Week 5 –
The GLOBE Project

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Presentation Recordings

- If you did not attend last Friday's Assignment Drop-In Session, a recording has been made available:

https://uowtsd-my.sharepoint.com/:v:/g/personal/l_bassler_uwtsd_ac_uk/EbbR29SFDKBLtFs18W8ScoUBlKgVrd0L_0Yj8vgn0iTh5w?e=lyNCly

Foreign Languages & Cultural Awareness (BMIH5003)

Recap

- Italian – Lesson 2
- Research on National Culture
- Hofstede's 6 Cultural Dimensions:
    - Individualism/collectivism
    - Masculinity/femininity
    - Power distance
    - Uncertainty avoidance
    - Long-term/short-term-orientation
    - Indulgence/restraint

Today's Agenda

- Italian – Lesson 3
- Research by Robert J. House (2004)
- The GLOBE Project
- Self-Reflective Writing Exercise

Foreign Languages

Italian

How are you?

Come stai?

[informal]

(Lei)Come sta?

[formal]

Sto bene.

(I am fine.)

What is your name?

Come ti chiami?

(What is your name?)

[informal]

(Lei) Come si chiama?

(What is your name?)

[formal]

Mi chiamo….. .

(My name is … .)

Where are you from?

Da dove vieni?

[informal]

Da dove viene (lei)?

[formal]

Io vengo dall'Italia.

[country].

(I come from … .)

Bangladesh	**Bangladesh**
Germania	**Germany**
Inghilterra	**England**
Moldavia	**Moldova**
Polonia	**Poland**
Romania	**Romania**

Introduction/Introduzione

PRIMA (1st) lezione

PRIMA (1st) Conversazione

A: Buongiorno, come sta?

B: Bene grazie, e Lei?

A: Io sto bene. Grazie.

or A: Molto bene, grazie.

Ciao!

SECONDA (2nd) Conversazione

A: Buongiorno, come si chiama?

B: Mi chiamo…. E Lei?

A: Mi chiamo…. Arrivederci!

TERZA (3rd) Conversazione

A: Buongiorno, di dov'è Lei?

B: Sono di…. E Lei?

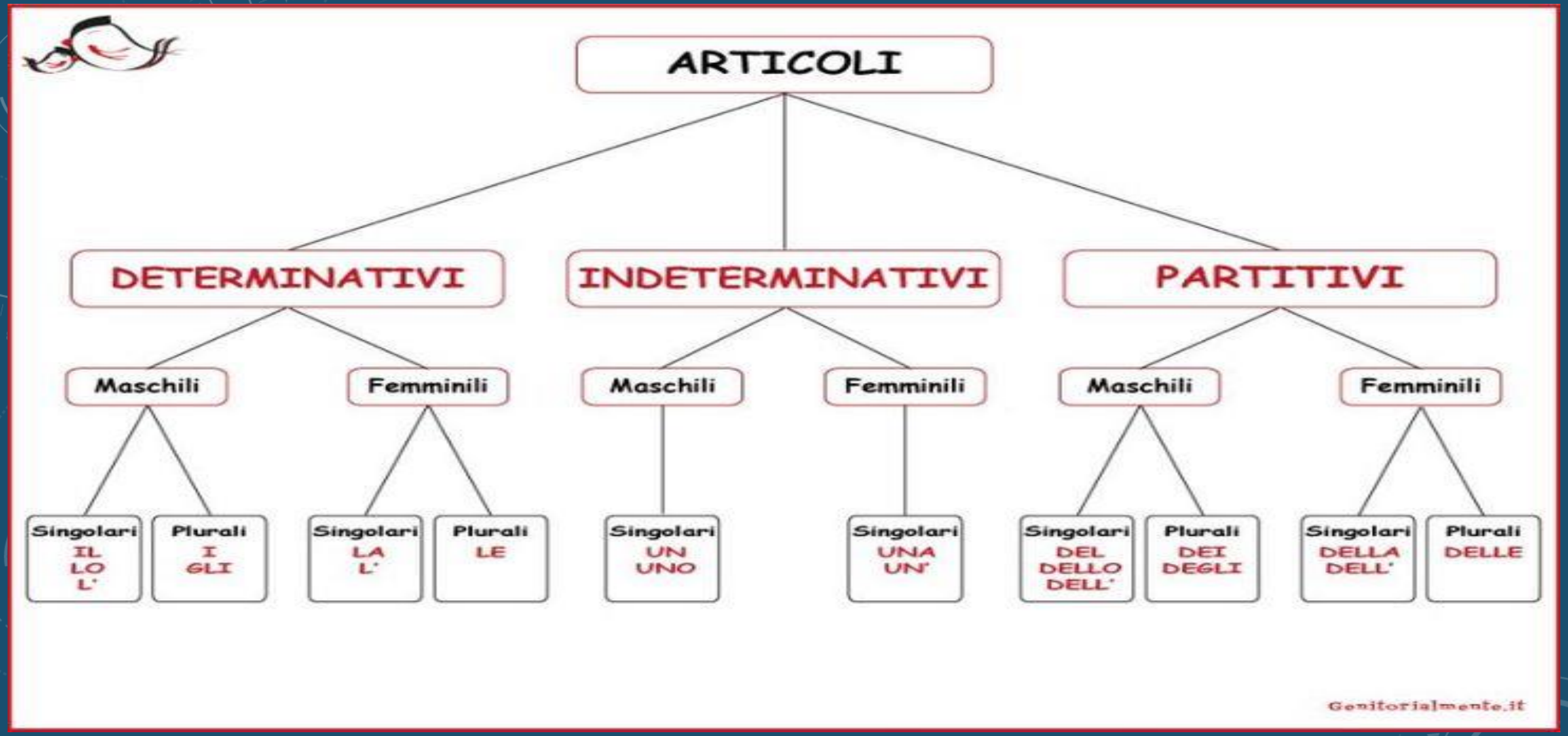
A: Sono di…. Arrivederci.

Let’s practise!

Italian	English
Benvenuti al nostro hotel!	Welcome to our hotel!
Sono spiacente.	I am sorry.
Eccoti!	Here you are.
Prego! Di nulla!	You are welcome!
Buon pomeriggio.	Good afternoon!
Arrivederci!	Goodbye.
Buon viaggio!	Have a pleasant journey!
Come stai?	How are you?

Definite Article

Partitive Article



Indefinite Article

English	Italian - Singular	Italian - Plural
hotel	L’ Hotel	Gli Hotel
restaurant	IL Ristorante	I Ristoranti
reception	LA Reception	-
room	LA Stanza	LE Stanze
parking lot	IL Parcheggio	I Parcheggi
swimming pool	LA Piscina	LE Piscine

LEZIONE 2 (DUE)

ESSERE= TO BE

Without the word **essere** (*to be*) we simply wouldn't exist. Out of all the verbs (or doing-words), it is the most important one.

I am → Io **sono**

you are → Tu **sei**

he/she/it is → lui/lei/egli **è**

PROFESSIONI (PROFESSIONS)

- Che professione fai?
- Io sono…

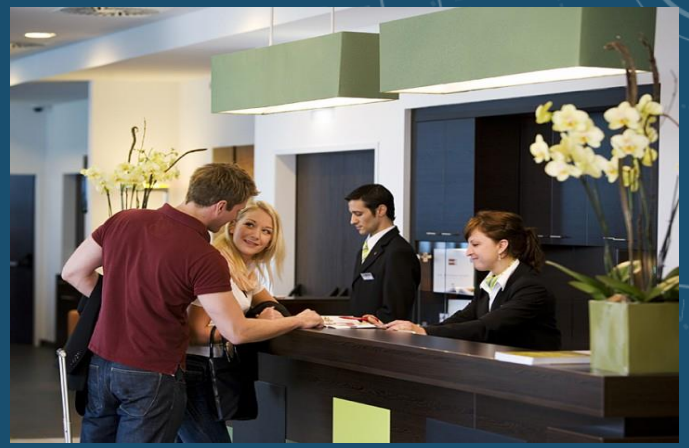
- Un/uno(M)
- Una/(F)

Both mean: ‘a/an’

ESSERE

Io sono…
Tu sei…
Lei/Lui è…
Noi siamo…
Voi siete…
Essi/Loro sono…

Studente-studentessa



Recezionista

Cameriere/cameriera

Addetto/a alle pulizie

GENERI - GENDERS

- Che cosa siete?

ESSERE

Io	Sono…
Tu	Sei…
Egli	E`…

un

una

(Both mean: ‘a/an’)

Donna

Uomo

Bambino

Bambina

NAZIONALITA` - NATIONALITY

- Di dove sei?

ESSERE

Io sono…
Tu sei…
Egli e`…

Rumeno / Rumena

Inglese

Africano / Africana

Tedesco / Tedesca

RELIGIONE - RELIGIONS

- Di che religione sei? / What is your religion?

ESSERE

Io sono…
Tu sei…
Egli e`…

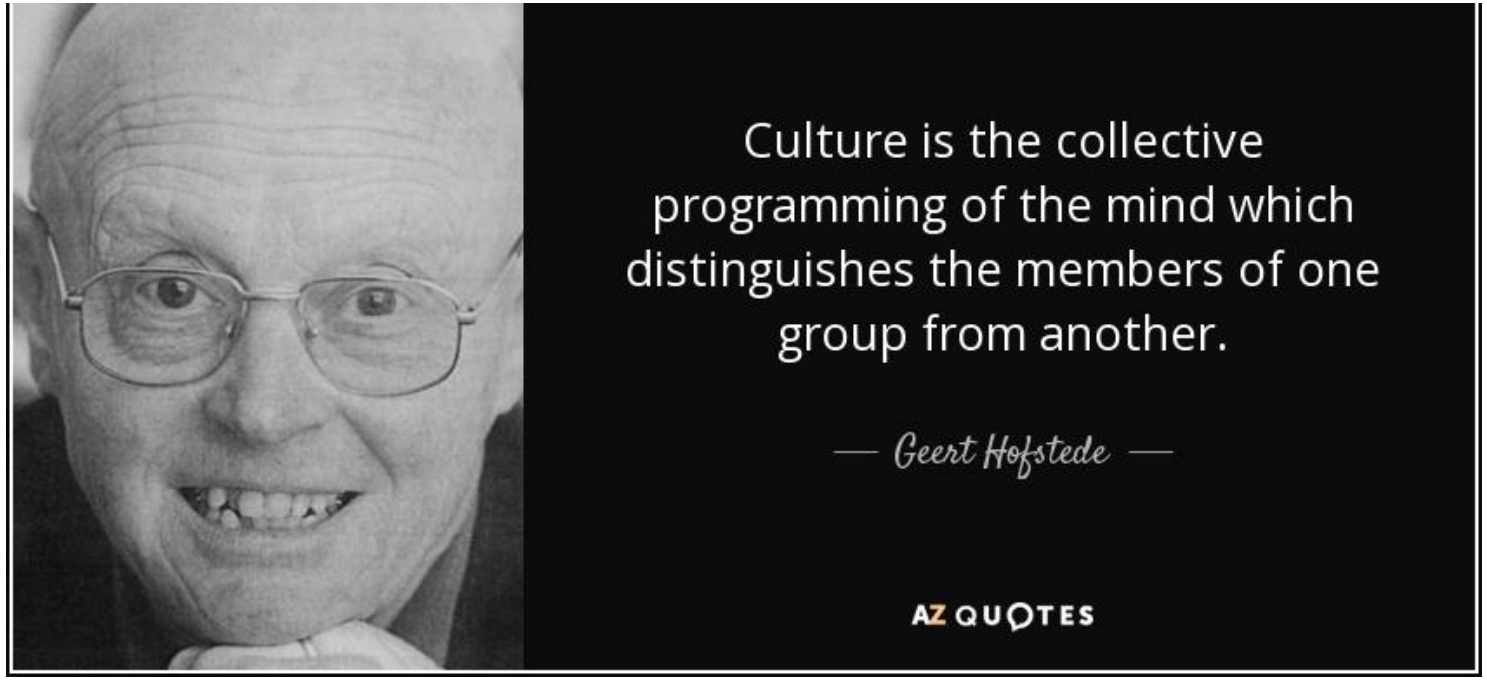
Cattolico/a
Evangelico/a

Ebreo/a

Musulmano/a

Buddista

Ortodosso



Hofstede (Recap)

- Research on National Culture
  - 6 Cultural Dimensions

Four Aspects of National Culture – Hofstede's Original Model

1. **Power Distance**
   - Attitudes to authority
   - Distance between people in a hierarchy
2. **Uncertainty Avoidance**
   - Degree of tolerance for uncertainty or instability
3. **Individualism/Collectivism**
   - Independence and interdependence Loyalty towards oneself and a group
4. **Masculinity/Femininity**
   - Importance of work goals vs. personal goals

The Fifth and Sixth Dimensions

5. Short-term vs. Long-term Orientation

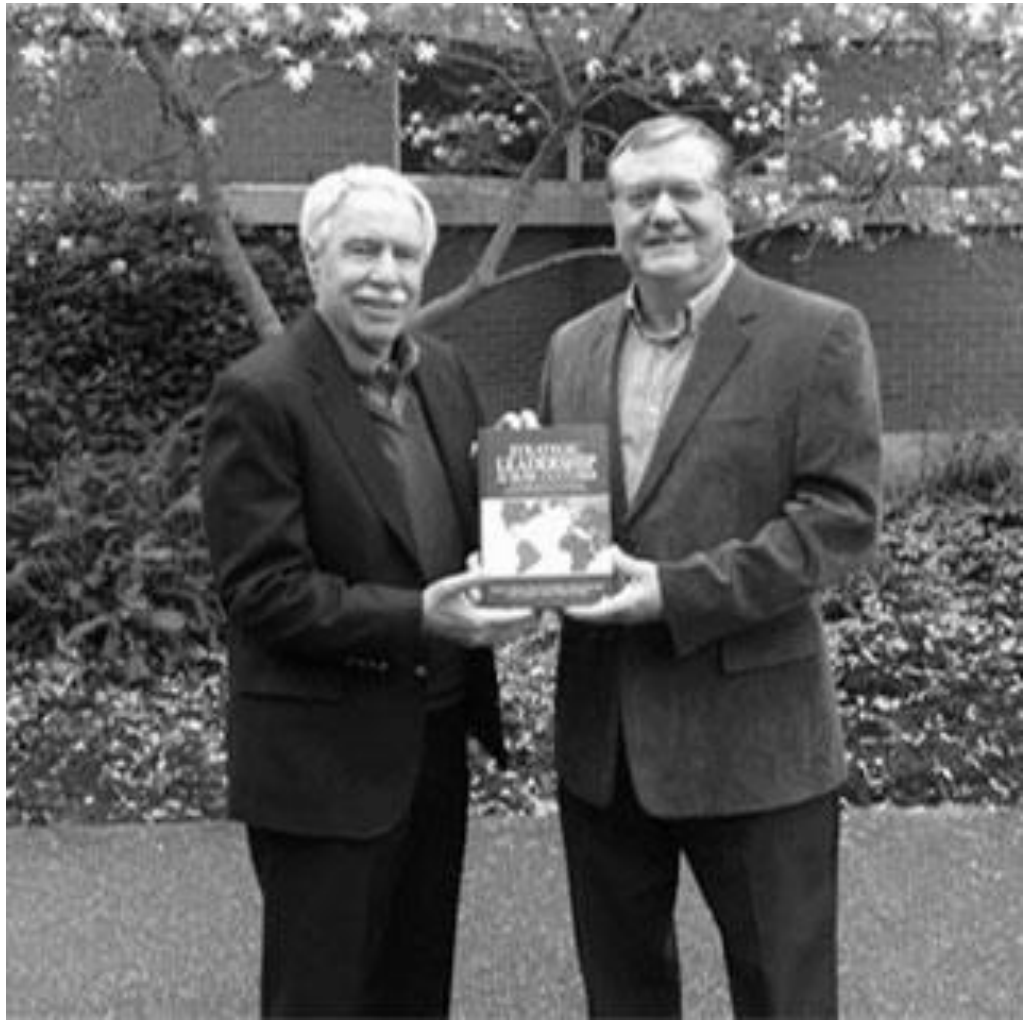
- Attitudes towards long-term goals and future rewards
- NOT found in the data used to determine the original dimensions (Hofstede, 2001)
- Emerges from the Chinese Values Survey (1985) which contained a Confucian dynamism scale.

6. Indulgence vs. Restraint

- Degree of enjoyment without restraint

House

- 9 Cultural Dimensions
- The GLOBE Project



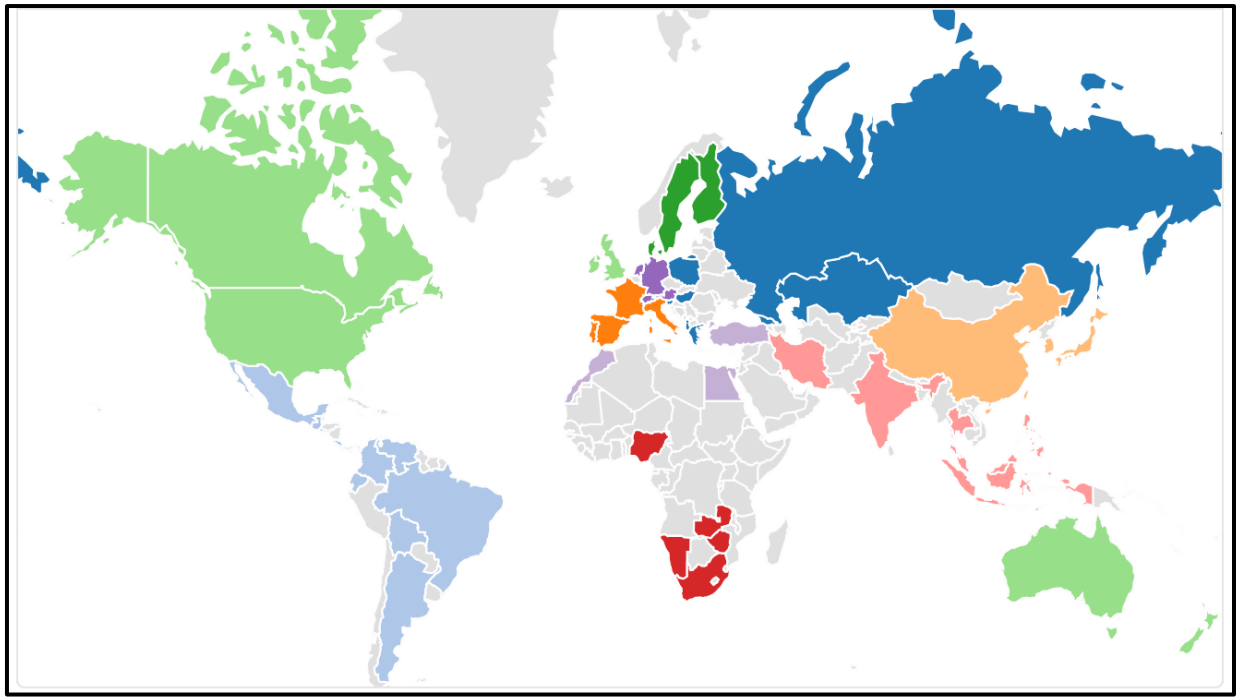
The GLOBE Project

- GLOBE stands for **Global Leadership and Organisational Behaviour Effectiveness.**

- GLOBE is an organisation dedicated to the international study of the relationships among societal culture, leadership and organisational practices.
- In the initial 2004 study, data was gathered from 17,000 mid-level managers in 62 countries.
- In the latest 2014 study, data was collected from over 100 CEOs and 5,000 senior executives in corporations in a variety of industries in 24 countries.
- This study demonstrated the considerable influence of culture on societal leadership expectations and the importance of matching CEO behaviours to expectations for leadership effectiveness. https://globeproject.com/

The GLOBE Project and Culture Clusters

- The GLOBE Project is an ongoing research initiative that explores cultural dimensions and identifies clusters of culture around the world.
- These clusters categorise countries based on shared cultural traits and behaviours.
- Understanding cultural clusters helps us gain insights into cultural differences and facilitates effective cross-cultural interactions.



10 Culture Clusters

Clusters of Culture

The GLOBE Project identifies **10 cultural clusters**:

- **Anglo Cluster**: English-speaking countries like the United States, United Kingdom, Canada, Australia, etc.
- **Latin Europe:** Countries in Southern Europe, such as France, Spain, Italy, and Portugal.
- **Germanic Europe:** German-speaking countries like Germany, Austria, Switzerland etc.
- **Nordic Europe**: Scandinavian countries including Sweden, Denmark and Finland.
- **Eastern Europe:** Countries in Eastern Europe, such as Russia, Poland, Hungary, etc.
- **Latin America:** Spanish and Portuguese-speaking countries in Central and South America, including Mexico, Brazil, Argentina, etc.
- **Confucian Asia:** Countries influenced by Confucianism, such as China, Japan, South Korea, etc.
- **Southern Asia:** Countries such as India, Philippines, Thailand, etc.
- **Sub-Saharan Africa:** Countries in sub-Saharan Africa with diverse cultural traditions.
- **Middle East:** Arabic-speaking countries in the Middle East and North Africa, such as Egypt or Turkey, etc.

The GLOBE Cultural Framework – 9 Dimensions

- **Uncertainty Avoidance**: extent to which a society, organisation, or group relies on social norms, rules, and procedures to alleviate unpredictability of future events
- **Power Distance**: extent to which the community accepts and endorses authority, power differences, and status privileges
- **Institutional Collectivism**: degree to which organisational and societal institutional practices encourage and reward collective distribution of resources and collective action
- **In-group Collectivism**: degree to which individuals express pride, loyalty, and cohesiveness in their organisations or families
- **Gender Egalitarianism**: degree to which a collective minimises gender inequality

The GLOBE Cultural Framework – 9 Dimensions (contd.)

- **Future Orientation**: extent to which individuals engage in future-oriented behaviours such as delaying gratification, planning, and investing in the future
- **Assertiveness**: degree to which individuals are assertive, confrontational and aggressive in their relationships
- **Performance Orientation**: degree to which a collective encourages and rewards group members for performance improvement and excellence
- **Humane Orientation**: degree to which a collective encourages and rewards individuals for being fair, altruistic, generous, caring and kind to others

GLOBE 2004 Study

- Robert House distinguishes between:
  - cultural ***values*** (i.e. the way things should be) and
  - cultural ***practices*** (i.e. the way things are)
- Hofstede believed values drive practices.
- House tests if this is the case.

- For your assignment (1,000-word report), you must select a country to view the study's results: https://globeproject.com/results?page_id=country#country

GLOBE 2014 Study

The latest phase of the GLOBE programme was designed to focus on the following four key questions:

- How does national culture influence the kinds of leadership behaviours expected in a society?
- What CEO behaviours generally lead to success?
- What are some distinctions between the high-performing CEOs (i.e., superior), and underperforming CEOs (i.e., inferior).
- How important is it that CEO leadership behaviours match the leadership expectations within a society?

GLOBE 2020 Research Program

- The GLOBE 2020 research project is an extension of over 20 years of collaborative work conducted by the GLOBE research team.
- In the 1990s, the GLOBE project examined the relationships among societal culture, leadership, and organisational practices in collaboration with more than 200 researchers from 62 societies.
- GLOBE has become one of the largest and most comprehensive studies of its kind in the social sciences. In this phase of GLOBE, called GLOBE 2020, researchers will build on the past two decades of findings.

GLOBE® 2020

Global Leadership and Organizational Behavior Effectiveness

Relevance and Limitations of the GLOBE Project

- Builds on the work of Geert Hofstede.
- The findings of GLOBE Project are based on a very large data set and show the importance of understanding cultural differences and how it relates to organisational performance.
- However, as the data is gathered from select groups in certain sectors it may not be generalisable to the whole of society and suffers from many of the limitations of survey-based data.
- Research does not provide a clear set of assumptions and propositions that can form a single theory about the way culture relates to leadership or influences the leadership process.

Relevance and Limitations of the GLOBE Project

- Labels and definitions of cultural dimensions and leadership behaviours are somewhat vague, difficult at times to interpret or fully comprehend the findings about culture and leadership.
- This study focuses on what people perceive to be leadership and ignores a large body of research that frames leadership in terms of what leaders do (e.g., transformational leadership, path-goal theory, skills approach).
- Researchers in the GLOBE study measured leadership with subscales that represented a very broad range of behaviours and as a result compromised the precision and validity of the leadership measures.
- The GLOBE studies tend to isolate a set of attributes that are characteristic of effective leaders without considering the influence of the situational effects (Northouse, 2007, p. 324-325).

(Jenkinson, 2022)

Self-Reflective Writing

- Firstly, highlight key ideas and concepts about the person or experience you are going to reflect on.
- Secondly, ask yourself the following questions about the topic:

  ☑ **Impact:** *What impact did/does it have on you? e.g., I realised how difficult it can be to find employment.*

  ☑ **Feelings:** How did/does it make you feel e.g., *I felt astounded by the sheer lack of regard for human life.*

  ☑ **Senses:** What did you see/hear/feel/touch/taste? e.g., *The smell of burning rubber hit me and I felt the heat of the blaze on my face.*

  ☑ **Change:** Has it changed you? If yes, how? e.g., *I now look at cancer sufferers in a different light and I approach their care in a more upbeat and positive manner.*

- Thirdly, identify key parts you want to make about your topic. For instance, if the topic is about an event, you may choose to write 3 paragraphs: before, during, and after the event.

Exercise: Self-Reflection (20 min.)

Task:

Prepare a short essay (~200 words) reflecting on the preparation of Assessment Component 1 (Professional Reflection). Use first-person.

- What did you learn as a result of the experience?
- How did your understanding of the subject change over time? Has it changed you?

Any questions?

References

- GLOBE 2020 (2023) *The GLOBE Studies*. Available at: https://globeproject.com/about?page_id=intro#globe2020_intro (Accessed: 10th October 2023).
- Jenkinson, P. (2022) GLOBE Project Cultural Dimensions *[video].* Available at: https://www.youtube.com/watch?v=3du_rZ0U90Q (Accessed: 10th October 2023).