

A cross-cultural research design and conceptual framework for investigating leadership across differences in organizations

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Presentation roadmap

- Project stages overview
- Knowledge development
 - Pilot tests
 - Initial framework
- Awareness & Understanding
 - Measurement development and data collection
 - Analysis plan
 - Revised framework

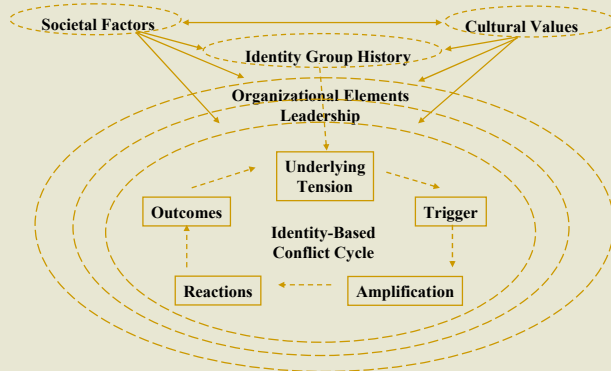
Project stages overview

- Stage I: Knowledge Development
- Stage II: Awareness & Understanding
- Stage III: Application & Evaluation
- Stage IV: Dissemination & Certification

Knowledge development

- Initial stage of project included:
 - Extensive literature review
 - Pilot interviews conducted in 9 countries
- Result of this initial stage was the development of a descriptive framework based on an analysis of the interviews and literature review

Preliminary descriptive framework



Awareness & understanding: Measurement assumptions

- Measurement Assumptions
 - Elements of grounded theory guide project
 - Focus of project is on theory development rather than on theory testing
 - Triangulation key to analysis
 - Several different methods were used to gain a better understanding of social-identity dynamics
 - Multi-level analysis
 - Social identity-based conflict is fundamentally a multi-level issue, which has implications for both our theory and research

External collaboration

- Nature of the project made external collaborators essential
 - Collaborators were identified primarily through professional relationships
 - At least one collaborator was sought in each country
- Collaborator relationships varied from transactional to collaborative
 - It is important to clarify motivations and expectations of both parties early in the relationship

Sampling strategy

- Countries
 - Countries selected based on multiple cultural frameworks (under the advisement of Shalom Schwartz) to provide substantial cultural variability
- Organizations
 - For each country, a for-profit and non-profit organization was identified

Data collection: Interviews



- Interviews
 - Semi structured interview protocol
 - Interviews conducted by in-country collaborators in native language
 - Sample Selection
 - Minimum of 10 interviews per organization
 - Requested interviews from each level in the organization with representation from all relevant social identity groups
 - When possible, sought for a diagonal slice within a workgroup to increase chance of hearing multiple perspectives on the same incident

Data collection: Organizational assessment



- Organizational Assessment
 - An additional interview was conducted by a member of Human Resources to provide details on official organizational policies
 - Identified formal and informal policies and practices relevant to social identity groups

Data collection: Surveys



- Scenario Questionnaire
 - Survey includes:
 - Four scenarios related to specific social identities
 - Gender
 - Race/ethnicity
 - Religion
 - Immigrant status
 - Items identifying how serious the scenario is and whether action should be taken
 - Section on who has responsibility to take action in response to the scenarios
 - Demographic information
 - Additional measures (e.g. org climate, leadership outcomes) were added partway through the data collection in response to early analysis
 - Response rates for most organizations range from 50 to 150

Data collection: Societal indicators



- Societal Indicators
 - Existing indicators of societal level measures have been and continue to be identified
 - The emphasis so far has been on indicators related to the four social-identity scenarios, though additional measures may also be included

Data collection translation



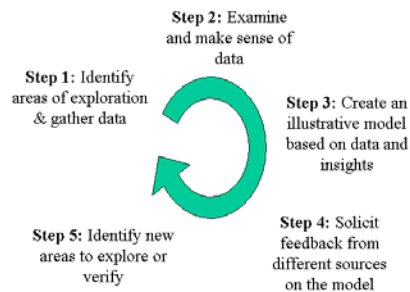
- Translation
 - All tools were translated into the host language and back translated
- Verification
 - In-country Collaborators and Human Resources professionals from the target countries reviewed materials to ensure applicability to each cultural context

Data analysis retreats



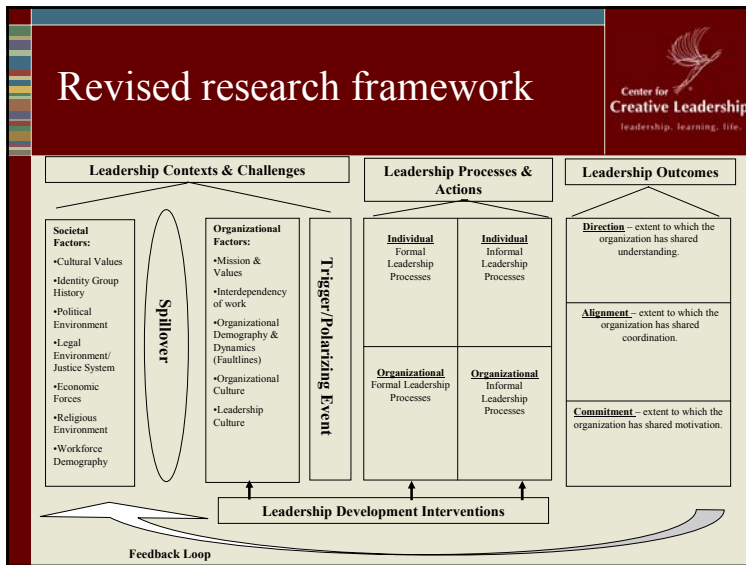
- All data from within a single country and organization were examined
- Subgroups focused on a single source (i.e. interviews, surveys, org assessment) and shared a summary of themes, ideas, & questions
- The larger group looked for points of convergence and divergence across data sources
- At the conclusion of the project we hope to have a larger meeting with collaborators

Framework exploration

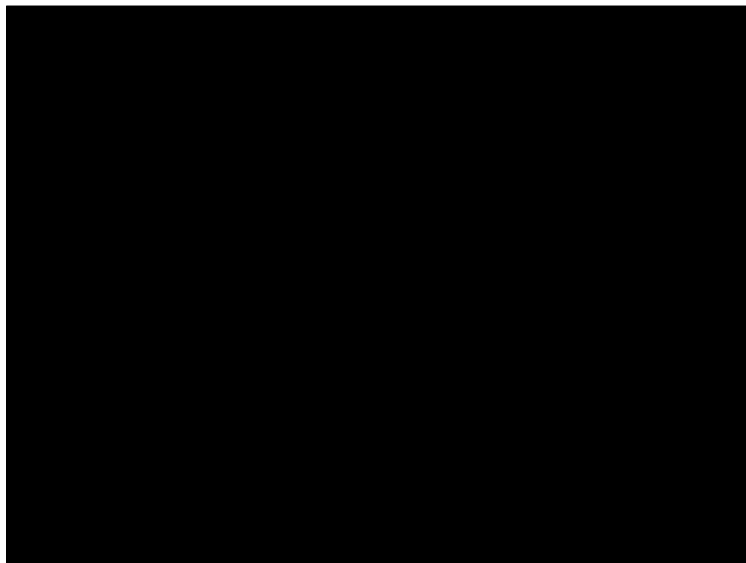


Revised framework: Overview





- # Summary of lessons learned
- **Collaboration**
 - Work with in-country collaborators, in the planning, implementation, and interpretation of research
 - Clarify motivations and expectations of both parties early in the collaborative relationship
 - **Analysis**
 - Schedule time and resources for face-to-face data retreats to focus on research findings
 - **Research Design**
 - Gather data from multiple sources and via multiple methods
 - Additional information about the project is available at the LAD Website: www.ccl.org/lad
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Research Collaborators



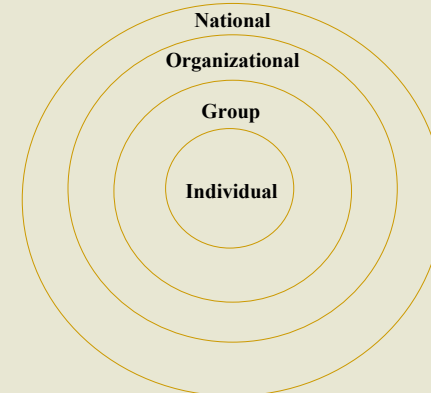
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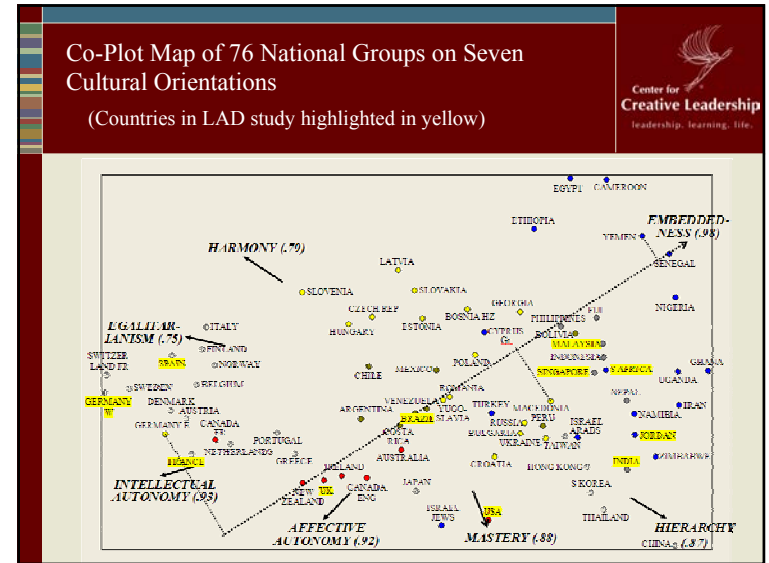
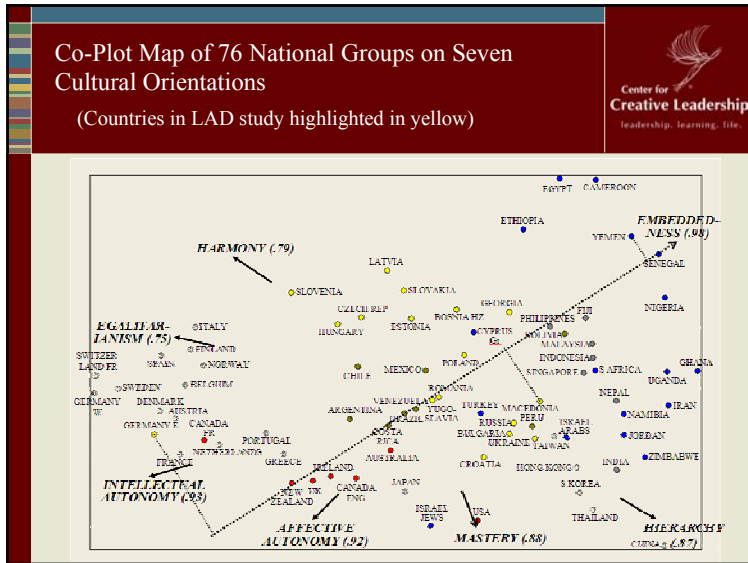
Our sample



Brazil*
France*
Germany*
India
Jordan*
Malaysia
Singapore
South Africa*
Spain*
U.K.
U.S.*

Multi-level analysis





Gender scenario

- At a charitable institution in your city, a number of the male employees in one of the departments seem to always be making sexually suggestive remarks and telling offensive jokes to the women, even touching them when they find the women alone. Most of the women in the department know about these men and routinely warn new female employees about the behavior of these men. Some of the women are upset about the situation as it is rumored that a woman who once complained about this behavior was ostracized and finally quit her job. Many people in the rest of the institution also know about this rumor and what is said to go on in this department. The ability of the men and women to effectively work together increasingly suffers.

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Race scenario

- Tom, a manager at the ABC power plant, has reached his 20th anniversary with the company. To show its appreciation for his long and distinctive service, the company invites many of Tom's co-workers to a dinner in a fine restaurant. However, John, a co-worker from a different racial group than Tom, is not invited to this celebration. When John hears about the dinner, he grows resentful. He tells his friends at work the following day. They are of the same racial group as John and they feel that this event insulted all of them and the other ABC employees of their racial background. The story starts to spread in the organization.

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Religion scenario



- An administrative employee working for a financial institution sends out a routine e-mail to the entire organization announcing a change in the cafeteria hours for the following week. After her signature, she has inserted an inspirational quotation from a religious text. Many of the people who receive this e-mail become very upset. People from other religious groups as well as those who are non-religious resent what they interpret as her effort to proselytize. Tensions between different religious groups start to arise and disrupt the work of the organization. These tensions are particularly focused on the religious group of the woman who sent the e-mail.

Immigrant status scenario



- A number of immigrants are living in your city. Most of them get along fine but there is always some tension between the immigrants and the local people. Many of the immigrants are employed by a local food processing company, primarily in low wage entry-level jobs. In this company there is a policy that all employees must speak English. Nonetheless, most of the immigrant workers speak their native language anyway. One day, one of the local employees walks past a group of the immigrants who are sitting around talking. Just as he passes them, one of the immigrant workers says something to his friends in his own language and all of them burst out laughing. The local employee becomes very angry. He thinks that they are laughing at him. This is the straw that breaks the camel's back. The local employee tells his friends what happened and one of them complains to the manager.