rigorous Findings and Lessons for Global Executives	358
A General Theory of Strategic Leadership	358
Effective Leadership Across Cultures	362
Future Research: What We Still Need to Know	362
Appendix A GLOBE Cultural Dimensions	367
Appendix B CEO Leadership Survey Items	373
References	379
Name Index	399
Subject Index	405