



Research Survey

GLOBE Project

**(Global Leadership and Organizational
Behavior Effectiveness Project)**

Form Alpha

Introduction

The purpose of this research is to learn about national cultures, management practices, and perceptions of leadership. The questionnaire that you are asked to complete will take about one hour of your time.

The resulting information will be useful for individuals who conduct business or government relations with the countries' studies. This information may be used for classroom instruction of students and managers in universities, technological institutes, and other organizations throughout the world. Hopefully, this information will be helpful to better understand business and leadership in other cultures.

In the following pages, you are asked to choose a number of statements that reflect your observations of cultural or organizational practices, your beliefs, your values, or your perceptions. This is not a test, and there are no right or wrong answers. We are mainly interested in learning about the beliefs and values in your society, and how various societal and organizational practices are perceived by you and the others participating in this research. Your responses will be kept completely confidential. No individual respondent will be identified to any other person or in any written form. Further, the name of your organization will not be publicly released.

General Instructions

In completing this survey, you will be asked questions focusing on the organization in which you work, and on your perceptions of leaders and leadership. Most people complete the survey in approximately 60 minutes.

There are five sections to this questionnaire. Sections 1 and 3 ask about your organization. Sections 2 and 4 ask about leaders and leadership. Section 5 asks about you.

Explanation of the Types of Questions

There are several different types of questions in this questionnaire. Sections 1 and 3 have questions with two different formats. An example of the first type of question is shown below.

A. In this country, the weather is generally:

very pleasant				moderately pleasant			very unpleasant
1	2	3	4	5	6	7	

For a question like this, you would circle the number from 1 to 7 that is closest to your perceptions about your country. For example, if you think the weather in your country is “very pleasant,” you would circle 1. If you think the weather is not quite “very pleasant” but is better than “moderately pleasant,” you could circle either 2 or 3, depending on whether you think the weather is closer to “very pleasant” or to “moderately pleasant.”

The second type of question asks how much you agree or disagree with a particular statement. An example of this kind of question is given below.

B. The weather in this country is very pleasant.

strongly agree				neither agree nor disagree			strongly disagree
1	2	3	4	5	6	7	

For a question like this, you would circle the number from 1 to 7 that is closest to your level of agreement with the statement. For example, if you strongly agree that the weather in your country is very pleasant, you would circle 1. If you generally agree with the statement but disagree slightly, you could circle either 2 or 3, depending on how strongly you agree with the statement. If you disagree with the statement, you would circle 5, 6, or 7, depending on how much you disagree with the statement.

Sections 2 and 4 have a different type of question. For these sections, you are given a list of behaviors and characteristics that a leader might display. You are asked to rate these behaviors and characteristics using the scale shown below. To do this, on the line next to each behavior or characteristic, write the number from the scale that best describes how displaying that behavior or characteristic affects the leader's effectiveness.

SCALE

- 1** = This behavior or characteristic **greatly inhibits** a person from being an outstanding leader.
- 2** = This behavior or characteristic **somewhat inhibits** a person from being an outstanding leader.
- 3** = This behavior or characteristic **slightly inhibits** a person from being an outstanding leader.
- 4** = This behavior or characteristic **has no impact** on whether a person is an outstanding leader.
- 5** = This behavior or characteristic **contributes slightly** to a person being an outstanding leader.
- 6** = This behavior or characteristic **contributes somewhat** to a person being an outstanding leader.
- 7** = This behavior or characteristic **contributes greatly** to a person being an outstanding leader.

An example is shown below. If you believed that being tall inhibited a person from being an outstanding leader, you would write 1, 2, or 3 on the line to the left of "Tall," depending on how much you thought being tall inhibited outstanding leadership. If you believed that being tall contributes to a person's being an outstanding leader, you would write 5, 6, or 7 on the line to the left of "Tall," depending on how much you thought being tall contributed to outstanding leadership. Finally, if you believed that being tall had no effect on whether a person was an outstanding leader, you would write 4 on the line to the left of "Tall."

_____ A. Tall = Of significantly above average height

Section 1

The Way Things Are in Your Work Organization

Instructions

In this section, we are interested in your beliefs about what the norms, values, and practices are in the organization in which you work as a manager. In other words, we are interested in the way your organization is—not the way you think it should be.

There are no right or wrong answers, and answers don't indicate goodness or badness of the organization.

Please respond to the questions by circling the number that most closely represents your observations about your organization.

Section 1 questions begin here.

1-1. In this organization, orderliness and consistency are stressed, even at the expense of experimentation and innovation.

strongly
agree
1

2

3

neither agree
nor disagree
4

5

6

strongly
disagree
7

1-2. In this organization, people are generally:

aggressive
1

2

3

4

5

6

non-
aggressive
7

1-3. The way to be successful in this organization is to:

plan ahead
1

2

3

4

5

6

take events
as they
occur
7

1-4. In this organization, the accepted norm is to:

plan for
the future
1

2

3

4

5

6

accept the
status quo
7

1-5. In this organization, a person's influence is based primarily on:

one's ability and
contribution to the
organization
1

2

3

4

5

6

the authority of
one's position
7

1-6. In this organization, people are generally:

assertive						non-assertive
1	2	3	4	5	6	7

1-7. In this organization, managers encourage group loyalty even if individual goals suffer.

strongly agree			neither agree nor disagree			strongly disagree
1	2	3	4	5	6	7

1-8. In this organization, meetings are usually:

planned well in advance (2 or more weeks in advance)						spontaneous (planned less than an hour in advance)
1	2	3	4	5	6	7

1-9. In this organization, people are generally:

very concerned about others						not at all concerned about others
1	2	3	4	5	6	7

1-10. In this organization, people are generally:

dominant						non-dominant
1	2	3	4	5	6	7

1-11. In this organization, group members take pride in the individual accomplishments of their group manager.

strongly agree			neither agree nor disagree			strongly disagree
1	2	3	4	5	6	7

1-12. The pay and bonus system in this organization is designed to maximize:

individual interests						collective interests
1	2	3	4	5	6	7

1-13. In this organization, subordinates are expected to:

obey their boss without question						question their boss when in disagreement
1	2	3	4	5	6	7

1-14. In this organization, people are generally:

tough						tender
1	2	3	4	5	6	7

- 1-15. In this organization, employees are encouraged to strive for continuously improved performance.
- | | | | | | | | |
|----------------|---|---|---|----------------------------|---|---|-------------------|
| strongly agree | | | | neither agree nor disagree | | | strongly disagree |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
- 1-16. In this organization, most work is highly structured, leading to few unexpected events.
- | | | | | | | | |
|----------------|---|---|---|----------------------------|---|---|-------------------|
| strongly agree | | | | neither agree nor disagree | | | strongly disagree |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
- 1-17. In this organization, men are encouraged to participate in professional development activities more than women.
- | | | | | | | | |
|----------------|---|---|---|----------------------------|---|---|-------------------|
| strongly agree | | | | neither agree nor disagree | | | strongly disagree |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
- 1-18. In this organization, major rewards are based on:
- | | | | | | | | |
|--------------------------------|---|---|---|---|---|---|---|
| only performance effectiveness | | | | performance effectiveness and other factors (for example, seniority or political connections) | | | only factors other than performance effectiveness (for example, seniority or political connections) |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
- 1-19. In this organization, job requirements and instructions are spelled out in detail so employees know what they are expected to do.
- | | | | | | | | |
|----------------|---|---|---|----------------------------|---|---|-------------------|
| strongly agree | | | | neither agree nor disagree | | | strongly disagree |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
- 1-20. In this organization, being innovative to improve performance is generally:
- | | | | | | | | |
|------------------------|---|---|---|-------------------|---|---|--------------|
| substantially rewarded | | | | somewhat rewarded | | | not rewarded |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
- 1-21. In this organization, people are generally:
- | | | | | | | | |
|------------------------------|---|---|---|---|---|---|------------------------------------|
| very sensitive toward others | | | | | | | not at all sensitive toward others |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
- 1-22. In this organization, physically demanding tasks are usually performed by:
- | | | | | | | | |
|-----|---|---|---|---|---|---|-------|
| men | | | | | | | women |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | |

1-23. In this organization, group managers take pride in the individual accomplishments of group members.

strongly agree				neither agree nor disagree			strongly disagree
1	2	3	4	5	6	7	

1-24. In this organization, people are generally:

very friendly						very unfriendly
1	2	3	4	5	6	7

1-25. In this organization, people in positions of power try to:

increase their social distance from less powerful individuals						decrease their social distance from less powerful people
1	2	3	4	5	6	7

1-26. In this organization, employees feel loyalty to the organization.

strongly agree				neither agree nor disagree		strongly disagree
1	2	3	4	5	6	7

1-27. In this organization, most employees set challenging work goals for themselves.

strongly agree				neither agree nor disagree		strongly disagree
1	2	3	4	5	6	7

1-28. Members of this organization:

take no pride in working for the organization				take a moderate amount of pride in working for the organization		take a great deal of pride in working for the organization
1	2	3	4	5	6	7

1-29. In this organization, people are generally:

very generous						not at all generous
1	2	3	4	5	6	7

1-30. In this organization:

group cohesion is more valued than individualism				group cohesion and individualism are equally valued		individualism is more valued than group cohesion
1	2	3	4	5	6	7

1-31. In this organization, most people believe that work would be more effectively managed if there were:

many more women in positions of authority than there are now			about the same number of women in positions of authority as there are now			many less women in positions of authority than there are now
1	2	3	4	5	6	7

1-32. When people in this organization have serious disagreements with each other, whom do they tell about the disagreements?

no one			only other members of the work group			anyone they want to tell
1	2	3	4	5	6	7

1-33. This organization shows loyalty towards employees.

strongly agree			neither agree nor disagree			strongly disagree
1	2	3	4	5	6	7

1-34. What percentage of management positions in this organization are filled by women?

less than 10%	10-25%	26-44%	45-55%	56-75%	76-90%	more than 90%
1	2	3	4	5	6	7

This is the end of Section 1 of the questionnaire. Please continue on to Section 2.

Section 2

Leader Behaviors

Instructions

You are probably aware of people in your organization or industry who are exceptionally skilled at motivating, influencing, or enabling you, others, or groups to contribute to the success of the organization or task. In this country, we might call such people “outstanding leaders.”

On the following pages are several behaviors and characteristics that can be used to describe leaders. Each behavior or characteristic is accompanied by a short definition to clarify its meaning.

Using the above description of outstanding leaders as a guide, rate the behaviors and characteristics on the following pages. To do this, on the line next to each behavior or characteristic, write the number from the scale below that best describes how important that behavior or characteristic is for a leader to be outstanding.

SCALE

- 1 =** This behavior or characteristic **greatly inhibits** a person from being an outstanding leader. **2 =** This behavior or characteristic **somewhat inhibits** a person from being an outstanding leader.
3 = This behavior or characteristic **slightly inhibits** a person from being an outstanding leader.
4 = This behavior or characteristic **has no impact** on whether a person is an outstanding leader.
5 = This behavior or characteristic **contributes slightly** to a person being an outstanding leader.
6 = This behavior or characteristic **contributes somewhat** to a person being an outstanding leader.
7 = This behavior or characteristic **contributes greatly** to a person being an outstanding leader.

Section 2 questions start here.

		Characteristic or Behavior	Definition
_____	2-1	Diplomatic	= Skilled at interpersonal relations, tactful
_____	2-2	Evasive	= Refrains from making negative comments to maintain good relationships and save face
_____	2-3	Mediator	= Intervenes to solve conflicts between individuals
_____	2-4	Bossy	= Tells subordinates what to do in a commanding way
_____	2-5	Positive	= Generally optimistic and confident
_____	2-6	Intra-group competitor	= Tries to exceed the performance of others in his or her group
_____	2-7	Autonomous	= Acts independently, does not rely on others
_____	2-8	Independent	= Does not rely on others; self-governing

SCALE

- 1** = This behavior or characteristic **greatly inhibits** a person from being an outstanding leader.
2 = This behavior or characteristic **somewhat inhibits** a person from being an outstanding leader.
3 = This behavior or characteristic **slightly inhibits** a person from being an outstanding leader.
4 = This behavior or characteristic **has no impact** on whether a person is an outstanding leader.
5 = This behavior or characteristic **contributes slightly** to a person being an outstanding leader.
6 = This behavior or characteristic **contributes somewhat** to a person being an outstanding leader.
7 = This behavior or characteristic **contributes greatly** to a person being an outstanding leader.

	Characteristic or Behavior	Definition
_____ 2-9	Ruthless	= Punitive; having no pity or compassion
_____ 2-10	Tender	= Easily hurt or offended
_____ 2-11	Improvement-oriented	= Seeks continuous performance improvement
_____ 2-12	Inspirational	= Inspires emotions, beliefs, values, and behaviors of others, inspires others to be motivated to work hard
_____ 2-13	Anticipatory	= Anticipates, attempts to forecast events, considers what will happen in the future
_____ 2-14	Risk taker	= Willing to invest major resources in endeavors that do not have high probability of successful
_____ 2-15	Sincere	= Means what he/she says; earnest
_____ 2-16	Trustworthy	= Deserves trust, can be believed and relied upon to keep his/her word
_____ 2-17	Worldly	= Interested in temporal events; has a world outlook
_____ 2-18	Intra-group conflict avoider	= Avoids disputes with members of his or her group
_____ 2-19	Administratively skilled	= Able to plan, organize, coordinate, and control work of large numbers (over 75) of individuals
_____ 2-20	Just	= Acts according to what is right or fair
_____ 2-21	Win/win problem-solver	= Able to identify solutions which satisfy individuals with diverse and conflicting interests
_____ 2-22	Clear	= Easily understood
_____ 2-23	Self-interested	= Pursues own best interests
_____ 2-24	Tyrannical	= Acts like a tyrant or despot; imperious
_____ 2-25	Integrator	= Integrates people or things into cohesive, working whole
_____ 2-26	Calm	= Not easily distressed
_____ 2-27	Provocateur	= Stimulates unrest
_____ 2-28	Loyal	= Stays with and supports friends even when they have substantial problems or difficulties

SCALE

- 1** = This behavior or characteristic **greatly inhibits** a person from being an outstanding leader.
2 = This behavior or characteristic **somewhat inhibits** a person from being an outstanding leader.
3 = This behavior or characteristic **slightly inhibits** a person from being an outstanding leader.
4 = This behavior or characteristic **has no impact** on whether a person is an outstanding leader.
5 = This behavior or characteristic **contributes slightly** to a person being an outstanding leader.
6 = This behavior or characteristic **contributes somewhat** to a person being an outstanding leader.
7 = This behavior or characteristic **contributes greatly** to a person being an outstanding leader.

	Characteristic or Behavior	Definition
_____ 2-29	Unique	= An unusual person; has characteristics of behaviors that are different from most others
_____ 2-30	Collaborative	= Works jointly with others
_____ 2-31	Encouraging	= Gives courage, confidence, or hope through reassuring and advising
_____ 2-32	Morale booster	= Increases morale of subordinates by offering encouragement, praise, and/or by being confident
_____ 2-33	Arrogant	= Presumptuous or overbearing
_____ 2-34	Orderly	= Is organized and methodological in work
_____ 2-35	Prepared	= Is ready for future events
_____ 2-36	Autocratic	= Makes decisions in dictatorial way
_____ 2-37	Secretive	= Tends to conceal information from others
_____ 2-38	Asocial	= Avoids people or groups; prefers own company
_____ 2-39	Fraternal	= Tends to be a good friend of subordinates
_____ 2-40	Generous	= Willing to give time, money, resources, and help to others
_____ 2-41	Formal	= Acts in accordance with rules, convention, and ceremonies
_____ 2-42	Modest	= Does not boast; presents self in a humble manner
_____ 2-43	Intelligent	= Smart; learns and understands easily
_____ 2-44	Decisive	= Makes decisions firmly and quickly
_____ 2-45	Consultative	= Consults with others before making plans or taking action
_____ 2-46	Irritable	= Moody; easily agitated
_____ 2-47	Loner	= Works and acts separately from others
_____ 2-48	Enthusiastic	= Demonstrates and imparts strong positive emotions for work
_____ 2-49	Risk averse	= Avoids taking risks; dislikes risk

SCALE

- 1** = This behavior or characteristic **greatly inhibits** a person from being an outstanding leader.
2 = This behavior or characteristic **somewhat inhibits** a person from being an outstanding leader.
3 = This behavior or characteristic **slightly inhibits** a person from being an outstanding leader.
4 = This behavior or characteristic **has no impact** on whether a person is an outstanding leader.
5 = This behavior or characteristic **contributes slightly** to a person being an outstanding leader.
6 = This behavior or characteristic **contributes somewhat** to a person being an outstanding leader.
7 = This behavior or characteristic **contributes greatly** to a person being an outstanding leader.

	Characteristic or Behavior	Definition
_____ 2-50	Vindictive	= Vengeful; seeks revenge when wronged
_____ 2-51	Compassionate	= Has empathy for others; inclined to be helpful or show mercy
_____ 2-52	Subdued	= Suppressed, quiet, tame
_____ 2-53	Egocentric	= Self-absorbed; thoughts focus mostly on one's self
_____ 2-54	Non-explicit	= Subtle, does not communicate explicitly, communicates by metaphor, et allegory, et example
_____ 2-55	Distant	= Aloof, stands off from others, difficult to become friends with
_____ 2-56	Intellectually stimulating	= Encourages others to think and use their minds; challenges beliefs, stereotypes, and attitudes of others

This is the end of Section 2. Please continue on to Section 3.

Section 3

The Way Things Generally Should Be in Your Work Organization

Instructions

In this section, we are interested in your beliefs about what the norms, values, and practices should be in the organization in which you work as a manager.

Again, there are no right or wrong answers, and answers don't indicate goodness or badness of the organization.

Please respond to the questions by circling the number that most closely represents your observations about your organization.

Section 3 questions start here.

3-1. In this organization, orderliness and consistency should be stressed, even at the expense of experimentation and innovation.

strongly agree				neither agree nor disagree			strongly disagree
1	2	3	4	5	6	7	

3-2. In this organization, people should be encouraged to be:

aggressive						non- aggressive
1	2	3	4	5	6	7

3-3. In this organization, people who are successful should:

plan ahead						take events as they occur
1	2	3	4	5	6	7

3-4. In this organization, the accepted norm should be to:

plan for the future						accept the status quo
1	2	3	4	5	6	7

3-5. In this organization, a person's influence should be based primarily on:

one's ability and contribution to the organization						the authority of one's position
1	2	3	4	5	6	7

3-6. In this organization, people should be encouraged to be:

assertive						non-assertive
1	2	3	4	5	6	7

3-7. I believe that in this organization, managers should generally encourage group loyalty even if individual goals suffer.

strongly agree			neither agree nor disagree			strongly disagree
1	2	3	4	5	6	7

3-8. In this organization, meetings should be:

planned well in advance (2 or more weeks in advance)						spontaneous (planned less than an hour in advance)
1	2	3	4	5	6	7

3-9. In this organization, people should be encouraged to be:

very concerned about others						very unconcerned about others
1	2	3	4	5	6	7

3-10. In this organization, people should be encouraged to be

dominant						non-dominant
1	2	3	4	5	6	7

3-11. In this organization, group members should take pride in the individual accomplishments of their group manager.

strongly agree			neither agree nor disagree			strongly disagree
1	2	3	4	5	6	7

3-12. In this organization, the pay and bonus system should be designed to maximize:

individual interests						collective interests
1	2	3	4	5	6	7

3-13. In this organization, subordinates should:

obey their boss without question						question their boss when in disagreement
1	2	3	4	5	6	7

3-14. In this organization, people should be encouraged to be:

tough						tender
1	2	3	4	5	6	7

3-15. In this organization, employees should be encouraged to strive for continuously improved performance.

strongly agree				neither agree nor disagree			strongly disagree
1	2	3	4	5	6	7	

3-16. In this organization, a person whose work is highly structured with few unexpected events:

has a lot to be thankful for						is missing a lot of excitement
1	2	3	4	5	6	7

3-17. In this organization, men should be encouraged to participate in professional development activities more than women.

strongly agree				neither agree nor disagree		strongly disagree
1	2	3	4	5	6	7

3-18. In this organization, major rewards should be based on:

only performance effectiveness			performance effectiveness and other factors (for example, seniority or political connections)		only factors other than performance effectiveness (for example, seniority or political connections)
1	2	3	4	5	6

3-19. In this organization, job requirements and instructions should be spelled out in detail so employees know what they are expected to do.

strongly agree			neither agree nor disagree		strongly disagree
1	2	3	4	5	6

3-20. In this organization, being innovative to improve performance should be:

substantially rewarded			somewhat rewarded		not rewarded
1	2	3	4	5	6

3-21. In this organization, people should be encouraged to be:

very sensitive toward others						not at all sensitive toward others
1	2	3	4	5	6	7

3-22. In this organization, physically demanding tasks should usually be performed by:

men						women
1	2	3	4	5	6	7

3-23. In this organization, group managers should take pride in the individual accomplishments of group members.

strongly
agree

1

2

3

neither agree
nor disagree

4

5

6

strongly
disagree

7

3-24. I believe that managers in this organization should:

provide detailed
instructions
concerning how
to achieve goals

1

2

3

4

5

6

allow subordinates
freedom in
determining how
to achieve goals

7

3-25. I believe that in this organization, work would be more effectively managed if there were:

many more
women in
positions of
authority than
there are now

1

2

3

about the same
number of
women in
positions of
authority as
there are now

4

5

6

many less
women in
positions of
authority than
there are now

7

3-26. In this organization, rank and position in the hierarchy should have special privileges.

strongly
agree

1

2

3

neither agree
nor disagree

4

5

6

strongly
disagree

7

3-27. In this organization, employees should feel loyalty to the organization.

strongly
agree

1

2

3

neither agree
nor disagree

4

5

6

strongly
disagree

7

3-28. I feel that in this organization, being accepted by the other members of a group should be very important.

strongly
agree

1

2

3

neither agree
nor disagree

4

5

6

strongly
disagree

7

3-29. How important should it be to members of your work organization that your organization is viewed positively by persons in other organizations?

it should not be
important at all

1

2

3

it should be
moderately
important

4

5

6

it should
be very
important

7

3-30. In this organization, people should:

worry about
current crises

1

2

3

4

5

6

plan for
the future

7

3-31. How much should it bother people in your organization if an outsider publicly made negative comments about the organization?

it should not bother them at all				it should bother them a moderate amount			it should bother them a great deal
1	2	3	4	5	6	7	

3-32. In this organization, people should be encouraged to be:

very tolerant of mistakes						not at all tolerant of mistakes
1	2	3	4	5	6	7

3-33. In this organization, employees should set challenging work goals for themselves.

strongly agree			neither agree nor disagree		strongly disagree
1	2	3	4	5	6
			7		

3-34. In this organization, important organizational decisions should be made by:

management						employees
1	2	3	4	5	6	7

3-35. I believe that in this organization, time devoted to reaching consensus is:

a waste of time			sometimes wasted and sometimes well spent		time well spent
1	2	3	4	5	6
			7		

3-36. When in disagreement with superiors, subordinates in this organization should generally go along with what superiors say or want.

strongly agree			neither agree nor disagree		strongly disagree
1	2	3	4	5	6
			7		

3-37. Members of this organization should:

take no pride in working for the organization			take a moderate amount of pride in working for the organization		take a great deal of pride in working for the organization
1	2	3	4	5	6
			7		

3-38. In this organization, people should be encouraged to be:

very generous					not at all generous
1	2	3	4	5	6
			7		

3-39. In this organization, opportunities for management positions should be:

more available for men than for women			equally available for men and women			more available for women than for men
1	2	3	4	5	6	7

3-40. In this organization, people should work on:

only individual projects			some individual and some team projects			only team projects
1	2	3	4	5	6	7

3-41. In this organization, it should be worse for a man to fail in his job than for a woman to fail in her job.

strongly agree			neither agree nor disagree			strongly disagree
1	2	3	4	5	6	7

This is the end of Section 3. Please continue on to Section 4.

Section 4

Leader Behaviors (Part II)

Instructions

This section follows the same format as that of Section 2. You should again rate the leader behaviors and characteristics on the following pages. To do this, on the line next to each behavior or characteristic write the number from the scale below that best describes how important that behavior or characteristic is for a leader to be outstanding.

SCALE

- 1** = This behavior or characteristic **greatly inhibits** a person from being an outstanding leader.
2 = This behavior or characteristic **somewhat inhibits** a person from being an outstanding leader.
3 = This behavior or characteristic **slightly inhibits** a person from being an outstanding leader.
4 = This behavior or characteristic **has no impact** on whether a person is an outstanding leader.
5 = This behavior or characteristic **contributes slightly** to a person being an outstanding leader.
6 = This behavior or characteristic **contributes somewhat** to a person being an outstanding leader.
7 = This behavior or characteristic **contributes greatly** to a person being an outstanding leader.

Section 4 questions begin here.

- | | | | |
|-------|------|-----------------------|--|
| _____ | 4-1 | Cautious | = Proceeds/performs with great care and does not take risks |
| _____ | 4-2 | Organized | = Well organized, methodical, orderly |
| _____ | 4-3 | Cunning | = Sly, deceitful, full of guile |
| _____ | 4-4 | Informed | = Knowledgeable; aware of information. |
| _____ | 4-5 | Effective bargainer | = Is able to negotiate effectively, able to make transactions with others on favorable terms |
| _____ | 4-6 | Egotistical | = Conceited, convinced of own abilities |
| _____ | 4-7 | Noncooperative | = Unwilling to work jointly with others |
| _____ | 4-8 | Logical | = Applies logic when thinking |
| _____ | 4-9 | Status-conscious | = Aware of others' socially accepted status |
| _____ | 4-10 | Foresight | = Anticipates possible future events |
| _____ | 4-11 | Plans ahead | = Anticipates and prepares in advance |
| _____ | 4-12 | Normative | = Behaves according to the norms of his or her group |
| _____ | 4-13 | Individually oriented | = Concerned with and places high value on preserving individual rather than group needs |

SCALE

- 1=** This behavior or characteristic **greatly inhibits** a person from being an outstanding leader.
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4= This behavior or characteristic **has no impact** on whether a person is an outstanding leader.
5= This behavior or characteristic **contributes slightly** to a person being an outstanding leader.
6= This behavior or characteristic **contributes somewhat** to a person being an outstanding leader.
7= This behavior or characteristic **contributes greatly** to a person being an outstanding leader.

	Characteristic or Behavior	Definition
_____	4-14 Non-egalitarian	= Believes that all individuals are not equal and only some should have equal rights and privileges
_____	4-15 Intuitive	= Has extra insight
_____	4-16 Indirect	= Does not go straight to the point; uses metaphors and examples to communicate
_____	4-17 Habitual	= Given to a constant, regular routine
_____	4-18 Self-effacing	= Presents self in a modest way
_____	4-19 Able to anticipate	= Able to successfully anticipate future needs
_____	4-20 Motive arouser	= Mobilizes and activates followers
_____	4-21 Sensitive	= Aware of slight changes in other's moods; restricts discussion to prevent embarrassment
_____	4-22 Convincing	= Unusually able to persuade others of his/her viewpoint
_____	4-23 Communicative	= Communicates with others frequently
_____	4-24 Excellence-oriented	= Strives for excellence in performance of self and subordinates
_____	4-25 Procedural	= Follows established rules and guidelines
_____	4-26 Confidence builder	= Instills others with confidence by showing confidence in them
_____	4-27 Group-oriented	= Concerned with the welfare of the group
_____	4-28 Class conscious	= Is conscious of class and status boundaries and acts accordingly
_____	4-29 Nonparticipative	= Does not participate with others
_____	4-30 Self-sacrificial	= Foregoes self-interests and makes personal sacrifices in the interest of a goal or vision
_____	4-31 Patient	= Has and shows patience
_____	4-32 Honest	= Speaks and acts truthfully
_____	4-33 Domineering	= Inclined to dominate others

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	Characteristic or Behavior	Definition
_____	4-34 Intra-group face-saver	= Ensures that other group members are not embarrassed or shamed
_____	4-35 Dynamic	= Highly involved, energetic, enthused, motivated
_____	4-36 Coordinator	= Integrates and manages work of subordinates
_____	4-37 Elitist	= Believes that a small number of people with similar backgrounds are superior and should enjoy privileges
_____	4-38 Team-builder	= Able to induce group members to work together
_____	4-39 Cynical	= Tends to believe the worst about people and events
_____	4-40 Performance-oriented	= Sets high standards of performance
_____	4-41 Ambitious	= Sets high goals; works hard
_____	4-42 Motivational	= Stimulates others to put forth efforts above and beyond the call of duty and make personal sacrifices
_____	4-43 Micromanager	= An extremely close supervisor, one who insists on making all decisions
_____	4-44 Nondelegator	= Unwilling or unable to relinquish control of projects or tasks
_____	4-45 Avoids negatives	= Avoids saying no to another when requested to do something, even when it cannot be done
_____	4-46 Visionary	= Has a vision and imagination of the future
_____	4-47 Willful	= Strong-willed, determined, resolute, persistent
_____	4-48 Ruler	= Is in charge and does not tolerate disagreement or questioning; gives orders
_____	4-49 Dishonest	= Fraudulent, insincere
_____	4-50 Hostile	= Actively unfriendly; acts negatively toward others
_____	4-51 Future-oriented	= Makes plans and takes actions based on future goals
_____	4-52 Good administrator	= Has ability to manage complex office work and administrative systems
_____	4-53 Dependable	= Reliable

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	Characteristic or Behavior	Definition
_____	4-54 Dictatorial	= Forces her/his values and opinions on others
_____	4-55 Individualistic	= Behaves in a different manner than peers
_____	4-56 Ritualistic	= Uses a prescribed order to carry out procedures

This is the end of Section 4. Please continue on to Section 5.

Section 5

Demographic Questions

Following are several questions about you, your background, and the place where you work. These questions are important because they help us to see if different types of people respond to the questions on this questionnaire in different ways. They are NOT used to identify any individual.

Questions about Your Personal Background

- 5-1. How old are you? _____ years
- 5-2. What is your gender? (*check one*) ☐ Male ☐ Female
- 5-3. What is your country of citizenship/passport? _____
- 5-4. What country were you born in? _____
- 5-5. How long have you lived in the country where you currently live? _____ years
- 5-6. Besides your country of birth, how many other countries have you lived in for longer than one year? _____ countries
- 5-7. What is your ethnic background? _____
- 5-8. Do you have a religious affiliation? ☐ Yes ☐ No
- 5-9. If you answered yes to question 5-8, please indicate the name of the religion.

Questions about Your Family Background

- 5-10. What country was your mother born in? _____
- 5-11. What country was your father born in? _____
- 5-12. What language(s) were spoken in your home when you were a child?

Questions about Your Work Background

- 5-13. How many years of full-time work experience have you had? _____ years
- 5-14. How many years have you been a manager? _____ years
- 5-15. How long have you worked for your current employer? _____ years and _____ months.
- 5-16. Have you ever worked for a multinational corporation? ☐ Yes ☐ No
- 5-17. Do you belong to any professional associations or networks? ☐ Yes ☐ No
- 5-18. Do you participate in any industrial or trade association activities? ☐ Yes ☐ No

Questions about Your Educational Background

- 5-19. How many years of formal education do you have? _____ years
- 5-20. If you have an educational major or area of specialization, what is it? _____

- 5-21. Have you received any formal training in Western management practices? ☐ Yes ☐ No

Questions about This Organization

- 5-22. Please indicate the kind of work done primarily done by the unit you manage:

- _____ Administration
- _____ Engineering, manufacturing, or production
- _____ Finance or accounting
- _____ Human resource management or personnel management
- _____ Marketing
- _____ Planning
- _____ Purchasing
- _____ Research and development
- _____ Sales
- _____ Support services (for example, plant and equipment maintenance)
- _____ Other (please describe) _____

- 5-23. How many people report directly to you in the chain of command? _____ people
- 5-24. How many people work in the subunit of the organization you manage? _____ people
- 5-25. How many organizational levels are there between you and the chief executive of your organization? _____ levels

5-26. How many hierarchical levels are there between you and the nonsupervisory personnel in your organization or unit? _____ levels

5-27. What language(s) do you use at work? _____

This concludes the questionnaire. We truly appreciate your willingness to complete this questionnaire, and assist in this research project.