

What makes a universal leader?

Some findings from the GLOBE study

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Literature:

House, R.J. et. al. (2004). Culture, Leadership, and Organization. The GLOBE study of 62 societies. Beverly Hills: Sage Publications.



Universal Positive Leader Attributes

<i>Leader Attribute Questionnaire Items</i>	<i>Corresponding Primary Leadership Dimensions</i>
Trustworthy	Integrity
Just	Integrity
Honest	Integrity
Foresight	Charisma 1: Visionary
Plans ahead	Charisma 1: Visionary
Encouraging	Charisma 2: Inspirational
Positive	Charisma 2: Inspirational
Dynamic	Charisma 2: Inspirational
Motive arouser	Charisma 2: Inspirational
Confidence builder	Charisma 2: Inspirational
Motivational	Charisma 2: Inspirational
Dependable	Malevolent (reverse score)
Intelligent	Malevolent (reverse score)
Decisive	Decisiveness
Effective bargainer	Diplomatic
Win-win problem solver	Diplomatic
Administrative skilled	Administratively competent
Communicative Team	2: Team Integrator
Informed Team	2: Team Integrator
Coordinator Team	2: Team Integrator
Team builder Team	2: Team Integrator
Excellence oriented	Performance oriented

Universal Negative Leader Attributes

<i>Questionnaire Attributes</i>	<i>Corresponding Primary Leadership Dimensions</i>
Loner	Self-protective
Asocial	Self-protective
Noncooperative	Malevolent
Irritable	Malevolent
Nonexplicit	Face saver
Egocentric*	
Ruthless*	
Dictatorial	Autocratic

CULTURALLY CONTINGENT CLT ITEMS*

CLT Item	Minimum	Maximum	Difference
Cunning	1.26	6.38	5.12
Evasive	1.52	5.67	4.15
Subdued	1.32	6.18	4.86
Provocateur	1.38	6.00	4.62
Sensitive	1.96	6.35	4.39
Ambitious	2.85	6.73	3.88
Status-conscious	1.92	5.77	3.85
Intragroup conflict avoider	1.84	5.69	3.85
Risk taker	2.14	5.96	3.82
Independent	1.67	5.32	3.65
Cautious	2.17	5.78	3.61
Class conscious	2.53	6.09	3.56
Domineering	1.60	5.14	3.54
Ruler	1.66	5.20	3.54
Intragroup competitor	3.00	6.49	3.49
Habitual	1.93	5.38	3.45
Individualistic	1.67	5.10	3.43
Willful	3.06	6.48	3.42
Micromanager	1.60	5.00	3.40
Elitist	1.61	5.00	3.39
Self-effacing	1.85	5.23	3.38
Formal	2.12	5.43	3.31
Procedural	3.03	6.10	3.07
Autonomous	1.63	5.17	3.00
Self-sacrificial	3.00	5.96	2.96
Compassionate	2.69	5.56	2.87
Intuitive	3.72	6.47	2.75
Enthusiastic	3.72	6.44	2.72
Indirect	2.16	4.86	2.70
Worldly	3.48	6.18	2.70
Logical	3.89	6.58	2.69
Anticipatory	3.84	6.51	2.67
Unique	3.47	6.06	2.59
Sincere	3.99	6.55	2.56
Orderly	3.81	6.34	2.53

* Minimum and maximum values for the 62 societal cultures on a 7-point scale ranging from (1) (greatly inhibits) to (7) (contributes greatly to) outstanding leadership