

---

# LEADERSHIP ACROSS DIFFERENCES

A REPORT ON RESEARCH AND FINDINGS

---

Kelly M. Hannum  
William A. Gentry  
Todd J. Weber

---

**A Center for Creative Leadership Report**

# **LEADERSHIP ACROSS DIFFERENCES**

## **A REPORT ON RESEARCH AND FINDINGS**

Kelly M. Hannum, William A. Gentry, and Todd J. Weber

Center for Creative Leadership

Greensboro, North Carolina, USA

The Center for Creative Leadership (CCL) is an international, nonprofit educational institution founded in 1970 to advance the understanding, practice, and development of leadership for the benefit of society worldwide. As a part of this mission, it publishes books and reports that aim to contribute to a general process of inquiry and understanding in which ideas related to leadership are raised, exchanged, and evaluated. The ideas presented in its publications are those of the author or authors. If you have comments, suggestions, or questions about any CCL Press publication, please contact the Publications Office at the address given below.

Center for Creative Leadership  
Post Office Box 26300  
Greensboro, North Carolina 27438-6300  
Telephone 336 288 7210 • [www.ccl.org](http://www.ccl.org)



©2010 Center for Creative Leadership

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without the prior written permission of the publisher. Printed in the United States of America.

[[CCL No. 193]]

Director of Assessments, Tools, and Publications: Sylvester Taylor; Manager, Publication Development: Peter Scisco, Manager, Global Publication Dissemination: Kelly Lombardino; Associate Editor: Karen Lewis

### **Library of Congress Cataloging-in-Publication Data**

Hannum, Kelly.

Leadership across differences : a report on research and findings / Kelly M. Hannum, William A. Gentry, and Todd J. Weber.

p. cm.

Includes bibliographical references.

ISBN 978-1-60491-081-0 (print on demand) -- ISBN 978-1-60491-082-7 (ebook)

1. Leadership--Case studies. I. Gentry, William A. II. Weber, Todd J. III. Title.

HD57.7.H358 2010

658.4'092--dc22

2010028914

## Table of Contents

### List of Tables

<b>Introduction.....</b>	<b>1</b>
<b>Sample Description.....</b>	<b>2</b>
<b>Measurement Creation and Administration.....</b>	<b>4</b>
<b>Results.....</b>	<b>6</b>
Gender Scenario.....	6
Seriousness.....	7
Helpful and Harmful Responses.....	13
Who Should Be Involved.....	98
Religion Scenario.....	116
Seriousness.....	116
Helpful and Harmful Responses.....	122
Who Should Be Involved.....	206
Race Scenario.....	226
Seriousness.....	226
Helpful and Harmful Responses.....	229
Who Should Be Involved.....	272
Immigration/Language Scenario.....	290
Seriousness.....	291
Helpful and Harmful Responses.....	294
Who Should Be Involved.....	346
<b>References.....</b>	<b>365</b>
<b>Appendix A. Long Version of the Survey.....</b>	<b>366</b>
<b>Appendix B. Short Version of the Survey.....</b>	<b>393</b>

## List of Tables

Table 1	Respondents by Country.....	3
Table 2	Mean Ratings of Seriousness and Whether Action Should Be Taken.....	8
Table 3	Post Hoc Tests of Gender Scenario Seriousness Questions between Countries....	8
Table 4	Descriptive Statistics and ANOVA Test of Helpful/Harmful Responses of Gender Scenario.....	13
Table 5	Post Hoc Tests of Gender Scenario Helpful and Harmful Responses between Countries.....	23
Table 6	..... Descriptive Statistics and ANOVA Test of Whom to Involve Responses of Gender Scenario.....	98
Table 7	Post Hoc Tests of Gender Scenario Whom to Involve between Countries.....	102
Table 8	Mean Ratings of Seriousness and Whether Action Should Be Taken	117
Table 9	Post Hoc Tests of Religion Scenario Seriousness Questions between Countries	117
Table 10	Descriptive Statistics and ANOVA Test of Helpful/Harmful Responses of Religion Scenario	122
Table 11	Post Hoc Tests of Religion Scenario Helpful and Harmful Responses between Countries	132
Table 12	Descriptive Statistics and ANOVA Test of Whom to Involve Responses of Religion Scenario	207
Table 13	Post Hoc Tests of Religion Scenario Whom to Involve between Countries	210
Table 14	Mean Ratings of Seriousness and Whether Action Should Be Taken	226
Table 15	Post Hoc Tests of Race Scenario Seriousness Questions between Countries	227
Table 16	Descriptive Statistics and ANOVA Test of Helpful/Harmful Responses of Race Scenario	229
Table 17	Post Hoc Tests of Race Scenario Helpful and Harmful Responses between Countries	237
Table 18	Descriptive Statistics and ANOVA Test of Whom to Involve Responses of Race Scenario	273
Table 19	Post Hoc Tests of Race Scenario Whom to Involve between Countries	276

Table 20	Mean Ratings of Seriousness and Whether Action Should Be Taken	291
Table 21	Post Hoc Tests of Immigration Scenario Seriousness Questions between Countries	292
Table 22	Descriptive Statistics and ANOVA Test of Helpful/Harmful Responses of Immigration Scenario	295
Table 23	Post Hoc Tests of Immigration Scenario Helpful and Harmful Responses between Countries	303
Table 24	Descriptive Statistics and ANOVA Test of Whom to Involve Responses of Immigration Scenario	346
Table 25	Post Hoc Tests of Immigration Scenario Whom to Involve between Countries	350

## **INTRODUCTION**

The data shared in this report are drawn from the Leadership across Difference research project. Our research began in 2001 and continued through 2008. The international research team included Center for Creative Leadership faculty and research partners at various institutions around the world. We conducted our research using a multimethod research design. We gathered survey, interview, and archival data from for-profit and nonprofit organizations. We wanted to better understand what contributed to social identity tensions and conflicts in organizations and explore what leadership responses were desired and which were used. To learn more about this research, you can visit our Web site at <http://www.ccl.org/leadership/research/lad/>.

We decided to create a technical report on our research as a way to summarize our research findings in a comprehensive manner. This report results from the efforts of many people. We would like to thank the individuals and organizations who contributed their stories, which form the foundation of this casebook, but who remain unnamed to honor our agreements with them. We also want to thank our research collaborators, including Chris Ernst, Kathryn Cartner, Rachael Foy, Bill Gentry, Sarah Glover, Michael Hoppe, Vijayan Munusamy, Patty Ohlott, Marian Ruderman, Joan Tavares, Maxine Dalton, Ancella Livers, Robbie Soloman, Jeff Yip, Donna Chrobot-Mason, David Dinwoodie, Claude Levy-Leboyer, Jonna Louvrier, Muhsen Makhamreh, Stella Nkomo, Lilach Sagiv, Sigmar Malvezzi, Shalom Schwartz, Peter Smith, and Tammy Rubel.

The organizations listed below made it possible to gather the information reflected in this report, and we are very grateful for their support.

- Blue Cross and Blue Shield
- Bristol-Myers Squibb Company

## **Leadership across Differences**

- CARE
- Chubb
- ConocoPhillips
- GlaxoSmithKline
- Greensboro Fire Department
- Lutheran Family Services
- Mercy Corps
- Merrill Lynch
- Singapore Economic Development Board
- Swiss Re
- Syngenta
- Verizon
- Virginia State University
- Warner Foundation
- Z. Smith Reynolds Foundation

## **SAMPLE DESCRIPTION**

Survey data were collected from France, Germany, India, Japan, Jordan, Scotland, Singapore, South Africa, Spain, and the United States as part of an ongoing project to examine social identity differences across cultures. A total of 3,041 individuals participated in the survey, representing 21 organizations.



**Table 1. Respondents by Country**

<b>Country</b>	<b>Frequency</b>
United States	1,354
Scotland	277
Germany	263
India	235
Japan	214
Spain	192
France	155
Singapore	133
Jordan	110
South Africa	108
Total	3,041

We identified countries to include in our study based on a review of several cultural frameworks (Hofstede, 2001; House, Hanges, Javidan, Dorfman, & Gupta, 2004; Schwartz, 1994) with the goal of identifying substantial variation on several cultural dimensions. Shalom Schwartz, a CCL Visiting Fellow at the time, helped identify the countries to include in our sampling frame. Our initial sampling frame included the following twelve countries: Brazil, Denmark, France, Germany, India, Jordan, Malaysia, Singapore, South Africa, Spain, the United Kingdom, and the United States. Our inability to gain the level of access required in organizations and to find in-country research collaborators prevented us from gathering data in all the identified countries. We were not able to gather sufficient data in Brazil, Denmark, or Malaysia, all of which were in our initial sampling frame. We were presented with and accepted an opportunity to collect data in Spain and Japan, two countries not initially part of our sampling frame. We focused our data collection efforts in the United Kingdom to include only Scotland. Data were typically gathered from two organizations (one for-profit and one nonprofit) within each country; thus, generalizing these data to the entire country is not advisable.

## **MEASUREMENT CREATION AND ADMINISTRATION**

In an effort to insure that questions were understood across a range of cultures, we conducted pilot interviews with individuals located in Belgium, Germany, Indonesia, Israel, Mozambique, Saudi Arabia, Switzerland, the United Kingdom, and the United States. In each interview, individuals were asked to describe events between members of different social identity groups in the workplace. These interviews were analyzed and used to develop several scenarios that, with proper translation and minor adjustments, would be appropriate in a wide range of countries.

Based on the interviews, we crafted four scenarios that described four different situations where there was tension between social identity groups. Each of the four scenarios focused on different social identity groups, which included gender, race, religion, and immigration status. The scenarios were designed to highlight social identity issues rather than interpersonal issues. We then sent the scenarios to academic colleagues in each of the countries where data collection was planned, and we used their comments and suggestions to further refine the scenario and insure that it made sense in each cultural context.

We concurrently developed a list of actions that could be taken in response to the scenarios, as well as a list of the types of people who could get involved in the situation, drawing from a wide range of relevant literatures, including social identity, social justice, conflict, diversity, and several others. We took the resulting list of actions and actors and sent these to our research collaborators in each country as well as other cross-cultural researchers, who provided feedback on culturally inappropriate actions as well as providing additional items so that a wide range of potential responses and actors were included. The same actions and actors were listed

## **Leadership across Differences**

for each of the four scenarios with minor modifications made to reflect the social identities or names used in the scenario.

Organizations within each country were identified by one or more in-country collaborators, who also conducted the data collection. Once the principal investigators confirmed that the organization was appropriate for the research, the in-country collaborators invited the organization to participate in the study. Once an organization agreed to participate, interviews were conducted with at least ten individuals to develop a deeper understanding of the organizational context, and the survey was administered to a wider group of individuals. Surveys were conducted as either a paper-based or an online survey depending on the context and preference of the organization. Though various types of data were collected as part of the larger study, we focus only on the survey data in order to provide a detailed summary of these data. Two versions of the survey are available in Appendix A and Appendix B.

## **RESULTS**

Survey results are provided in the subsequent sections and organized by the type of scenario. Information about the statistical significance of the rating differences between countries are provided for each table. The number of comparisons made increases the likelihood of finding statistically significant results. We encourage those using these data to calculate an appropriate p-value threshold, based on the comparisons they are making, using a procedure such as the Bonferroni correction. The sample size for each country is provided in the table, typically indicated as N = followed by the number of respondents in that category. In order to shorten the survey and because not all scenarios were deemed relevant at all research sites, a subset of scenarios was administered in some cases. Therefore, data for some scenarios does not include all research sites. Not every respondent completed every item; thus, the sample sizes for different items may not be equal.

### **Gender Scenario**

Data collected in response to the gender scenario is organized into three categories: 1) the seriousness of the situation, 2) ratings of various responses in terms of how helpful or harmful they would be, and 3) ratings of the degree to which different types of people should get involved in the situation. The results shared in this section are in response to following 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.*

## Leadership across Differences

### *Seriousness*

The mean ratings of how serious the situation could become and whether or not action should be taken are provided in Table 2. The table also includes the standard deviation and the F-statistic (\* indicates  $p < 0.05$ , \*\* indicates  $p < 0.01$ , \*\*\* indicates  $p < 0.001$ ), which in this case indicates that there is a statistically significant difference between the ratings from the different countries. All seriousness ratings were made on a three-point scale where 1 = Not very serious, 2 = Possibly serious, and 3 = Very serious. Ratings of whether or not action should be taken were also made on a three-point scale with textual anchors as follows: 1 = No action is needed, 2 = Possibly take action, and 3 = Definitely take action.

The United States had the highest mean seriousness rating, indicating that the scenario was rated as most serious in that country. The lowest mean seriousness rating was from Jordan, though the mean rating indicates the situation was serious, just not as serious as perceived in other countries. The United States and Japan had the highest mean rating for taking action, indicating that the majority of respondents in those countries thought action should be taken. The lowest mean rating for taking action is from Jordan, though the mean rating suggests that action should be taken. This pattern is not surprising because ratings of perceived seriousness and action taking are related.

**Table 2. Mean Ratings of Seriousness and Whether Action Should Be Taken**

Question	Country	N	Mean	sd	<i>F</i>
How serious do you think this situation could become?	TOTAL	2519	2.87	0.37	33.72***
	United States	859	2.96	0.22	
	Germany	203	2.73	0.54	
	Spain	191	2.84	0.39	
	South Africa	104	2.83	0.43	
	France	155	2.75	0.45	
	Singapore	133	2.74	0.49	
	India	312	2.93	0.26	
	Jordan	110	2.45	0.63	
	Japan	214	2.93	0.30	
	Scotland	238	2.94	0.27	
	Please tell us if you think action should be taken.	TOTAL	2517	2.93	
United States		859	2.97	0.17	
Germany		202	2.89	0.38	
Spain		191	2.94	0.30	
South Africa		103	2.89	0.37	
France		155	2.96	0.19	
Singapore		133	2.77	0.47	
India		312	2.96	0.25	
Jordan		110	2.72	0.51	
Japan		214	2.97	0.18	
Scotland		238	2.96	0.23	

In order to further explore country-level differences, we conducted post hoc tests using the least squared differences method. The results from these comparisons are presented in Table 3. The two countries with the largest differences in ratings were the United States and Jordan. The responses from Jordan were (on average) not similar to the responses from other countries.

**Table 3. Post Hoc Tests of Gender Scenario Seriousness Questions between Countries**

Question	Country (I)	Comparison Country (J)	Mean Difference (I-J)	Sig.
How serious do you think this situation could become?	United States	Germany	0.23	0.00
		Spain	0.12	0.00
		South Africa	0.13	0.00
		France	0.20	0.00
		Singapore	0.22	0.00

## Leadership across Differences

		India	0.03	0.27
		Jordan	0.50	0.00
		Japan	0.03	0.22
		Scotland	0.02	0.51
How serious do you think this situation could become?	Germany	United States	-0.23	0.00
		Spain	-0.11	0.00
		South Africa	-0.10	0.02
		France	-0.03	0.49
		Singapore	-0.01	0.84
		India	-0.20	0.00
		Jordan	0.27	0.00
		Japan	-0.20	0.00
		Scotland	-0.21	0.00
How serious do you think this situation could become?	Spain	United States	-0.12	0.00
		Germany	0.11	0.00
		South Africa	0.02	0.71
		France	0.09	0.02
		Singapore	0.11	0.01
		India	-0.09	0.01
		Jordan	0.39	0.00
		Japan	-0.08	0.02
		Scotland	-0.10	0.00
How serious do you think this situation could become?	South Africa	United States	-0.13	0.00
		Germany	0.10	0.02
		Spain	-0.02	0.71
		France	0.07	0.11
		Singapore	0.09	0.05
		India	-0.11	0.01
		Jordan	0.37	0.00
		Japan	-0.10	0.02
		Scotland	-0.11	0.01
How serious do you think this situation could become?	France	United States	-0.20	0.00
		Germany	0.03	0.49
		Spain	-0.09	0.02
		South Africa	-0.07	0.11
		Singapore	0.02	0.66
		India	-0.18	0.00
		Jordan	0.30	0.00
		Japan	-0.17	0.00
		Scotland	-0.19	0.00
How serious do you think this situation could become?	Singapore	United States	-0.22	0.00

## Leadership across Differences

		Germany	0.01	0.84
		Spain	-0.11	0.01
		South Africa	-0.09	0.05
		France	-0.02	0.66
		India	-0.20	0.00
		Jordan	0.28	0.00
		Japan	-0.19	0.00
		Scotland	-0.20	0.00
How serious do you think this situation could become?	India	United States	-0.03	0.27
		Germany	0.20	0.00
		Spain	0.09	0.01
		South Africa	0.11	0.01
		France	0.18	0.00
		Singapore	0.20	0.00
		Jordan	0.48	0.00
		Japan	0.01	0.81
		Scotland	-0.01	0.78
How serious do you think this situation could become?	Jordan	United States	-0.50	0.00
		Germany	-0.27	0.00
		Spain	-0.39	0.00
		South Africa	-0.37	0.00
		France	-0.30	0.00
		Singapore	-0.28	0.00
		India	-0.48	0.00
		Japan	-0.47	0.00
		Scotland	-0.49	0.00
How serious do you think this situation could become?	Japan	United States	-0.03	0.22
		Germany	0.20	0.00
		Spain	0.08	0.02
		South Africa	0.10	0.02
		France	0.17	0.00
		Singapore	0.19	0.00
		India	-0.01	0.81
		Jordan	0.47	0.00
		Scotland	-0.02	0.63
How serious do you think this situation could become?	Scotland	United States	-0.02	0.51
		Germany	0.21	0.00
		Spain	0.10	0.00
		South Africa	0.11	0.01
		France	0.19	0.00
		Singapore	0.20	0.00
		India	0.01	0.78
		Jordan	0.49	0.00



## Leadership across Differences

		Japan	0.02	0.63
Please tell us if you think action should be taken.	United States	Germany	0.08	0.00
		Spain	0.03	0.12
		South Africa	0.08	0.01
		France	0.01	0.69
		Singapore	0.20	0.00
		India	0.02	0.39
		Jordan	0.25	0.00
		Japan	0.00	0.86
		Scotland	0.01	0.66
Please tell us if you think action should be taken.	Germany	United States	-0.08	0.00
		Spain	-0.05	0.10
		South Africa	0.00	0.95
		France	-0.07	0.02
		Singapore	0.12	0.00
		India	-0.06	0.01
		Jordan	0.17	0.00
		Japan	-0.08	0.00
		Scotland	-0.07	0.01
Please tell us if you think action should be taken.	Spain	United States	-0.03	0.12
		Germany	0.05	0.10
		South Africa	0.04	0.19
		France	-0.02	0.42
		Singapore	0.16	0.00
		India	-0.02	0.48
		Jordan	0.22	0.00
		Japan	-0.03	0.27
		Scotland	-0.03	0.35
Please tell us if you think action should be taken.	South Africa	United States	-0.08	0.01
		Germany	0.00	0.95
		Spain	-0.04	0.19
		France	-0.07	0.05
		Singapore	0.12	0.00
		India	-0.06	0.05
		Jordan	0.18	0.00
		Japan	-0.07	0.02
		Scotland	-0.07	0.03
Please tell us if you think action should be taken.	France	United States	-0.01	0.69
		Germany	0.07	0.02
		Spain	0.02	0.42
		South Africa	0.07	0.05

## Leadership across Differences

		Singapore	0.19	0.00
		India	0.01	0.82
		Jordan	0.24	0.00
		Japan	-0.01	0.84
		Scotland	0.00	0.97
Please tell us if you think action should be taken.	Singapore	United States	-0.20	0.00
		Germany	-0.12	0.00
		Spain	-0.16	0.00
		South Africa	-0.12	0.00
		France	-0.19	0.00
		India	-0.18	0.00
		Jordan	0.06	0.11
		Japan	-0.19	0.00
		Scotland	-0.19	0.00
		Please tell us if you think action should be taken.	India	United States
Germany	0.06			0.01
Spain	0.02			0.48
South Africa	0.06			0.05
France	-0.01			0.82
Singapore	0.18			0.00
Jordan	0.24			0.00
Japan	-0.01			0.62
Scotland	-0.01			0.77
Please tell us if you think action should be taken.	Jordan			United States
		Germany	-0.17	0.00
		Spain	-0.22	0.00
		South Africa	-0.18	0.00
		France	-0.24	0.00
		Singapore	-0.06	0.11
		India	-0.24	0.00
		Japan	-0.25	0.00
		Scotland	-0.24	0.00
		Please tell us if you think action should be taken.	Japan	United States
Germany	0.08			0.00
Spain	0.03			0.27
South Africa	0.07			0.02
France	0.01			0.84
Singapore	0.19			0.00
India	0.01			0.62
Jordan	0.25			0.00
Scotland	0.01			0.84
Please tell us if you think action should be taken.	Scotland			United States

## Leadership across Differences

should be taken.

Germany	0.07	0.01
Spain	0.03	0.35
South Africa	0.07	0.03
France	0.00	0.97
Singapore	0.19	0.00
India	0.01	0.77
Jordan	0.24	0.00
Japan	-0.01	0.84

### *Helpful and Harmful Responses*

The mean ratings of how helpful or harmful various responses to the situation would be are provided in Table 4. The table also includes the standard deviation and the F-statistic (\* indicates  $p < 0.05$ , \*\* indicates  $p < 0.01$ , \*\*\* indicates  $p < 0.001$ ), which in this case indicates that there is a statistically significant difference between ratings from the different countries. All ratings were made on a five-point scale where 1 = Very helpful, 2 = Somewhat helpful, 3 = Neither helpful nor harmful, 4 = Somewhat harmful, and 5 = Very harmful.

**Table 4. Descriptive Statistics and ANOVA Test of Helpful/Harmful Responses of Gender**

### **Scenario**

Question	Country	N	Mean	sd	F
Conduct an investigation to identify the men making the suggestive comments.	TOTAL	2331	1.67	1.01	12.86***
	United States	803	1.49	0.89	
	Germany	185	2.02	1.14	
	Spain	191	1.80	0.96	
	South Africa	106	1.29	0.59	
	France	133	1.79	1.05	
	Singapore	125	1.65	0.74	
	India	292	2.04	1.33	
	Jordan	110	1.56	0.96	
	Japan	193	1.52	0.86	
	Scotland	193	1.72	1.08	
Establish a task force to make recommendations for addressing the situation. <sup>a</sup>	TOTAL	607	2.01	0.99	3.62**
	United States	142	2.07	1.06	
	Germany	35	2.14	0.77	

## Leadership across Differences

	Spain	190	2.19	1.00	
	South Africa	106	1.75	0.93	
	France	24	1.88	0.90	
	Jordan	110	1.85	0.93	
Call a meeting of the parties involved to get the facts.	TOTAL	2326	2.09	1.24	9.88***
	United States	802	2.20	1.33	
	Germany	184	1.90	1.09	
	Spain	188	2.48	1.12	
	South Africa	106	1.60	1.12	
	France	132	1.92	1.08	
	Singapore	125	1.79	0.84	
	India	295	2.31	1.38	
	Jordan	109	1.88	1.11	
	Japan	193	1.73	1.04	
	Scotland	192	2.19	1.25	
Talk informally to a few people to find out more about what is going on.	TOTAL	2327	2.13	1.11	5.51***
	United States	801	2.07	1.10	
	Germany	184	2.21	1.18	
	Spain	191	2.41	1.14	
	South Africa	106	2.07	1.07	
	France	132	2.46	1.12	
	Singapore	124	1.84	0.85	
	India	299	2.17	1.21	
	Jordan	110	2.18	1.06	
	Japan	192	1.86	1.01	
	Scotland	188	2.15	1.02	
Unify employees by reminding them of the shared goals of the organization.	TOTAL	2317	2.13	1.00	16.35***
	United States	802	2.02	0.97	
	Germany	181	2.51	0.91	
	Spain	189	2.44	0.86	
	South Africa	105	2.09	1.02	
	France	134	1.88	0.89	
	Singapore	124	1.89	0.95	
	India	291	2.47	1.23	
	Jordan	109	1.91	0.79	
	Japan	192	1.79	0.84	
	Scotland	190	2.29	0.94	
Let the situation play itself out; do nothing.	TOTAL	2315	4.70	0.81	37.71***
	United States	800	4.85	0.50	
	Germany	183	4.87	0.38	
	Spain	189	4.78	0.48	

## Leadership across Differences

	South Africa	106	4.80	0.61	
	France	131	4.90	0.37	
	Singapore	125	4.30	0.93	
	India	290	4.05	1.58	
	Jordan	110	4.39	1.00	
	Japan	192	4.91	0.35	
	Scotland	189	4.84	0.52	
Encourage anyone who is bothered by the men's comments to transfer to another part of the organization.	TOTAL	2324	4.30	1.06	72.27***
	United States	802	4.70	0.69	
	Germany	184	4.59	0.74	
	Spain	191	4.45	0.74	
	South Africa	106	4.57	0.89	
	France	133	4.41	0.89	
	Singapore	124	3.51	1.20	
	India	291	3.43	1.44	
	Jordan	110	3.40	1.26	
	Japan	192	4.05	1.14	
	Scotland	191	4.65	0.65	
Punish anyone who disrupts the work in response to the rumors.	TOTAL	2291	3.82	1.24	53.75***
	United States	790	4.01	1.19	
	Germany	182	4.58	0.71	
	Spain	187	3.91	0.95	
	South Africa	106	4.09	1.22	
	France	130	4.07	1.05	
	Singapore	125	3.22	1.13	
	India	279	3.00	1.29	
	Jordan	110	2.46	1.19	
	Japan	192	3.99	1.14	
	Scotland	190	4.16	0.98	
Work with the men and women to surface the differences so that they can better understand one another's point of view.	TOTAL	2318	2.21	1.08	8.07***
	United States	800	2.28	1.12	
	Germany	181	2.47	1.16	
	Spain	190	2.29	0.93	
	South Africa	106	1.76	0.91	
	France	132	1.86	0.96	
	Singapore	125	2.05	0.85	
	India	292	2.42	1.21	
	Jordan	110	2.14	1.04	
	Japan	191	2.00	0.92	
	Scotland	191	2.09	1.00	

## Leadership across Differences

Encourage debate and discussion about what happened. <sup>a</sup>	TOTAL	604	2.59	1.18	5.63***	
	United States	140	2.78	1.33		
	Germany	35	2.40	1.01		
	Spain	190	2.76	1.08		
	South Africa	106	2.29	1.19		
	France	23	1.74	0.86		
	Jordan	110	2.60	1.11		
Discourage women from expressing dissatisfaction with the situation.	TOTAL	2319	4.51	1.01	48.95***	
	United States	799	4.81	0.58		
	Germany	183	4.54	1.12		
	Spain	189	4.72	0.66		
	South Africa	106	4.79	0.69		
	France	130	4.80	0.59		
	Singapore	124	3.85	1.19		
	India	295	3.86	1.58		
	Jordan	110	3.65	1.13		
	Japan	191	4.36	0.92		
	Scotland	192	4.77	0.69		
Ask co-workers of the women who are upset to try to get them to calm down.	TOTAL	2312	3.68	1.23	78.26***	
	United States	797	4.21	1.03		
	Germany	182	3.73	1.01		
	Spain	191	3.46	1.04		
	South Africa	105	3.77	1.27		
	France	130	3.88	1.12		
	Singapore	125	2.39	0.94		
	India	289	2.81	1.18		
	Jordan	109	2.63	1.37		
	Japan	191	3.72	1.06		
	Scotland	193	4.10	1.01		
Inform the media about what is going on. <sup>a</sup>	TOTAL	558	4.44	0.90	2.56*	
	United States	141	4.48	0.95		
	Germany	34	4.47	0.93		
	Spain	191	4.39	0.83		
	South Africa	59	4.78	0.67		
	France	24	4.42	1.10		
	Jordan	109	4.28	0.96		
Redesign the work so that men and women will no longer have to interact with one another.	TOTAL	2324	4.14	1.09	47.79***	
	United States	800	4.49	0.83		
	Germany	184	4.17	0.94		
	Spain	190	4.49	0.68		

## Leadership across Differences

	South Africa	106	4.27	1.01	
	France	132	4.33	0.82	
	Singapore	124	3.51	1.07	
	India	299	3.46	1.39	
	Jordan	109	3.34	1.25	
	Japan	189	3.75	1.27	
	Scotland	191	4.39	0.84	
Direct employees to stop the gossip and informal conversations.	TOTAL	2315	3.17	1.20	31.23***
	United States	796	3.18	1.21	
	Germany	183	3.51	1.25	
	Spain	188	3.68	0.98	
	South Africa	106	3.09	1.15	
	France	132	3.51	1.10	
	Singapore	124	2.69	1.13	
	India	297	2.81	1.12	
	Jordan	109	1.90	0.85	
	Japan	190	3.33	1.02	
	Scotland	190	3.55	1.08	
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	TOTAL	2315	2.07	0.96	8.47***
	United States	800	1.93	0.91	
	Germany	181	2.20	0.98	
	Spain	191	2.08	0.81	
	South Africa	106	2.02	1.01	
	France	130	2.15	0.84	
	Singapore	124	2.03	0.85	
	India	291	2.39	1.18	
	Jordan	110	1.73	0.79	
	Japan	191	2.06	0.90	
	Scotland	191	2.23	0.96	
Insist that the men in the department apologize to the women.	TOTAL	2313	2.61	1.14	13.46***
	United States	798	2.71	1.12	
	Germany	186	2.22	1.19	
	Spain	189	2.52	1.02	
	South Africa	106	2.57	1.25	
	France	129	2.06	0.91	
	Singapore	124	2.63	1.00	
	India	291	2.65	1.19	
	Jordan	107	2.07	0.98	
	Japan	191	2.91	1.15	
	Scotland	192	2.97	1.13	

## Leadership across Differences

Take legal action against these men immediately. <sup>a</sup>	TOTAL	603	2.72	1.35	8.43***	
	United States	141	2.99	1.37		
	Germany	34	2.88	1.47		
	Spain	189	2.80	1.20		
	South Africa	106	2.97	1.37		
	France	23	2.09	1.00		
	Jordan	110	2.09	1.34		
Apologize to those women who were offended.	TOTAL	2321	2.16	0.98	11.68***	
	United States	804	2.05	0.93		
	Germany	185	2.31	1.01		
	Spain	191	2.03	0.84		
	South Africa	106	2.02	0.97		
	France	128	1.89	0.86		
	Singapore	125	2.24	0.84		
	India	288	2.32	1.10		
	Jordan	110	1.84	0.92		
	Japan	191	2.66	1.04		
	Scotland	193	2.25	0.99		
Appoint a qualified woman to a supervisory job. <sup>c</sup>	TOTAL	666	2.44	0.93	16.33***	
	United States	142	2.47	0.82		
	Germany	35	2.43	0.95		
	Spain	192	2.69	0.83		
	South Africa	106	2.75	0.94		
	France	24	2.50	0.66		
	Jordan	109	2.06	0.96		
	Scotland	58	1.64	0.91		
Initiate team-building exercises for men and women.	TOTAL	2265	1.90	0.90	4.40***	
	United States	796	1.84	0.84		
	Germany	184	1.79	0.80		
	Spain	192	1.99	0.68		
	South Africa	106	1.86	0.93		
	France	130	1.89	0.83		
	Singapore	124	1.94	0.76		
	India	296	2.03	1.29		
	Jordan	110	1.62	0.75		
	Japan	192	1.99	0.85		
	Scotland	135	2.16	0.88		
Initiate coaching for the men in this department.	TOTAL	2311	2.03	0.94	17.14***	
	United States	797	1.84	0.91		
	Germany	183	2.13	0.88		
	Spain	189	2.54	0.93		



## Leadership across Differences

	South Africa	105	2.10	0.87	
	France	129	2.16	0.91	
	Singapore	125	2.01	0.78	
	India	292	2.30	1.09	
	Jordan	109	1.79	0.83	
	Japan	191	1.75	0.75	
	Scotland	191	2.10	0.98	
Develop a policy that threatens anyone with immediate termination for making suggestive comments or inappropriate touching.					
	TOTAL	2331	2.03	1.19	14.21***
	United States	802	1.75	1.06	
	Germany	183	2.19	1.29	
	Spain	192	2.52	1.25	
	South Africa	106	2.07	1.20	
	France	131	2.25	1.14	
	Singapore	124	2.18	1.05	
	India	300	2.11	1.35	
	Jordan	109	1.74	1.06	
	Japan	192	1.90	0.97	
	Scotland	192	2.47	1.29	
Develop a policy that threatens anyone with legal action for making suggestive comments or inappropriate touching. <sup>a</sup>					
	TOTAL	559	2.16	1.18	7.01***
	United States	140	1.97	1.08	
	Germany	35	2.37	1.29	
	Spain	192	2.49	1.23	
	South Africa	59	2.24	1.28	
	France	23	1.83	0.98	
	Jordan	110	1.78	0.98	
Establish an independent office to handle such incidents.					
	TOTAL	2320	2.22	1.03	25.32***
	United States	797	1.92	0.96	
	Germany	184	2.04	0.91	
	Spain	192	2.86	1.02	
	South Africa	106	2.43	1.11	
	France	131	2.63	0.99	
	Singapore	125	2.48	0.85	
	India	293	2.41	1.17	
	Jordan	110	2.35	1.04	
	Japan	192	1.96	0.86	
	Scotland	190	2.34	0.94	
Stop hiring so many women. <sup>a</sup>					
	TOTAL	606	4.46	0.96	27.95***
	United States	142	4.75	0.68	
	Germany	33	4.67	0.54	

## Leadership across Differences

	Spain	192	4.71	0.62	
	South Africa	106	4.31	1.18	
	France	24	4.79	0.59	
	Jordan	109	3.63	1.18	
Conduct a best practices survey to develop recommendations based on what other organizations do.					
	TOTAL	2315	2.01	0.89	8.76***
	United States	796	1.93	0.83	
	Germany	181	2.04	0.83	
	Spain	192	2.31	0.88	
	South Africa	106	1.95	0.94	
	France	130	2.07	0.79	
	Singapore	124	1.98	0.75	
	India	295	2.22	1.15	
	Jordan	110	2.17	0.93	
	Japan	191	1.70	0.75	
	Scotland	190	1.88	0.82	
Hold training programs to teach men and women how to work together without disruption. <sup>a</sup>					
	TOTAL	751	1.81	0.81	9.44***
	United States	141	1.51	0.65	
	Germany	181	2.07	0.90	
	Spain	192	1.86	0.79	
	South Africa	103	1.62	0.78	
	France	24	1.92	0.83	
	Jordan	110	1.85	0.77	
Hold training programs to teach men and women how to show respect to one another in the workplace. <sup>b</sup>					
	TOTAL	1558	1.75	0.91	16.60***
	United States	657	1.56	0.76	
	France	106	1.72	0.84	
	Singapore	124	1.85	0.77	
	India	297	2.07	1.22	
	Japan	191	1.69	0.80	
	Scotland	183	1.95	0.87	
Acknowledge the women's grievances. <sup>a</sup>					
	TOTAL	605	1.62	0.80	18.12***
	United States	142	1.26	0.55	
	Germany	35	1.34	0.54	
	Spain	191	1.85	0.82	
	South Africa	103	1.37	0.74	
	France	24	1.75	0.85	
	Jordan	110	1.96	0.88	
Redesign the work so that men and women are working together					
	TOTAL	2313	2.10	0.93	9.80***

## Leadership across Differences

on important tasks that require cooperation.

United States	796	2.24	0.92
Germany	180	1.77	0.79
Spain	192	2.07	0.83
South Africa	105	2.01	0.87
France	132	1.62	0.76
Singapore	123	2.02	0.81
India	296	2.15	1.17
Jordan	109	2.14	0.93
Japan	190	2.04	0.80
Scotland	190	2.25	0.88

Organize more meetings and social gatherings so that men and women can get to know one another as individuals.

TOTAL	2323	2.36	0.94	13.34***
United States	799	2.53	0.93	
Germany	182	2.66	0.92	
Spain	192	2.21	0.77	
South Africa	105	2.20	0.93	
France	132	2.07	0.82	
Singapore	124	2.10	0.81	
India	298	2.09	1.12	
Jordan	110	2.08	0.98	
Japan	192	2.44	0.87	
Scotland	189	2.51	0.81	

Showcase areas of the organization where men and women are working well together.<sup>a</sup>

TOTAL	607	2.00	0.77	2.63*
United States	142	2.13	0.78	
Germany	34	2.29	0.76	
Spain	192	1.94	0.76	
South Africa	105	1.90	0.77	
France	24	1.92	0.65	
Jordan	110	1.96	0.77	

Establish a reward system for high-performing work groups where differences between men and women don't get in the way.

TOTAL	2322	2.25	1.02	16.44***
United States	798	2.33	0.99	
Germany	184	2.11	0.97	
Spain	192	2.46	0.99	
South Africa	105	1.96	0.98	
France	130	2.95	1.15	
Singapore	124	2.24	0.90	
India	297	2.01	1.15	
Jordan	110	1.69	0.80	
Japan	192	2.09	0.83	

## Leadership across Differences

	Scotland	190	2.34	0.96	
Make sure that all supervisors and managers are treating both women and men with respect on a daily basis.	TOTAL	2321	1.41	0.80	34.88***
	United States	799	1.22	0.56	
	Germany	182	1.29	0.53	
	Spain	191	1.38	0.60	
	South Africa	105	1.22	0.48	
	France	131	1.23	0.49	
	Singapore	123	1.61	0.66	
	India	298	2.05	1.42	
	Jordan	110	1.47	0.71	
	Japan	191	1.57	0.71	
	Scotland	191	1.30	0.60	
Develop policies and procedures to insure that men and women are treated equally.	TOTAL	2314	1.42	0.83	26.95***
	United States	793	1.22	0.58	
	Germany	182	1.46	0.67	
	Spain	191	1.36	0.58	
	South Africa	105	1.16	0.57	
	France	130	1.26	0.58	
	Singapore	124	1.65	0.78	
	India	299	1.96	1.48	
	Jordan	110	1.56	0.67	
	Japan	190	1.62	0.69	
	Scotland	190	1.25	0.61	
Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	TOTAL	2328	1.53	0.85	26.39***
	United States	802	1.28	0.62	
	Germany	182	1.80	0.78	
	Spain	191	1.55	0.71	
	South Africa	105	1.32	0.73	
	France	133	1.37	0.61	
	Singapore	124	1.73	0.73	
	India	298	2.03	1.41	
	Jordan	110	1.73	0.69	
	Japan	192	1.58	0.72	
	Scotland	191	1.41	0.75	
Privately warn the men that this is unacceptable behavior.	TOTAL	2320	2.20	1.24	25.55***
	United States	803	2.10	1.22	
	Germany	183	3.39	1.27	
	Spain	190	2.04	1.06	

## Leadership across Differences

South Africa	105	2.28	1.24
France	130	2.27	1.32
Singapore	123	1.89	0.86
India	296	2.30	1.27
Jordan	107	1.79	0.95
Japan	192	1.93	1.05
Scotland	191	2.15	1.17

Educate employees that making suggestive comments is unacceptable in the workplace.<sup>a</sup>

TOTAL	601	1.49	0.78	11.51***
United States	140	1.17	0.51	
Germany	35	1.77	0.77	
Spain	190	1.74	0.83	
South Africa	105	1.35	0.78	
France	24	1.25	0.61	
Jordan	107	1.56	0.86	

*Note.* <sup>a</sup> Only participants from the United States, Germany, Spain, South Africa, France, and Jordan responded to these items.

<sup>b</sup> Only participants from the United States, France, Singapore, India, Japan, and Scotland responded to this item.

<sup>c</sup> Only participants from the United States, Germany, Spain, South Africa, France, Jordan, and Scotland responded to this item.

In order to further explore country-level differences, we conducted post hoc tests using the least squared differences method. The results from these comparisons are presented in Table 5.

**Table 5. Post Hoc Tests of Gender Scenario Helpful and Harmful Responses between Countries**

Question	Country (I)	Comparison Country (J)	Mean Difference (I-J)	Sig.
Conduct an investigation to identify the men making the suggestive comments.	United States	Germany	-0.53	0.000
		Spain	-0.31	0.000
		South Africa	0.20	0.055
		France	-0.30	0.001
		Singapore	-0.16	0.096
		India	-0.55	0.000
		Jordan	-0.07	0.462
		Japan	-0.03	0.670
		Scotland	-0.23	0.004
Conduct an investigation to	Germany	United States	0.53	0.000

## Leadership across Differences

identify the men making the suggestive comments.

Spain	0.22	0.031
South Africa	0.72	0.000
France	0.23	0.044
Singapore	0.37	0.001
India	-0.02	0.818
Jordan	0.45	0.000
Japan	0.49	0.000
Scotland	0.30	0.004

Conduct an investigation to identify the men making the suggestive comments.

Spain	United States	0.31	0.000
	Germany	-0.22	0.031
	South Africa	0.50	0.000
	France	0.01	0.955
	Singapore	0.15	0.195
	India	-0.24	0.009
	Jordan	0.23	0.051
	Japan	0.27	0.007
	Scotland	0.08	0.455

Conduct an investigation to identify the men making the suggestive comments.

South Africa	United States	-0.20	0.055
	Germany	-0.72	0.000
	Spain	-0.50	0.000
	France	-0.50	0.000
	Singapore	-0.36	0.007
	India	-0.75	0.000
	Jordan	-0.27	0.045
	Japan	-0.23	0.054
	Scotland	-0.43	0.000

Conduct an investigation to identify the men making the suggestive comments.

France	United States	0.30	0.001
	Germany	-0.23	0.044
	Spain	-0.01	0.955
	South Africa	0.50	0.000
	Singapore	0.14	0.252
	India	-0.25	0.017
	Jordan	0.23	0.077
	Japan	0.27	0.017
	Scotland	0.07	0.535

Conduct an investigation to identify the men making the suggestive comments.

Singapore	United States	0.16	0.096
	Germany	-0.37	0.001
	Spain	-0.15	0.195

## Leadership across Differences

		South Africa	0.36	0.007
		France	-0.14	0.252
		India	-0.39	0.000
		Jordan	0.08	0.515
		Japan	0.12	0.274
		Scotland	-0.07	0.526
Conduct an investigation to identify the men making the suggestive comments.	India	United States	0.55	0.000
		Germany	0.02	0.818
		Spain	0.24	0.009
		South Africa	0.75	0.000
		France	0.25	0.017
		Singapore	0.39	0.000
		Jordan	0.47	0.000
		Japan	0.51	0.000
		Scotland	0.32	0.001
Conduct an investigation to identify the men making the suggestive comments.	Jordan	United States	0.07	0.462
		Germany	-0.45	0.000
		Spain	-0.23	0.051
		South Africa	0.27	0.045
		France	-0.23	0.077
		Singapore	-0.08	0.515
		India	-0.47	0.000
		Japan	0.04	0.734
		Scotland	-0.16	0.186
Conduct an investigation to identify the men making the suggestive comments.	Japan	United States	0.03	0.670
		Germany	-0.49	0.000
		Spain	-0.27	0.007
		South Africa	0.23	0.054
		France	-0.27	0.017
		Singapore	-0.12	0.274
		India	-0.51	0.000
		Jordan	-0.04	0.734
		Scotland	-0.20	0.051
Conduct an investigation to identify the men making the suggestive comments.	Scotland	United States	0.23	0.004
		Germany	-0.30	0.004
		Spain	-0.08	0.455
		South Africa	0.43	0.000
		France	-0.07	0.535
		Singapore	0.07	0.526
		India	-0.32	0.001

## Leadership across Differences

		Jordan	0.16	0.186
		Japan	0.20	0.051
Establish a task force to make recommendations for addressing the situation. <sup>a</sup>	United States	Germany	-0.07	0.694
		Spain	-0.12	0.272
		South Africa	0.32	0.012
		France	0.20	0.365
		Jordan	0.22	0.082
Establish a task force to make recommendations for addressing the situation. <sup>a</sup>	Germany	United States	0.07	0.694
		Spain	-0.05	0.795
		South Africa	0.39	0.042
		France	0.27	0.301
		Jordan	0.29	0.129
Establish a task force to make recommendations for addressing the situation. <sup>a</sup>	Spain	United States	0.12	0.272
		Germany	0.05	0.795
		South Africa	0.43	0.000
		France	0.31	0.138
		Jordan	0.33	0.004
Establish a task force to make recommendations for addressing the situation. <sup>a</sup>	South Africa	United States	-0.32	0.012
		Germany	-0.39	0.042
		Spain	-0.43	0.000
		France	-0.12	0.586
		Jordan	-0.10	0.453
Establish a task force to make recommendations for addressing the situation. <sup>a</sup>	France	United States	-0.20	0.365
		Germany	-0.27	0.301
		Spain	-0.31	0.138
		South Africa	0.12	0.586
		Jordan	0.02	0.926
Establish a task force to make recommendations for addressing the situation. <sup>a</sup>	Jordan	United States	-0.22	0.082
		Germany	-0.29	0.129
		Spain	-0.33	0.004
		South Africa	0.10	0.453
		France	-0.02	0.926
Call a meeting of the parties	United States	Germany	0.30	0.002



## Leadership across Differences

involved to get the facts.

Spain	-0.28	0.004
South Africa	0.60	0.000
France	0.28	0.013
Singapore	0.41	0.001
India	-0.11	0.203
Jordan	0.32	0.010
Japan	0.47	0.000
Scotland	0.01	0.945

Call a meeting of the parties  
involved to get the facts.

Germany	United States	-0.30	0.002
	Spain	-0.59	0.000
	South Africa	0.29	0.049
	France	-0.02	0.886
	Singapore	0.10	0.458
	India	-0.41	0.000
	Jordan	0.02	0.913
	Japan	0.17	0.172
	Scotland	-0.30	0.019

Call a meeting of the parties  
involved to get the facts.

Spain	United States	0.28	0.004
	Germany	0.59	0.000
	South Africa	0.88	0.000
	France	0.57	0.000
	Singapore	0.69	0.000
	India	0.18	0.115
	Jordan	0.60	0.000
	Japan	0.76	0.000
	Scotland	0.29	0.020

Call a meeting of the parties  
involved to get the facts.

South Africa	United States	-0.60	0.000
	Germany	-0.29	0.049
	Spain	-0.88	0.000
	France	-0.31	0.049
	Singapore	-0.19	0.242
	India	-0.70	0.000
	Jordan	-0.28	0.096
	Japan	-0.12	0.409
	Scotland	-0.59	0.000

Call a meeting of the parties  
involved to get the facts.

France	United States	-0.28	0.013
	Germany	0.02	0.886
	Spain	-0.57	0.000
	South Africa	0.31	0.049
	Singapore	0.12	0.412
	India	-0.39	0.002
	Jordan	0.04	0.820

## Leadership across Differences

		Japan	0.19	0.164
		Scotland	-0.28	0.045
Call a meeting of the parties involved to get the facts.	Singapore	United States	-0.41	0.001
		Germany	-0.10	0.458
		Spain	-0.69	0.000
		South Africa	0.19	0.242
		France	-0.12	0.412
		India	-0.51	0.000
		Jordan	-0.09	0.578
		Japan	0.07	0.634
		Scotland	-0.40	0.004
Call a meeting of the parties involved to get the facts.	India	United States	0.11	0.203
		Germany	0.41	0.000
		Spain	-0.18	0.115
		South Africa	0.70	0.000
		France	0.39	0.002
		Singapore	0.51	0.000
		Jordan	0.42	0.002
		Japan	0.58	0.000
		Scotland	0.11	0.320
Call a meeting of the parties involved to get the facts.	Jordan	United States	-0.32	0.010
		Germany	-0.02	0.913
		Spain	-0.60	0.000
		South Africa	0.28	0.096
		France	-0.04	0.820
		Singapore	0.09	0.578
		India	-0.42	0.002
		Japan	0.16	0.287
		Scotland	-0.31	0.033
Call a meeting of the parties involved to get the facts.	Japan	United States	-0.47	0.000
		Germany	-0.17	0.172
		Spain	-0.76	0.000
		South Africa	0.12	0.409
		France	-0.19	0.164
		Singapore	-0.07	0.634
		India	-0.58	0.000
		Jordan	-0.16	0.287
		Scotland	-0.47	0.000
Call a meeting of the parties involved to get the facts.	Scotland	United States	-0.01	0.945
		Germany	0.30	0.019
		Spain	-0.29	0.020

## Leadership across Differences

		South Africa	0.59	0.000
		France	0.28	0.045
		Singapore	0.40	0.004
		India	-0.11	0.320
		Jordan	0.31	0.033
		Japan	0.47	0.000
Talk informally to a few people to find out more about what is going on.	United States	Germany	-0.14	0.128
		Spain	-0.34	0.000
		South Africa	0.00	0.973
		France	-0.39	0.000
		Singapore	0.23	0.029
		India	-0.10	0.162
		Jordan	-0.11	0.316
		Japan	0.21	0.017
		Scotland	-0.08	0.375
		Talk informally to a few people to find out more about what is going on.	Germany	United States
Spain	-0.21			0.068
South Africa	0.14			0.294
France	-0.26			0.041
Singapore	0.37			0.004
India	0.03			0.751
Jordan	0.02			0.852
Japan	0.35			0.002
Scotland	0.06			0.613
Talk informally to a few people to find out more about what is going on.	Spain			United States
		Germany	0.21	0.068
		South Africa	0.35	0.009
		France	-0.05	0.696
		Singapore	0.57	0.000
		India	0.24	0.019
		Jordan	0.23	0.078
		Japan	0.55	0.000
		Scotland	0.26	0.019
		Talk informally to a few people to find out more about what is going on.	South Africa	United States
Germany	-0.14			0.294
Spain	-0.35			0.009
France	-0.40			0.006
Singapore	0.23			0.118
India	-0.11			0.385
Jordan	-0.12			0.439

## Leadership across Differences

		Japan	0.21	0.120
		Scotland	-0.08	0.534
Talk informally to a few people to find out more about what is going on.	France	United States	0.39	0.000
		Germany	0.26	0.041
		Spain	0.05	0.696
		South Africa	0.40	0.006
		Singapore	0.62	0.000
		India	0.29	0.012
		Jordan	0.28	0.048
		Japan	0.60	0.000
		Scotland	0.31	0.012
Talk informally to a few people to find out more about what is going on.	Singapore	United States	-0.23	0.029
		Germany	-0.37	0.004
		Spain	-0.57	0.000
		South Africa	-0.23	0.118
		France	-0.62	0.000
		India	-0.34	0.004
		Jordan	-0.34	0.017
		Japan	-0.02	0.870
		Scotland	-0.31	0.015
Talk informally to a few people to find out more about what is going on.	India	United States	0.10	0.162
		Germany	-0.03	0.751
		Spain	-0.24	0.019
		South Africa	0.11	0.385
		France	-0.29	0.012
		Singapore	0.34	0.004
		Jordan	-0.01	0.949
		Japan	0.31	0.002
		Scotland	0.02	0.807
Talk informally to a few people to find out more about what is going on.	Jordan	United States	0.11	0.316
		Germany	-0.02	0.852
		Spain	-0.23	0.078
		South Africa	0.12	0.439
		France	-0.28	0.048
		Singapore	0.34	0.017
		India	0.01	0.949
		Japan	0.32	0.014
		Scotland	0.03	0.803
Talk informally to a few people	Japan	United States	-0.21	0.017

## Leadership across Differences

to find out more about what is going on.

Germany	-0.35	0.002
Spain	-0.55	0.000
South Africa	-0.21	0.120
France	-0.60	0.000
Singapore	0.02	0.870
India	-0.31	0.002
Jordan	-0.32	0.014
Scotland	-0.29	0.010

Talk informally to a few people to find out more about what is going on.

Scotland	United States	0.08	0.375
	Germany	-0.06	0.613
	Spain	-0.26	0.019
	South Africa	0.08	0.534
	France	-0.31	0.012
	Singapore	0.31	0.015
	India	-0.02	0.807
	Jordan	-0.03	0.803
	Japan	0.29	0.010

Unify employees by reminding them of the shared goals of the organization.

United States	Germany	-0.50	0.000
	Spain	-0.42	0.000
	South Africa	-0.07	0.498
	France	0.14	0.131
	Singapore	0.13	0.164
	India	-0.46	0.000
	Jordan	0.11	0.270
	Japan	0.23	0.003
	Scotland	-0.28	0.000

Unify employees by reminding them of the shared goals of the organization.

Germany	United States	0.50	0.000
	Spain	0.07	0.459
	South Africa	0.43	0.000
	France	0.63	0.000
	Singapore	0.63	0.000
	India	0.04	0.666
	Jordan	0.61	0.000
	Japan	0.73	0.000
	Scotland	0.22	0.030

Unify employees by reminding them of the shared goals of the organization.

Spain	United States	0.42	0.000
	Germany	-0.07	0.459
	South Africa	0.35	0.003

## Leadership across Differences

		France	0.56	0.000
		Singapore	0.55	0.000
		India	-0.04	0.699
		Jordan	0.53	0.000
		Japan	0.65	0.000
		Scotland	0.14	0.147
Unify employees by reminding them of the shared goals of the organization.	South Africa	United States	0.07	0.498
		Germany	-0.43	0.000
		Spain	-0.35	0.003
		France	0.21	0.105
		Singapore	0.20	0.123
		India	-0.39	0.000
		Jordan	0.18	0.181
		Japan	0.30	0.011
		Scotland	-0.21	0.076
Unify employees by reminding them of the shared goals of the organization.	France	United States	-0.14	0.131
		Germany	-0.63	0.000
		Spain	-0.56	0.000
		South Africa	-0.21	0.105
		Singapore	-0.01	0.957
		India	-0.59	0.000
		Jordan	-0.03	0.825
		Japan	0.09	0.389
		Scotland	-0.41	0.000
Unify employees by reminding them of the shared goals of the organization.	Singapore	United States	-0.13	0.164
		Germany	-0.63	0.000
		Spain	-0.55	0.000
		South Africa	-0.20	0.123
		France	0.01	0.957
		India	-0.59	0.000
		Jordan	-0.02	0.868
		Japan	0.10	0.368
		Scotland	-0.41	0.000
Unify employees by reminding them of the shared goals of the organization.	India	United States	0.46	0.000
		Germany	-0.04	0.666
		Spain	0.04	0.699
		South Africa	0.39	0.000
		France	0.59	0.000
		Singapore	0.59	0.000
		Jordan	0.57	0.000

## Leadership across Differences

		Japan	0.69	0.000
		Scotland	0.18	0.047
Unify employees by reminding them of the shared goals of the organization.	Jordan	United States	-0.11	0.270
		Germany	-0.61	0.000
		Spain	-0.53	0.000
		South Africa	-0.18	0.181
		France	0.03	0.825
		Singapore	0.02	0.868
		India	-0.57	0.000
		Japan	0.12	0.295
		Scotland	-0.39	0.001
Unify employees by reminding them of the shared goals of the organization.	Japan	United States	-0.23	0.003
		Germany	-0.73	0.000
		Spain	-0.65	0.000
		South Africa	-0.30	0.011
		France	-0.09	0.389
		Singapore	-0.10	0.368
		India	-0.69	0.000
		Jordan	-0.12	0.295
		Scotland	-0.51	0.000
Unify employees by reminding them of the shared goals of the organization.	Scotland	United States	0.28	0.000
		Germany	-0.22	0.030
		Spain	-0.14	0.147
		South Africa	0.21	0.076
		France	0.41	0.000
		Singapore	0.41	0.000
		India	-0.18	0.047
		Jordan	0.39	0.001
		Japan	0.51	0.000
Let the situation play itself out; do nothing.	United States	Germany	-0.02	0.778
		Spain	0.07	0.232
		South Africa	0.05	0.530
		France	-0.05	0.490
		Singapore	0.56	0.000
		India	0.80	0.000
		Jordan	0.46	0.000
		Japan	-0.06	0.325
		Scotland	0.01	0.871
Let the situation play itself out; do nothing.	Germany	United States	0.02	0.778

## Leadership across Differences

		Spain	0.09	0.248
		South Africa	0.07	0.471
		France	-0.03	0.714
		Singapore	0.57	0.000
		India	0.82	0.000
		Jordan	0.48	0.000
		Japan	-0.04	0.588
		Scotland	0.03	0.727
Let the situation play itself out; do nothing.	Spain	United States	-0.07	0.232
		Germany	-0.09	0.248
		South Africa	-0.02	0.794
		France	-0.12	0.155
		Singapore	0.48	0.000
		India	0.73	0.000
		Jordan	0.39	0.000
		Japan	-0.13	0.086
		Scotland	-0.06	0.417
Let the situation play itself out; do nothing.	South Africa	United States	-0.05	0.530
		Germany	-0.07	0.471
		Spain	0.02	0.794
		France	-0.10	0.320
		Singapore	0.51	0.000
		India	0.75	0.000
		Jordan	0.41	0.000
		Japan	-0.11	0.234
		Scotland	-0.04	0.670
Let the situation play itself out; do nothing.	France	United States	0.05	0.490
		Germany	0.03	0.714
		Spain	0.12	0.155
		South Africa	0.10	0.320
		Singapore	0.60	0.000
		India	0.85	0.000
		Jordan	0.51	0.000
		Japan	-0.01	0.901
		Scotland	0.06	0.491
Let the situation play itself out; do nothing.	Singapore	United States	-0.56	0.000
		Germany	-0.57	0.000
		Spain	-0.48	0.000
		South Africa	-0.51	0.000
		France	-0.60	0.000
		India	0.24	0.003
		Jordan	-0.09	0.340
		Japan	-0.62	0.000



## Leadership across Differences

		Scotland	-0.55	0.000
Let the situation play itself out; do nothing.	India	United States	-0.80	0.000
		Germany	-0.82	0.000
		Spain	-0.73	0.000
		South Africa	-0.75	0.000
		France	-0.85	0.000
		Singapore	-0.24	0.003
		Jordan	-0.34	0.000
		Japan	-0.86	0.000
		Scotland	-0.79	0.000
Let the situation play itself out; do nothing.	Jordan	United States	-0.46	0.000
		Germany	-0.48	0.000
		Spain	-0.39	0.000
		South Africa	-0.41	0.000
		France	-0.51	0.000
		Singapore	0.09	0.340
		India	0.34	0.000
		Japan	-0.52	0.000
		Scotland	-0.45	0.000
Let the situation play itself out; do nothing.	Japan	United States	0.06	0.325
		Germany	0.04	0.588
		Spain	0.13	0.086
		South Africa	0.11	0.234
		France	0.01	0.901
		Singapore	0.62	0.000
		India	0.86	0.000
		Jordan	0.52	0.000
		Scotland	0.07	0.368
Let the situation play itself out; do nothing.	Scotland	United States	-0.01	0.871
		Germany	-0.03	0.727
		Spain	0.06	0.417
		South Africa	0.04	0.670
		France	-0.06	0.491
		Singapore	0.55	0.000
		India	0.79	0.000
		Jordan	0.45	0.000
		Japan	-0.07	0.368
Encourage anyone who is bothered by the men's comments to transfer to another part of the organization.	United States	Germany	0.11	0.153
		Spain	0.25	0.001
		South Africa	0.13	0.178

## Leadership across Differences

		France	0.29	0.001
		Singapore	1.19	0.000
		India	1.26	0.000
		Jordan	1.30	0.000
		Japan	0.65	0.000
		Scotland	0.05	0.528
Encourage anyone who is bothered by the men's comments to transfer to another part of the organization.	Germany	United States	-0.11	0.153
		Spain	0.14	0.144
		South Africa	0.02	0.855
		France	0.18	0.091
		Singapore	1.08	0.000
		India	1.15	0.000
		Jordan	1.19	0.000
		Japan	0.54	0.000
		Scotland	-0.06	0.522
Encourage anyone who is bothered by the men's comments to transfer to another part of the organization.	Spain	United States	-0.25	0.001
		Germany	-0.14	0.144
		South Africa	-0.12	0.288
		France	0.04	0.714
		Singapore	0.94	0.000
		India	1.01	0.000
		Jordan	1.05	0.000
		Japan	0.40	0.000
		Scotland	-0.20	0.034
Encourage anyone who is bothered by the men's comments to transfer to another part of the organization.	South Africa	United States	-0.13	0.178
		Germany	-0.02	0.855
		Spain	0.12	0.288
		France	0.16	0.192
		Singapore	1.06	0.000
		India	1.13	0.000
		Jordan	1.17	0.000
		Japan	0.52	0.000
		Scotland	-0.08	0.465
Encourage anyone who is bothered by the men's comments to transfer to another part of the organization.	France	United States	-0.29	0.001
		Germany	-0.18	0.091
		Spain	-0.04	0.714

## Leadership across Differences

		South Africa	-0.16	0.192
		Singapore	0.90	0.000
		India	0.97	0.000
		Jordan	1.01	0.000
		Japan	0.36	0.001
		Scotland	-0.24	0.022
Encourage anyone who is bothered by the men's comments to transfer to another part of the organization.	Singapore	United States	-1.19	0.000
		Germany	-1.08	0.000
		Spain	-0.94	0.000
		South Africa	-1.06	0.000
		France	-0.90	0.000
		India	0.08	0.457
		Jordan	0.11	0.381
		Japan	-0.54	0.000
		Scotland	-1.14	0.000
Encourage anyone who is bothered by the men's comments to transfer to another part of the organization.	India	United States	-1.26	0.000
		Germany	-1.15	0.000
		Spain	-1.01	0.000
		South Africa	-1.13	0.000
		France	-0.97	0.000
		Singapore	-0.08	0.457
		Jordan	0.03	0.754
		Japan	-0.61	0.000
		Scotland	-1.22	0.000
Encourage anyone who is bothered by the men's comments to transfer to another part of the organization.	Jordan	United States	-1.30	0.000
		Germany	-1.19	0.000
		Spain	-1.05	0.000
		South Africa	-1.17	0.000
		France	-1.01	0.000
		Singapore	-0.11	0.381
		India	-0.03	0.754
		Japan	-0.65	0.000
		Scotland	-1.25	0.000
Encourage anyone who is bothered by the men's comments to transfer to another part of the organization.	Japan	United States	-0.65	0.000
		Germany	-0.54	0.000
		Spain	-0.40	0.000

## Leadership across Differences

		South Africa	-0.52	0.000
		France	-0.36	0.001
		Singapore	0.54	0.000
		India	0.61	0.000
		Jordan	0.65	0.000
		Scotland	-0.60	0.000
Encourage anyone who is bothered by the men's comments to transfer to another part of the organization.	Scotland	United States	-0.05	0.528
		Germany	0.06	0.522
		Spain	0.20	0.034
		South Africa	0.08	0.465
		France	0.24	0.022
		Singapore	1.14	0.000
		India	1.22	0.000
		Jordan	1.25	0.000
		Japan	0.60	0.000
Punish anyone who disrupts the work in response to the rumors.	United States	Germany	-0.58	0.000
		Spain	0.09	0.315
		South Africa	-0.09	0.449
		France	-0.06	0.554
		Singapore	0.78	0.000
		India	1.00	0.000
		Jordan	1.54	0.000
		Japan	0.01	0.898
		Scotland	-0.15	0.095
Punish anyone who disrupts the work in response to the rumors.	Germany	United States	0.58	0.000
		Spain	0.67	0.000
		South Africa	0.49	0.000
		France	0.51	0.000
		Singapore	1.36	0.000
		India	1.58	0.000
		Jordan	2.12	0.000
		Japan	0.59	0.000
		Scotland	0.42	0.000
Punish anyone who disrupts the work in response to the rumors.	Spain	United States	-0.09	0.315
		Germany	-0.67	0.000
		South Africa	-0.18	0.188
		France	-0.15	0.228
		Singapore	0.69	0.000
		India	0.91	0.000
		Jordan	1.45	0.000
		Japan	-0.08	0.487

## Leadership across Differences

		Scotland	-0.24	0.036
Punish anyone who disrupts the work in response to the rumors.	South Africa	United States	0.09	0.449
		Germany	-0.49	0.000
		Spain	0.18	0.188
		France	0.03	0.864
		Singapore	0.87	0.000
		India	1.09	0.000
		Jordan	1.63	0.000
		Japan	0.10	0.464
		Scotland	-0.06	0.641
Punish anyone who disrupts the work in response to the rumors.	France	United States	0.06	0.554
		Germany	-0.51	0.000
		Spain	0.15	0.228
		South Africa	-0.03	0.864
		Singapore	0.85	0.000
		India	1.07	0.000
		Jordan	1.61	0.000
		Japan	0.07	0.560
		Scotland	-0.09	0.488
Punish anyone who disrupts the work in response to the rumors.	Singapore	United States	-0.78	0.000
		Germany	-1.36	0.000
		Spain	-0.69	0.000
		South Africa	-0.87	0.000
		France	-0.85	0.000
		India	0.22	0.069
		Jordan	0.76	0.000
		Japan	-0.77	0.000
		Scotland	-0.93	0.000
Punish anyone who disrupts the work in response to the rumors.	India	United States	-1.00	0.000
		Germany	-1.58	0.000
		Spain	-0.91	0.000
		South Africa	-1.09	0.000
		France	-1.07	0.000
		Singapore	-0.22	0.069
		Jordan	0.54	0.000
		Japan	-0.99	0.000
		Scotland	-1.15	0.000
Punish anyone who disrupts the work in response to the rumors.	Jordan	United States	-1.54	0.000
		Germany	-2.12	0.000
		Spain	-1.45	0.000
		South Africa	-1.63	0.000

## Leadership across Differences

		France	-1.61	0.000
		Singapore	-0.76	0.000
		India	-0.54	0.000
		Japan	-1.53	0.000
		Scotland	-1.69	0.000
Punish anyone who disrupts the work in response to the rumors.	Japan	United States	-0.01	0.898
		Germany	-0.59	0.000
		Spain	0.08	0.487
		South Africa	-0.10	0.464
		France	-0.07	0.560
		Singapore	0.77	0.000
		India	0.99	0.000
		Jordan	1.53	0.000
		Scotland	-0.16	0.156
		Punish anyone who disrupts the work in response to the rumors.	Scotland	United States
Germany	-0.42			0.000
Spain	0.24			0.036
South Africa	0.06			0.641
France	0.09			0.488
Singapore	0.93			0.000
India	1.15			0.000
Jordan	1.69			0.000
Japan	0.16			0.156
Work with the men and women to surface the differences so that they can better understand one another's point of view.	United States			Germany
		Spain	-0.01	0.864
		South Africa	0.52	0.000
		France	0.42	0.000
		Singapore	0.23	0.023
		India	-0.14	0.052
		Jordan	0.14	0.184
		Japan	0.28	0.001
		Scotland	0.19	0.030
		Work with the men and women to surface the differences so that they can better understand one another's point of view.	Germany	United States
Spain	0.17			0.114
South Africa	0.71			0.000
France	0.61			0.000
Singapore	0.42			0.001
India	0.05			0.631
Jordan	0.33			0.010
Japan	0.47			0.000

## Leadership across Differences

		Scotland	0.38	0.001
Work with the men and women to surface the differences so that they can better understand one another's point of view.	Spain	United States	0.01	0.864
		Germany	-0.17	0.114
		South Africa	0.53	0.000
		France	0.43	0.000
		Singapore	0.25	0.044
		India	-0.13	0.202
		Jordan	0.16	0.214
		Japan	0.29	0.007
		Scotland	0.20	0.066
Work with the men and women to surface the differences so that they can better understand one another's point of view.	South Africa	United States	-0.52	0.000
		Germany	-0.71	0.000
		Spain	-0.53	0.000
		France	-0.10	0.473
		Singapore	-0.28	0.043
		India	-0.66	0.000
		Jordan	-0.37	0.010
		Japan	-0.24	0.067
		Scotland	-0.33	0.010
Work with the men and women to surface the differences so that they can better understand one another's point of view.	France	United States	-0.42	0.000
		Germany	-0.61	0.000
		Spain	-0.43	0.000
		South Africa	0.10	0.473
		Singapore	-0.18	0.165
		India	-0.56	0.000
		Jordan	-0.27	0.047
		Japan	-0.14	0.258
		Scotland	-0.23	0.056
Work with the men and women to surface the differences so that they can better understand one another's point of view.	Singapore	United States	-0.23	0.023
		Germany	-0.42	0.001
		Spain	-0.25	0.044
		South Africa	0.28	0.043
		France	0.18	0.165
		India	-0.37	0.001
		Jordan	-0.09	0.525
		Japan	0.05	0.695

## Leadership across Differences

		Scotland	-0.05	0.706
Work with the men and women to surface the differences so that they can better understand one another's point of view.	India	United States	0.14	0.052
		Germany	-0.05	0.631
		Spain	0.13	0.202
		South Africa	0.66	0.000
		France	0.56	0.000
		Singapore	0.37	0.001
		Jordan	0.28	0.017
		Japan	0.42	0.000
		Scotland	0.33	0.001
Work with the men and women to surface the differences so that they can better understand one another's point of view.	Jordan	United States	-0.14	0.184
		Germany	-0.33	0.010
		Spain	-0.16	0.214
		South Africa	0.37	0.010
		France	0.27	0.047
		Singapore	0.09	0.525
		India	-0.28	0.017
		Japan	0.14	0.284
		Scotland	0.04	0.741
Work with the men and women to surface the differences so that they can better understand one another's point of view.	Japan	United States	-0.28	0.001
		Germany	-0.47	0.000
		Spain	-0.29	0.007
		South Africa	0.24	0.067
		France	0.14	0.258
		Singapore	-0.05	0.695
		India	-0.42	0.000
		Jordan	-0.14	0.284
		Scotland	-0.09	0.387
Work with the men and women to surface the differences so that they can better understand one another's point of view.	Scotland	United States	-0.19	0.030
		Germany	-0.38	0.001
		Spain	-0.20	0.066
		South Africa	0.33	0.010
		France	0.23	0.056
		Singapore	0.05	0.706
		India	-0.33	0.001
		Jordan	-0.04	0.741



## Leadership across Differences

		Japan	0.09	0.387
Encourage debate and discussion about what happened. <sup>a</sup>	United States	Germany	0.38	0.084
		Spain	0.02	0.873
		South Africa	0.49	0.001
		France	1.04	0.000
		Jordan	0.18	0.226
Encourage debate and discussion about what happened. <sup>a</sup>	Germany	United States	-0.38	0.084
		Spain	-0.36	0.093
		South Africa	0.11	0.634
		France	0.66	0.034
		Jordan	-0.20	0.373
Encourage debate and discussion about what happened. <sup>a</sup>	Spain	United States	-0.02	0.873
		Germany	0.36	0.093
		South Africa	0.47	0.001
		France	1.02	0.000
		Jordan	0.16	0.255
Encourage debate and discussion about what happened. <sup>a</sup>	South Africa	United States	-0.49	0.001
		Germany	-0.11	0.634
		Spain	-0.47	0.001
		France	0.55	0.038
		Jordan	-0.31	0.051
Encourage debate and discussion about what happened. <sup>a</sup>	France	United States	-1.04	0.000
		Germany	-0.66	0.034
		Spain	-1.02	0.000
		South Africa	-0.55	0.038
		Jordan	-0.86	0.001
Encourage debate and discussion about what happened. <sup>a</sup>	Jordan	United States	-0.18	0.226
		Germany	0.20	0.373
		Spain	-0.16	0.255
		South Africa	0.31	0.051
		France	0.86	0.001
Discourage women from expressing dissatisfaction with the situation.	United States	Germany	0.27	0.000
		Spain	0.09	0.222
		South Africa	0.02	0.846
		France	0.01	0.900
		Singapore	0.96	0.000
		India	0.95	0.000

## Leadership across Differences

		Jordan	1.17	0.000
		Japan	0.45	0.000
		Scotland	0.05	0.542
Discourage women from expressing dissatisfaction with the situation.	Germany	United States	-0.27	0.000
		Spain	-0.18	0.063
		South Africa	-0.25	0.026
		France	-0.26	0.015
		Singapore	0.69	0.000
		India	0.68	0.000
		Jordan	0.90	0.000
		Japan	0.18	0.053
		Scotland	-0.22	0.019
Discourage women from expressing dissatisfaction with the situation.	Spain	United States	-0.09	0.222
		Germany	0.18	0.063
		South Africa	-0.07	0.516
		France	-0.08	0.446
		Singapore	0.87	0.000
		India	0.86	0.000
		Jordan	1.07	0.000
		Japan	0.36	0.000
		Scotland	-0.05	0.627
Discourage women from expressing dissatisfaction with the situation.	South Africa	United States	-0.02	0.846
		Germany	0.25	0.026
		Spain	0.07	0.516
		France	-0.01	0.950
		Singapore	0.95	0.000
		India	0.93	0.000
		Jordan	1.15	0.000
		Japan	0.44	0.000
		Scotland	0.03	0.811
Discourage women from expressing dissatisfaction with the situation.	France	United States	-0.01	0.900
		Germany	0.26	0.015
		Spain	0.08	0.446
		South Africa	0.01	0.950
		Singapore	0.95	0.000
		India	0.94	0.000
		Jordan	1.15	0.000
		Japan	0.44	0.000
		Scotland	0.03	0.744

## Leadership across Differences

Discourage women from expressing dissatisfaction with the situation.

Singapore	United States	-0.96	0.000
	Germany	-0.69	0.000
	Spain	-0.87	0.000
	South Africa	-0.95	0.000
	France	-0.95	0.000
	India	-0.02	0.859
	Jordan	0.20	0.097
	Japan	-0.51	0.000
	Scotland	-0.92	0.000

Discourage women from expressing dissatisfaction with the situation.

India	United States	-0.95	0.000
	Germany	-0.68	0.000
	Spain	-0.86	0.000
	South Africa	-0.93	0.000
	France	-0.94	0.000
	Singapore	0.02	0.859
	Jordan	0.22	0.034
	Japan	-0.49	0.000
	Scotland	-0.90	0.000

Discourage women from expressing dissatisfaction with the situation.

Jordan	United States	-1.17	0.000
	Germany	-0.90	0.000
	Spain	-1.07	0.000
	South Africa	-1.15	0.000
	France	-1.15	0.000
	Singapore	-0.20	0.097
	India	-0.22	0.034
	Japan	-0.71	0.000
	Scotland	-1.12	0.000

Discourage women from expressing dissatisfaction with the situation.

Japan	United States	-0.45	0.000
	Germany	-0.18	0.053
	Spain	-0.36	0.000
	South Africa	-0.44	0.000
	France	-0.44	0.000
	Singapore	0.51	0.000
	India	0.49	0.000
	Jordan	0.71	0.000
	Scotland	-0.41	0.000

Discourage women from expressing dissatisfaction with the situation.

Scotland	United States	-0.05	0.542
	Germany	0.22	0.019

## Leadership across Differences

		Spain	0.05	0.627
		South Africa	-0.03	0.811
		France	-0.03	0.744
		Singapore	0.92	0.000
		India	0.90	0.000
		Jordan	1.12	0.000
		Japan	0.41	0.000
Ask co-workers of the women who are upset to try to get them to calm down.	United States	Germany	0.48	0.000
		Spain	0.75	0.000
		South Africa	0.44	0.000
		France	0.34	0.001
		Singapore	1.82	0.000
		India	1.40	0.000
		Jordan	1.58	0.000
		Japan	0.49	0.000
		Scotland	0.11	0.201
Ask co-workers of the women who are upset to try to get them to calm down.	Germany	United States	-0.48	0.000
		Spain	0.27	0.016
		South Africa	-0.04	0.759
		France	-0.15	0.239
		Singapore	1.34	0.000
		India	0.92	0.000
		Jordan	1.10	0.000
		Japan	0.01	0.941
		Scotland	-0.37	0.001
Ask co-workers of the women who are upset to try to get them to calm down.	Spain	United States	-0.75	0.000
		Germany	-0.27	0.016
		South Africa	-0.31	0.018
		France	-0.42	0.001
		Singapore	1.07	0.000
		India	0.65	0.000
		Jordan	0.83	0.000
		Japan	-0.26	0.018
		Scotland	-0.64	0.000
Ask co-workers of the women who are upset to try to get them to calm down.	South Africa	United States	-0.44	0.000
		Germany	0.04	0.759
		Spain	0.31	0.018
		France	-0.11	0.457
		Singapore	1.38	0.000
		India	0.96	0.000

## Leadership across Differences

		Jordan	1.14	0.000
		Japan	0.05	0.709
		Scotland	-0.33	0.011
Ask co-workers of the women who are upset to try to get them to calm down.	France	United States	-0.34	0.001
		Germany	0.15	0.239
		Spain	0.42	0.001
		South Africa	0.11	0.457
		Singapore	1.48	0.000
		India	1.06	0.000
		Jordan	1.24	0.000
		Japan	0.15	0.209
		Scotland	-0.23	0.065
Ask co-workers of the women who are upset to try to get them to calm down.	Singapore	United States	-1.82	0.000
		Germany	-1.34	0.000
		Spain	-1.07	0.000
		South Africa	-1.38	0.000
		France	-1.48	0.000
		India	-0.42	0.000
		Jordan	-0.24	0.089
		Japan	-1.33	0.000
		Scotland	-1.71	0.000
Ask co-workers of the women who are upset to try to get them to calm down.	India	United States	-1.40	0.000
		Germany	-0.92	0.000
		Spain	-0.65	0.000
		South Africa	-0.96	0.000
		France	-1.06	0.000
		Singapore	0.42	0.000
		Jordan	0.18	0.138
		Japan	-0.91	0.000
		Scotland	-1.29	0.000
Ask co-workers of the women who are upset to try to get them to calm down.	Jordan	United States	-1.58	0.000
		Germany	-1.10	0.000
		Spain	-0.83	0.000
		South Africa	-1.14	0.000
		France	-1.24	0.000
		Singapore	0.24	0.089
		India	-0.18	0.138
		Japan	-1.09	0.000
		Scotland	-1.47	0.000

## Leadership across Differences

Ask co-workers of the women who are upset to try to get them to calm down.

Japan	United States	-0.49	0.000
	Germany	-0.01	0.941
	Spain	0.26	0.018
	South Africa	-0.05	0.709
	France	-0.15	0.209
	Singapore	1.33	0.000
	India	0.91	0.000
	Jordan	1.09	0.000
	Scotland	-0.38	0.001

Ask co-workers of the women who are upset to try to get them to calm down.

Scotland	United States	-0.11	0.201
	Germany	0.37	0.001
	Spain	0.64	0.000
	South Africa	0.33	0.011
	France	0.23	0.065
	Singapore	1.71	0.000
	India	1.29	0.000
	Jordan	1.47	0.000
	Japan	0.38	0.001

Inform the media about what is going on.<sup>a</sup>

United States	Germany	0.00	0.979
	Spain	0.09	0.376
	South Africa	-0.30	0.028
	France	0.06	0.767
	Jordan	0.19	0.094

Inform the media about what is going on.<sup>a</sup>

Germany	United States	0.00	0.979
	Spain	0.08	0.617
	South Africa	-0.31	0.108
	France	0.05	0.821
	Jordan	0.19	0.288

Inform the media about what is going on.<sup>a</sup>

Spain	United States	-0.09	0.376
	Germany	-0.08	0.617
	South Africa	-0.39	0.003
	France	-0.03	0.880
	Jordan	0.10	0.336

Inform the media about what is going on.<sup>a</sup>

South Africa	United States	0.30	0.028
	Germany	0.31	0.108
	Spain	0.39	0.003
	France	0.36	0.093
	Jordan	0.50	0.001

## Leadership across Differences

Inform the media about what is going on. <sup>a</sup>	France	United States	-0.06	0.767
		Germany	-0.05	0.821
		Spain	0.03	0.880
		South Africa	-0.36	0.093
		Jordan	0.13	0.511
Inform the media about what is going on. <sup>a</sup>	Jordan	United States	-0.19	0.094
		Germany	-0.19	0.288
		Spain	-0.10	0.336
		South Africa	-0.50	0.001
		France	-0.13	0.511
Redesign the work so that men and women will no longer have to interact with one another.	United States	Germany	0.32	0.000
		Spain	0.00	0.958
		South Africa	0.22	0.033
		France	0.17	0.074
		Singapore	0.99	0.000
		India	1.04	0.000
		Jordan	1.15	0.000
		Japan	0.75	0.000
		Scotland	0.10	0.209
Redesign the work so that men and women will no longer have to interact with one another.	Germany	United States	-0.32	0.000
		Spain	-0.32	0.002
		South Africa	-0.10	0.414
		France	-0.15	0.183
		Singapore	0.67	0.000
		India	0.72	0.000
		Jordan	0.83	0.000
		Japan	0.43	0.000
		Scotland	-0.22	0.034
Redesign the work so that men and women will no longer have to interact with one another.	Spain	United States	0.00	0.958
		Germany	0.32	0.002
		South Africa	0.22	0.075
		France	0.16	0.149
		Singapore	0.98	0.000
		India	1.03	0.000
		Jordan	1.15	0.000
		Japan	0.74	0.000
		Scotland	0.10	0.345
Redesign the work so that men and women will no longer have	South Africa	United States	-0.22	0.033

## Leadership across Differences

to interact with one another.

Germany	0.10	0.414
Spain	-0.22	0.075
France	-0.05	0.689
Singapore	0.77	0.000
India	0.82	0.000
Jordan	0.93	0.000
Japan	0.53	0.000
Scotland	-0.12	0.325

Redesign the work so that men and women will no longer have to interact with one another.

France	United States	-0.17	0.074
	Germany	0.15	0.183
	Spain	-0.16	0.149
	South Africa	0.05	0.689
	Singapore	0.82	0.000
	India	0.87	0.000
	Jordan	0.99	0.000
	Japan	0.58	0.000
	Scotland	-0.07	0.554

Redesign the work so that men and women will no longer have to interact with one another.

Singapore	United States	-0.99	0.000
	Germany	-0.67	0.000
	Spain	-0.98	0.000
	South Africa	-0.77	0.000
	France	-0.82	0.000
	India	0.05	0.641
	Jordan	0.17	0.199
	Japan	-0.24	0.040
	Scotland	-0.88	0.000

Redesign the work so that men and women will no longer have to interact with one another.

India	United States	-1.04	0.000
	Germany	-0.72	0.000
	Spain	-1.03	0.000
	South Africa	-0.82	0.000
	France	-0.87	0.000
	Singapore	-0.05	0.641
	Jordan	0.12	0.289
	Japan	-0.29	0.002
	Scotland	-0.93	0.000

Redesign the work so that men and women will no longer have to interact with one another.

Jordan	United States	-1.15	0.000
	Germany	-0.83	0.000
	Spain	-1.15	0.000
	South Africa	-0.93	0.000



## Leadership across Differences

		France	-0.99	0.000
		Singapore	-0.17	0.199
		India	-0.12	0.289
		Japan	-0.41	0.001
		Scotland	-1.05	0.000
Redesign the work so that men and women will no longer have to interact with one another.	Japan	United States	-0.75	0.000
		Germany	-0.43	0.000
		Spain	-0.74	0.000
		South Africa	-0.53	0.000
		France	-0.58	0.000
		Singapore	0.24	0.040
		India	0.29	0.002
		Jordan	0.41	0.001
		Scotland	-0.65	0.000
Redesign the work so that men and women will no longer have to interact with one another.	Scotland	United States	-0.10	0.209
		Germany	0.22	0.034
		Spain	-0.10	0.345
		South Africa	0.12	0.325
		France	0.07	0.554
		Singapore	0.88	0.000
		India	0.93	0.000
		Jordan	1.05	0.000
		Japan	0.65	0.000
Direct employees to stop the gossip and informal conversations.	United States	Germany	-0.34	0.000
		Spain	-0.50	0.000
		South Africa	0.08	0.486
		France	-0.33	0.002
		Singapore	0.48	0.000
		India	0.36	0.000
		Jordan	1.28	0.000
		Japan	-0.16	0.089
		Scotland	-0.37	0.000
Direct employees to stop the gossip and informal conversations.	Germany	United States	0.34	0.000
		Spain	-0.17	0.155
		South Africa	0.42	0.002
		France	0.01	0.962
		Singapore	0.82	0.000
		India	0.70	0.000
		Jordan	1.61	0.000
		Japan	0.18	0.121

## Leadership across Differences

		Scotland	-0.03	0.774
Direct employees to stop the gossip and informal conversations.	Spain	United States	0.50	0.000
		Germany	0.17	0.155
		South Africa	0.59	0.000
		France	0.17	0.178
		Singapore	0.99	0.000
		India	0.87	0.000
		Jordan	1.78	0.000
		Japan	0.35	0.003
		Scotland	0.13	0.252
Direct employees to stop the gossip and informal conversations.	South Africa	United States	-0.08	0.486
		Germany	-0.42	0.002
		Spain	-0.59	0.000
		France	-0.41	0.005
		Singapore	0.40	0.008
		India	0.28	0.027
		Jordan	1.20	0.000
		Japan	-0.24	0.084
		Scotland	-0.45	0.001
Direct employees to stop the gossip and informal conversations.	France	United States	0.33	0.002
		Germany	-0.01	0.962
		Spain	-0.17	0.178
		South Africa	0.41	0.005
		Singapore	0.81	0.000
		India	0.70	0.000
		Jordan	1.61	0.000
		Japan	0.18	0.171
		Scotland	-0.04	0.757
Direct employees to stop the gossip and informal conversations.	Singapore	United States	-0.48	0.000
		Germany	-0.82	0.000
		Spain	-0.99	0.000
		South Africa	-0.40	0.008
		France	-0.81	0.000
		India	-0.12	0.331
		Jordan	0.79	0.000
		Japan	-0.64	0.000
		Scotland	-0.85	0.000
Direct employees to stop the gossip and informal	India	United States	-0.36	0.000

## Leadership across Differences

conversations.

Germany	-0.70	0.000
Spain	-0.87	0.000
South Africa	-0.28	0.027
France	-0.70	0.000
Singapore	0.12	0.331
Jordan	0.91	0.000
Japan	-0.52	0.000
Scotland	-0.74	0.000

Direct employees to stop the gossip and informal conversations.

Jordan	United States	-1.28	0.000
	Germany	-1.61	0.000
	Spain	-1.78	0.000
	South Africa	-1.20	0.000
	France	-1.61	0.000
	Singapore	-0.79	0.000
	India	-0.91	0.000
	Japan	-1.43	0.000
	Scotland	-1.65	0.000

Direct employees to stop the gossip and informal conversations.

Japan	United States	0.16	0.089
	Germany	-0.18	0.121
	Spain	-0.35	0.003
	South Africa	0.24	0.084
	France	-0.18	0.171
	Singapore	0.64	0.000
	India	0.52	0.000
	Jordan	1.43	0.000
	Scotland	-0.22	0.064

Direct employees to stop the gossip and informal conversations.

Scotland	United States	0.37	0.000
	Germany	0.03	0.774
	Spain	-0.13	0.252
	South Africa	0.45	0.001
	France	0.04	0.757
	Singapore	0.85	0.000
	India	0.74	0.000
	Jordan	1.65	0.000
	Japan	0.22	0.064

Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.

United States	Germany	-0.28	0.000
	Spain	-0.15	0.047

## Leadership across Differences

		South Africa	-0.09	0.348
		France	-0.22	0.014
		Singapore	-0.10	0.250
		India	-0.46	0.000
		Jordan	0.20	0.037
		Japan	-0.13	0.087
		Scotland	-0.30	0.000
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	Germany	United States	0.28	0.000
		Spain	0.13	0.198
		South Africa	0.19	0.108
		France	0.06	0.591
		Singapore	0.17	0.117
		India	-0.18	0.039
		Jordan	0.48	0.000
		Japan	0.15	0.133
		Scotland	-0.02	0.832
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	Spain	United States	0.15	0.047
		Germany	-0.13	0.198
		South Africa	0.06	0.601
		France	-0.07	0.528
		Singapore	0.05	0.670
		India	-0.31	0.000
		Jordan	0.35	0.002
		Japan	0.02	0.828
		Scotland	-0.15	0.129
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	South Africa	United States	0.09	0.348
		Germany	-0.19	0.108
		Spain	-0.06	0.601
		France	-0.13	0.302
		Singapore	-0.01	0.914
		India	-0.37	0.001
		Jordan	0.29	0.023
		Japan	-0.04	0.734
		Scotland	-0.21	0.071
Provide individuals with a regular opportunity to learn	France	United States	0.22	0.014

## Leadership across Differences

more about the feelings, history and customs of those who are different from them.

Germany	-0.06	0.591
Spain	0.07	0.528
South Africa	0.13	0.302
Singapore	0.11	0.336
India	-0.24	0.015
Jordan	0.42	0.001
Japan	0.09	0.409
Scotland	-0.08	0.461

Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.

Singapore	United States	0.10	0.250
	Germany	-0.17	0.117
	Spain	-0.05	0.670
	South Africa	0.01	0.914
	France	-0.11	0.336
	India	-0.36	0.000
	Jordan	0.30	0.014
	Japan	-0.03	0.816
	Scotland	-0.19	0.076

Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.

India	United States	0.46	0.000
	Germany	0.18	0.039
	Spain	0.31	0.000
	South Africa	0.37	0.001
	France	0.24	0.015
	Singapore	0.36	0.000
	Jordan	0.66	0.000
	Japan	0.33	0.000
	Scotland	0.16	0.063

Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.

Jordan	United States	-0.20	0.037
	Germany	-0.48	0.000
	Spain	-0.35	0.002
	South Africa	-0.29	0.023
	France	-0.42	0.001
	Singapore	-0.30	0.014
	India	-0.66	0.000
	Japan	-0.33	0.003

## Leadership across Differences

		Scotland	-0.50	0.000
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	Japan	United States	0.13	0.087
		Germany	-0.15	0.133
		Spain	-0.02	0.828
		South Africa	0.04	0.734
		France	-0.09	0.409
		Singapore	0.03	0.816
		India	-0.33	0.000
		Jordan	0.33	0.003
		Scotland	-0.17	0.083
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	Scotland	United States	0.30	0.000
		Germany	0.02	0.832
		Spain	0.15	0.129
		South Africa	0.21	0.071
		France	0.08	0.461
		Singapore	0.19	0.076
		India	-0.16	0.063
		Jordan	0.50	0.000
		Japan	0.17	0.083
Insist that the men in the department apologize to the women.	United States	Germany	0.49	0.000
		Spain	0.18	0.041
		South Africa	0.14	0.218
		France	0.65	0.000
		Singapore	0.08	0.463
		India	0.06	0.471
		Jordan	0.64	0.000
		Japan	-0.20	0.024
		Scotland	-0.26	0.004
Insist that the men in the department apologize to the women.	Germany	United States	-0.49	0.000
		Spain	-0.30	0.008
		South Africa	-0.35	0.011
		France	0.16	0.215
		Singapore	-0.41	0.002
		India	-0.43	0.000
		Jordan	0.16	0.252
		Japan	-0.69	0.000

## Leadership across Differences

		Scotland	-0.75	0.000
Insist that the men in the department apologize to the women.	Spain	United States	-0.18	0.041
		Germany	0.30	0.008
		South Africa	-0.04	0.755
		France	0.46	0.000
		Singapore	-0.11	0.414
		India	-0.13	0.215
		Jordan	0.46	0.001
		Japan	-0.39	0.001
		Scotland	-0.44	0.000
Insist that the men in the department apologize to the women.	South Africa	United States	-0.14	0.218
		Germany	0.35	0.011
		Spain	0.04	0.755
		France	0.50	0.001
		Singapore	-0.06	0.669
		India	-0.09	0.492
		Jordan	0.50	0.001
		Japan	-0.34	0.011
		Scotland	-0.40	0.003
Insist that the men in the department apologize to the women.	France	United States	-0.65	0.000
		Germany	-0.16	0.215
		Spain	-0.46	0.000
		South Africa	-0.50	0.001
		Singapore	-0.57	0.000
		India	-0.59	0.000
		Jordan	0.00	0.981
		Japan	-0.85	0.000
		Scotland	-0.91	0.000
Insist that the men in the department apologize to the women.	Singapore	United States	-0.08	0.463
		Germany	0.41	0.002
		Spain	0.11	0.414
		South Africa	0.06	0.669
		France	0.57	0.000
		India	-0.02	0.842
		Jordan	0.56	0.000
		Japan	-0.28	0.028
		Scotland	-0.34	0.008
Insist that the men in the department apologize to the	India	United States	-0.06	0.471

## Leadership across Differences

women.

Germany	0.43	0.000
Spain	0.13	0.215
South Africa	0.09	0.492
France	0.59	0.000
Singapore	0.02	0.842
Jordan	0.59	0.000
Japan	-0.26	0.013
Scotland	-0.32	0.002

Insist that the men in the department apologize to the women.

Jordan	United States	-0.64	0.000
	Germany	-0.16	0.252
	Spain	-0.46	0.001
	South Africa	-0.50	0.001
	France	0.00	0.981
	Singapore	-0.56	0.000
	India	-0.59	0.000
	Japan	-0.85	0.000
	Scotland	-0.90	0.000

Insist that the men in the department apologize to the women.

Japan	United States	0.20	0.024
	Germany	0.69	0.000
	Spain	0.39	0.001
	South Africa	0.34	0.011
	France	0.85	0.000
	Singapore	0.28	0.028
	India	0.26	0.013
	Jordan	0.85	0.000
	Scotland	-0.06	0.612

Insist that the men in the department apologize to the women.

Scotland	United States	0.26	0.004
	Germany	0.75	0.000
	Spain	0.44	0.000
	South Africa	0.40	0.003
	France	0.91	0.000
	Singapore	0.34	0.008
	India	0.32	0.002
	Jordan	0.90	0.000
	Japan	0.06	0.612

Take legal action against these men immediately.<sup>a</sup>

United States	Germany	0.11	0.658
	Spain	0.19	0.183
	South Africa	0.02	0.900
	France	0.91	0.002



## Leadership across Differences

		Jordan	0.90	0.000
Take legal action against these men immediately. <sup>a</sup>	Germany	United States	-0.11	0.658
		Spain	0.08	0.732
		South Africa	-0.09	0.729
		France	0.80	0.025
		Jordan	0.79	0.002
Take legal action against these men immediately. <sup>a</sup>	Spain	United States	-0.19	0.183
		Germany	-0.08	0.732
		South Africa	-0.17	0.277
		France	0.71	0.014
		Jordan	0.71	0.000
Take legal action against these men immediately. <sup>a</sup>	South Africa	United States	-0.02	0.900
		Germany	0.09	0.729
		Spain	0.17	0.277
		France	0.88	0.003
		Jordan	0.88	0.000
Take legal action against these men immediately. <sup>a</sup>	France	United States	-0.91	0.002
		Germany	-0.80	0.025
		Spain	-0.71	0.014
		South Africa	-0.88	0.003
		Jordan	0.00	0.989
Take legal action against these men immediately. <sup>a</sup>	Jordan	United States	-0.90	0.000
		Germany	-0.79	0.002
		Spain	-0.71	0.000
		South Africa	-0.88	0.000
		France	0.00	0.989
Apologize to those women who were offended.	United States	Germany	-0.26	0.001
		Spain	0.03	0.712
		South Africa	0.04	0.718
		France	0.16	0.073
		Singapore	-0.19	0.045
		India	-0.26	0.000
		Jordan	0.22	0.025
		Japan	-0.60	0.000
		Scotland	-0.19	0.012
Apologize to those women who were offended.	Germany	United States	0.26	0.001
		Spain	0.29	0.004
		South Africa	0.29	0.012

## Leadership across Differences

		France	0.42	0.000
		Singapore	0.07	0.509
		India	-0.01	0.948
		Jordan	0.48	0.000
		Japan	-0.35	0.000
		Scotland	0.06	0.512
Apologize to those women who were offended.	Spain	United States	-0.03	0.712
		Germany	-0.29	0.004
		South Africa	0.01	0.950
		France	0.14	0.217
		Singapore	-0.21	0.053
		India	-0.29	0.001
		Jordan	0.19	0.099
		Japan	-0.63	0.000
		Scotland	-0.22	0.023
Apologize to those women who were offended.	South Africa	United States	-0.04	0.718
		Germany	-0.29	0.012
		Spain	-0.01	0.950
		France	0.13	0.309
		Singapore	-0.22	0.081
		India	-0.30	0.006
		Jordan	0.18	0.163
		Japan	-0.64	0.000
		Scotland	-0.23	0.048
Apologize to those women who were offended.	France	United States	-0.16	0.073
		Germany	-0.42	0.000
		Spain	-0.14	0.217
		South Africa	-0.13	0.309
		Singapore	-0.35	0.004
		India	-0.43	0.000
		Jordan	0.05	0.664
		Japan	-0.77	0.000
		Scotland	-0.36	0.001
Apologize to those women who were offended.	Singapore	United States	0.19	0.045
		Germany	-0.07	0.509
		Spain	0.21	0.053
		South Africa	0.22	0.081
		France	0.35	0.004
		India	-0.08	0.440
		Jordan	0.40	0.001
		Japan	-0.42	0.000
		Scotland	-0.01	0.937

## Leadership across Differences

Apologize to those women who were offended.	India	United States	0.26	0.000
		Germany	0.01	0.948
		Spain	0.29	0.001
		South Africa	0.30	0.006
		France	0.43	0.000
		Singapore	0.08	0.440
		Jordan	0.48	0.000
		Japan	-0.34	0.000
		Scotland	0.07	0.429
		Apologize to those women who were offended.	Jordan	United States
Germany	-0.48			0.000
Spain	-0.19			0.099
South Africa	-0.18			0.163
France	-0.05			0.664
Singapore	-0.40			0.001
India	-0.48			0.000
Japan	-0.82			0.000
Scotland	-0.41			0.000
Apologize to those women who were offended.	Japan			United States
		Germany	0.35	0.000
		Spain	0.63	0.000
		South Africa	0.64	0.000
		France	0.77	0.000
		Singapore	0.42	0.000
		India	0.34	0.000
		Jordan	0.82	0.000
		Scotland	0.41	0.000
		Apologize to those women who were offended.	Scotland	United States
Germany	-0.06			0.512
Spain	0.22			0.023
South Africa	0.23			0.048
France	0.36			0.001
Singapore	0.01			0.937
India	-0.07			0.429
Jordan	0.41			0.000
Japan	-0.41			0.000
Appoint a qualified woman to a supervisory job. <sup>c</sup>	United States			Germany
		Spain	-0.22	0.023
		South Africa	-0.27	0.015
		France	-0.03	0.884
		Jordan	0.41	0.000
		Scotland	0.83	0.000

## Leadership across Differences

Appoint a qualified woman to a supervisory job. <sup>c</sup>	Germany	United States	-0.04	0.793
		Spain	-0.26	0.101
		South Africa	-0.32	0.064
		France	-0.07	0.758
		Jordan	0.36	0.033
		Scotland	0.79	0.000
Appoint a qualified woman to a supervisory job. <sup>c</sup>	Spain	United States	0.22	0.023
		Germany	0.26	0.101
		South Africa	-0.05	0.620
		France	0.19	0.310
		Jordan	0.63	0.000
		Scotland	1.05	0.000
Appoint a qualified woman to a supervisory job. <sup>c</sup>	South Africa	United States	0.27	0.015
		Germany	0.32	0.064
		Spain	0.05	0.620
		France	0.25	0.216
		Jordan	0.68	0.000
		Scotland	1.11	0.000
Appoint a qualified woman to a supervisory job. <sup>c</sup>	France	United States	0.03	0.884
		Germany	0.07	0.758
		Spain	-0.19	0.310
		South Africa	-0.25	0.216
		Jordan	0.44	0.028
		Scotland	0.86	0.000
Appoint a qualified woman to a supervisory job. <sup>c</sup>	Jordan	United States	-0.41	0.000
		Germany	-0.36	0.033
		Spain	-0.63	0.000
		South Africa	-0.68	0.000
		France	-0.44	0.028
		Scotland	0.43	0.003
Appoint a qualified woman to a supervisory job. <sup>c</sup>	Scotland	United States	-0.83	0.000
		Germany	-0.79	0.000
		Spain	-1.05	0.000
		South Africa	-1.11	0.000
		France	-0.86	0.000
		Jordan	-0.43	0.003
Initiate team-building exercises for men and women.	United States	Germany	0.04	0.567
		Spain	-0.16	0.027

## Leadership across Differences

		South Africa	-0.02	0.803
		France	-0.06	0.502
		Singapore	-0.10	0.248
		India	-0.19	0.001
		Jordan	0.22	0.017
		Japan	-0.16	0.027
		Scotland	-0.32	0.000
Initiate team-building exercises for men and women.	Germany	United States	-0.04	0.567
		Spain	-0.20	0.030
		South Africa	-0.07	0.552
		France	-0.10	0.336
		Singapore	-0.14	0.173
		India	-0.24	0.005
		Jordan	0.18	0.105
		Japan	-0.20	0.030
		Scotland	-0.36	0.000
Initiate team-building exercises for men and women.	Spain	United States	0.16	0.027
		Germany	0.20	0.030
		South Africa	0.14	0.209
		France	0.10	0.314
		Singapore	0.06	0.566
		India	-0.04	0.668
		Jordan	0.38	0.000
		Japan	0.00	1.000
		Scotland	-0.16	0.110
Initiate team-building exercises for men and women.	South Africa	United States	0.02	0.803
		Germany	0.07	0.552
		Spain	-0.14	0.209
		France	-0.03	0.773
		Singapore	-0.08	0.516
		India	-0.17	0.090
		Jordan	0.24	0.049
		Japan	-0.14	0.209
		Scotland	-0.30	0.011
Initiate team-building exercises for men and women.	France	United States	0.06	0.502
		Germany	0.10	0.336
		Spain	-0.10	0.314
		South Africa	0.03	0.773
		Singapore	-0.04	0.701
		India	-0.14	0.143
		Jordan	0.27	0.018
		Japan	-0.10	0.314
		Scotland	-0.26	0.017

## Leadership across Differences

Initiate team-building exercises for men and women.	Singapore	United States	0.10	0.248
		Germany	0.14	0.173
		Spain	-0.06	0.566
		South Africa	0.08	0.516
		France	0.04	0.701
		India	-0.09	0.322
		Jordan	0.32	0.007
		Japan	-0.06	0.566
		Scotland	-0.22	0.048
Initiate team-building exercises for men and women.	India	United States	0.19	0.001
		Germany	0.24	0.005
		Spain	0.04	0.668
		South Africa	0.17	0.090
		France	0.14	0.143
		Singapore	0.09	0.322
		Jordan	0.41	0.000
		Japan	0.04	0.668
		Scotland	-0.13	0.179
Initiate team-building exercises for men and women.	Jordan	United States	-0.22	0.017
		Germany	-0.18	0.105
		Spain	-0.38	0.000
		South Africa	-0.24	0.049
		France	-0.27	0.018
		Singapore	-0.32	0.007
		India	-0.41	0.000
		Japan	-0.38	0.000
		Scotland	-0.54	0.000
Initiate team-building exercises for men and women.	Japan	United States	0.16	0.027
		Germany	0.20	0.030
		Spain	0.00	1.000
		South Africa	0.14	0.209
		France	0.10	0.314
		Singapore	0.06	0.566
		India	-0.04	0.668
		Jordan	0.38	0.000
		Scotland	-0.16	0.110
Initiate team-building exercises for men and women.	Scotland	United States	0.32	0.000
		Germany	0.36	0.000
		Spain	0.16	0.110
		South Africa	0.30	0.011
		France	0.26	0.017

## Leadership across Differences

		Singapore	0.22	0.048
		India	0.13	0.179
		Jordan	0.54	0.000
		Japan	0.16	0.110
Initiate coaching for the men in this department.	United States	Germany	-0.30	0.000
		Spain	-0.71	0.000
		South Africa	-0.27	0.005
		France	-0.32	0.000
		Singapore	-0.17	0.050
		India	-0.47	0.000
		Jordan	0.05	0.618
		Japan	0.09	0.239
		Scotland	-0.27	0.000
Initiate coaching for the men in this department.	Germany	United States	0.30	0.000
		Spain	-0.41	0.000
		South Africa	0.03	0.814
		France	-0.02	0.820
		Singapore	0.12	0.247
		India	-0.17	0.044
		Jordan	0.34	0.002
		Japan	0.38	0.000
		Scotland	0.03	0.780
Initiate coaching for the men in this department.	Spain	United States	0.71	0.000
		Germany	0.41	0.000
		South Africa	0.44	0.000
		France	0.39	0.000
		Singapore	0.54	0.000
		India	0.24	0.005
		Jordan	0.76	0.000
		Japan	0.80	0.000
		Scotland	0.44	0.000
Initiate coaching for the men in this department.	South Africa	United States	0.27	0.005
		Germany	-0.03	0.814
		Spain	-0.44	0.000
		France	-0.05	0.676
		Singapore	0.10	0.425
		India	-0.20	0.055
		Jordan	0.32	0.012
		Japan	0.36	0.001
		Scotland	0.00	1.000
Initiate coaching for the men in this department.	France	United States	0.32	0.000

## Leadership across Differences

		Germany	0.02	0.820
		Spain	-0.39	0.000
		South Africa	0.05	0.676
		Singapore	0.15	0.201
		India	-0.15	0.122
		Jordan	0.37	0.002
		Japan	0.41	0.000
		Scotland	0.05	0.630
Initiate coaching for the men in this department.	Singapore	United States	0.17	0.050
		Germany	-0.12	0.247
		Spain	-0.54	0.000
		South Africa	-0.10	0.425
		France	-0.15	0.201
		India	-0.30	0.002
		Jordan	0.22	0.068
		Japan	0.26	0.014
		Scotland	-0.10	0.359
Initiate coaching for the men in this department.	India	United States	0.47	0.000
		Germany	0.17	0.044
		Spain	-0.24	0.005
		South Africa	0.20	0.055
		France	0.15	0.122
		Singapore	0.30	0.002
		Jordan	0.52	0.000
		Japan	0.56	0.000
		Scotland	0.20	0.019
Initiate coaching for the men in this department.	Jordan	United States	-0.05	0.618
		Germany	-0.34	0.002
		Spain	-0.76	0.000
		South Africa	-0.32	0.012
		France	-0.37	0.002
		Singapore	-0.22	0.068
		India	-0.52	0.000
		Japan	0.04	0.714
		Scotland	-0.32	0.004
Initiate coaching for the men in this department.	Japan	United States	-0.09	0.239
		Germany	-0.38	0.000
		Spain	-0.80	0.000
		South Africa	-0.36	0.001
		France	-0.41	0.000
		Singapore	-0.26	0.014
		India	-0.56	0.000
		Jordan	-0.04	0.714



## Leadership across Differences

		Scotland	-0.36	0.000
Initiate coaching for the men in this department.	Scotland	United States	0.27	0.000
		Germany	-0.03	0.780
		Spain	-0.44	0.000
		South Africa	0.00	1.000
		France	-0.05	0.630
		Singapore	0.10	0.359
		India	-0.20	0.019
		Jordan	0.32	0.004
		Japan	0.36	0.000
Develop a policy that threatens anyone with immediate termination for making suggestive comments or inappropriate touching.	United States	Germany	-0.44	0.000
		Spain	-0.77	0.000
		South Africa	-0.31	0.009
		France	-0.50	0.000
		Singapore	-0.42	0.000
		India	-0.35	0.000
		Jordan	0.01	0.924
		Japan	-0.15	0.116
		Scotland	-0.71	0.000
Develop a policy that threatens anyone with immediate termination for making suggestive comments or inappropriate touching.	Germany	United States	0.44	0.000
		Spain	-0.33	0.006
		South Africa	0.13	0.377
		France	-0.06	0.648
		Singapore	0.01	0.918
		India	0.08	0.437
		Jordan	0.45	0.001
		Japan	0.29	0.016
		Scotland	-0.28	0.021
Develop a policy that threatens anyone with immediate termination for making suggestive comments or inappropriate touching.	Spain	United States	0.77	0.000
		Germany	0.33	0.006
		South Africa	0.45	0.001
		France	0.27	0.041
		Singapore	0.34	0.010
		India	0.41	0.000
		Jordan	0.78	0.000

## Leadership across Differences

		Japan	0.62	0.000
		Scotland	0.05	0.660
Develop a policy that threatens anyone with immediate termination for making suggestive comments or inappropriate touching.	South Africa	United States	0.31	0.009
		Germany	-0.13	0.377
		Spain	-0.45	0.001
		France	-0.19	0.220
		Singapore	-0.11	0.468
		India	-0.04	0.757
		Jordan	0.32	0.041
		Japan	0.16	0.240
		Scotland	-0.40	0.004
		Develop a policy that threatens anyone with immediate termination for making suggestive comments or inappropriate touching.	France	United States
Germany	0.06			0.648
Spain	-0.27			0.041
South Africa	0.19			0.220
Singapore	0.07			0.608
India	0.15			0.232
Jordan	0.51			0.001
Japan	0.35			0.008
Scotland	-0.22			0.099
Develop a policy that threatens anyone with immediate termination for making suggestive comments or inappropriate touching.	Singapore	United States	0.42	0.000
		Germany	-0.01	0.918
		Spain	-0.34	0.010
		South Africa	0.11	0.468
		France	-0.07	0.608
		India	0.07	0.568
		Jordan	0.43	0.004
		Japan	0.28	0.039
		Scotland	-0.29	0.029
Develop a policy that threatens anyone with immediate termination for making suggestive comments or inappropriate touching.	India	United States	0.35	0.000
		Germany	-0.08	0.437
		Spain	-0.41	0.000

## Leadership across Differences

		South Africa	0.04	0.757
		France	-0.15	0.232
		Singapore	-0.07	0.568
		Jordan	0.36	0.005
		Japan	0.21	0.055
		Scotland	-0.36	0.001
Develop a policy that threatens anyone with immediate termination for making suggestive comments or inappropriate touching.	Jordan	United States	-0.01	0.924
		Germany	-0.45	0.001
		Spain	-0.78	0.000
		South Africa	-0.32	0.041
		France	-0.51	0.001
		Singapore	-0.43	0.004
		India	-0.36	0.005
		Japan	-0.16	0.257
		Scotland	-0.73	0.000
Develop a policy that threatens anyone with immediate termination for making suggestive comments or inappropriate touching.	Japan	United States	0.15	0.116
		Germany	-0.29	0.016
		Spain	-0.62	0.000
		South Africa	-0.16	0.240
		France	-0.35	0.008
		Singapore	-0.28	0.039
		India	-0.21	0.055
		Jordan	0.16	0.257
		Scotland	-0.57	0.000
Develop a policy that threatens anyone with immediate termination for making suggestive comments or inappropriate touching.	Scotland	United States	0.71	0.000
		Germany	0.28	0.021
		Spain	-0.05	0.660
		South Africa	0.40	0.004
		France	0.22	0.099
		Singapore	0.29	0.029
		India	0.36	0.001
		Jordan	0.73	0.000
		Japan	0.57	0.000
Develop a policy that threatens anyone with legal action for making suggestive comments or	United States	Germany	-0.40	0.065

## Leadership across Differences

inappropriate touching. <sup>a</sup>		Spain	-0.52	0.000
		South Africa	-0.27	0.136
		France	0.15	0.573
		Jordan	0.19	0.195
Develop a policy that threatens anyone with legal action for making suggestive comments or inappropriate touching. <sup>a</sup>	Germany	United States	0.40	0.065
		Spain	-0.12	0.575
		South Africa	0.13	0.584
		France	0.55	0.077
		Jordan	0.59	0.008
Develop a policy that threatens anyone with legal action for making suggestive comments or inappropriate touching. <sup>a</sup>	Spain	United States	0.52	0.000
		Germany	0.12	0.575
		South Africa	0.25	0.140
		France	0.66	0.009
		Jordan	0.71	0.000
Develop a policy that threatens anyone with legal action for making suggestive comments or inappropriate touching. <sup>a</sup>	South Africa	United States	0.27	0.136
		Germany	-0.13	0.584
		Spain	-0.25	0.140
		France	0.41	0.145
		Jordan	0.46	0.014
Develop a policy that threatens anyone with legal action for making suggestive comments or inappropriate touching. <sup>a</sup>	France	United States	-0.15	0.573
		Germany	-0.55	0.077
		Spain	-0.66	0.009
		South Africa	-0.41	0.145
		Jordan	0.04	0.866
Develop a policy that threatens anyone with legal action for making suggestive comments or inappropriate touching. <sup>a</sup>	Jordan	United States	-0.19	0.195
		Germany	-0.59	0.008
		Spain	-0.71	0.000
		South Africa	-0.46	0.014
		France	-0.04	0.866
Establish an independent office	United States	Germany	-0.12	0.131

## Leadership across Differences

to handle such incidents.

Spain	-0.95	0.000
South Africa	-0.52	0.000
France	-0.71	0.000
Singapore	-0.56	0.000
India	-0.50	0.000
Jordan	-0.44	0.000
Japan	-0.05	0.549
Scotland	-0.42	0.000

Establish an independent office to handle such incidents.

Germany	United States	0.12	0.131
	Spain	-0.83	0.000
	South Africa	-0.40	0.001
	France	-0.59	0.000
	Singapore	-0.44	0.000
	India	-0.37	0.000
	Jordan	-0.32	0.008
	Japan	0.07	0.465
	Scotland	-0.30	0.003

Establish an independent office to handle such incidents.

Spain	United States	0.95	0.000
	Germany	0.83	0.000
	South Africa	0.43	0.000
	France	0.24	0.033
	Singapore	0.38	0.001
	India	0.45	0.000
	Jordan	0.51	0.000
	Japan	0.90	0.000
	Scotland	0.53	0.000

Establish an independent office to handle such incidents.

South Africa	United States	0.52	0.000
	Germany	0.40	0.001
	Spain	-0.43	0.000
	France	-0.19	0.137
	Singapore	-0.05	0.724
	India	0.02	0.851
	Jordan	0.08	0.555
	Japan	0.47	0.000
	Scotland	0.10	0.418

Establish an independent office to handle such incidents.

France	United States	0.71	0.000
	Germany	0.59	0.000
	Spain	-0.24	0.033
	South Africa	0.19	0.137
	Singapore	0.15	0.238
	India	0.21	0.040
	Jordan	0.27	0.034

## Leadership across Differences

		Japan	0.66	0.000
		Scotland	0.29	0.010
Establish an independent office to handle such incidents.	Singapore	United States	0.56	0.000
		Germany	0.44	0.000
		Spain	-0.38	0.001
		South Africa	0.05	0.724
		France	-0.15	0.238
		India	0.07	0.526
		Jordan	0.13	0.332
		Japan	0.52	0.000
		Scotland	0.14	0.209
Establish an independent office to handle such incidents.	India	United States	0.50	0.000
		Germany	0.37	0.000
		Spain	-0.45	0.000
		South Africa	-0.02	0.851
		France	-0.21	0.040
		Singapore	-0.07	0.526
		Jordan	0.06	0.597
		Japan	0.45	0.000
		Scotland	0.08	0.408
Establish an independent office to handle such incidents.	Jordan	United States	0.44	0.000
		Germany	0.32	0.008
		Spain	-0.51	0.000
		South Africa	-0.08	0.555
		France	-0.27	0.034
		Singapore	-0.13	0.332
		India	-0.06	0.597
		Japan	0.39	0.001
		Scotland	0.02	0.881
Establish an independent office to handle such incidents.	Japan	United States	0.05	0.549
		Germany	-0.07	0.465
		Spain	-0.90	0.000
		South Africa	-0.47	0.000
		France	-0.66	0.000
		Singapore	-0.52	0.000
		India	-0.45	0.000
		Jordan	-0.39	0.001
		Scotland	-0.37	0.000
Establish an independent office to handle such incidents.	Scotland	United States	0.42	0.000
		Germany	0.30	0.003
		Spain	-0.53	0.000

## Leadership across Differences

		South Africa	-0.10	0.418
		France	-0.29	0.010
		Singapore	-0.14	0.209
		India	-0.08	0.408
		Jordan	-0.02	0.881
		Japan	0.37	0.000
Stop hiring so many women. <sup>a</sup>	United States	Germany	0.09	0.605
		Spain	0.04	0.678
		South Africa	0.44	0.000
		France	-0.04	0.842
		Jordan	1.12	0.000
Stop hiring so many women. <sup>a</sup>	Germany	United States	-0.09	0.605
		Spain	-0.05	0.775
		South Africa	0.36	0.041
		France	-0.13	0.592
		Jordan	1.03	0.000
Stop hiring so many women. <sup>a</sup>	Spain	United States	-0.04	0.678
		Germany	0.05	0.775
		South Africa	0.40	0.000
		France	-0.08	0.678
		Jordan	1.08	0.000
Stop hiring so many women. <sup>a</sup>	South Africa	United States	-0.44	0.000
		Germany	-0.36	0.041
		Spain	-0.40	0.000
		France	-0.48	0.015
		Jordan	0.68	0.000
Stop hiring so many women. <sup>a</sup>	France	United States	0.04	0.842
		Germany	0.13	0.592
		Spain	0.08	0.678
		South Africa	0.48	0.015
		Jordan	1.16	0.000
Stop hiring so many women. <sup>a</sup>	Jordan	United States	-1.12	0.000
		Germany	-1.03	0.000
		Spain	-1.08	0.000
		South Africa	-0.68	0.000
		France	-1.16	0.000
Conduct a best practices survey to develop recommendations based on what other organizations do.	United States	Germany	-0.11	0.131
		Spain	-0.38	0.000
		South Africa	-0.02	0.842
		France	-0.13	0.106

## Leadership across Differences

		Singapore	-0.04	0.628
		India	-0.29	0.000
		Jordan	-0.24	0.008
		Japan	0.23	0.001
		Scotland	0.06	0.433
Conduct a best practices survey to develop recommendations based on what other organizations do.	Germany	United States	0.11	0.131
		Spain	-0.27	0.003
		South Africa	0.09	0.396
		France	-0.03	0.805
		Singapore	0.07	0.505
		India	-0.18	0.031
		Jordan	-0.13	0.227
		Japan	0.34	0.000
		Scotland	0.17	0.071
Conduct a best practices survey to develop recommendations based on what other organizations do.	Spain	United States	0.38	0.000
		Germany	0.27	0.003
		South Africa	0.36	0.001
		France	0.24	0.015
		Singapore	0.34	0.001
		India	0.09	0.277
		Jordan	0.14	0.184
		Japan	0.61	0.000
		Scotland	0.43	0.000
Conduct a best practices survey to develop recommendations based on what other organizations do.	South Africa	United States	0.02	0.842
		Germany	-0.09	0.396
		Spain	-0.36	0.001
		France	-0.12	0.312
		Singapore	-0.02	0.844
		India	-0.27	0.007
		Jordan	-0.22	0.066
		Japan	0.25	0.018
		Scotland	0.07	0.489
Conduct a best practices survey to develop recommendations based on what other organizations do.	France	United States	0.13	0.106
		Germany	0.03	0.805
		Spain	-0.24	0.015
		South Africa	0.12	0.312



## Leadership across Differences

		Singapore	0.09	0.398
		India	-0.15	0.095
		Jordan	-0.10	0.364
		Japan	0.37	0.000
		Scotland	0.19	0.058
Conduct a best practices survey to develop recommendations based on what other organizations do.	Singapore	United States	0.04	0.628
		Germany	-0.07	0.505
		Spain	-0.34	0.001
		South Africa	0.02	0.844
		France	-0.09	0.398
		India	-0.25	0.009
		Jordan	-0.20	0.088
		Japan	0.27	0.007
		Scotland	0.10	0.340
Conduct a best practices survey to develop recommendations based on what other organizations do.	India	United States	0.29	0.000
		Germany	0.18	0.031
		Spain	-0.09	0.277
		South Africa	0.27	0.007
		France	0.15	0.095
		Singapore	0.25	0.009
		Jordan	0.05	0.604
		Japan	0.52	0.000
		Scotland	0.34	0.000
Conduct a best practices survey to develop recommendations based on what other organizations do.	Jordan	United States	0.24	0.008
		Germany	0.13	0.227
		Spain	-0.14	0.184
		South Africa	0.22	0.066
		France	0.10	0.364
		Singapore	0.20	0.088
		India	-0.05	0.604
		Japan	0.47	0.000
		Scotland	0.29	0.005
Conduct a best practices survey to develop recommendations based on what other organizations do.	Japan	United States	-0.23	0.001
		Germany	-0.34	0.000
		Spain	-0.61	0.000
		South Africa	-0.25	0.018

## Leadership across Differences

		France	-0.37	0.000
		Singapore	-0.27	0.007
		India	-0.52	0.000
		Jordan	-0.47	0.000
		Scotland	-0.18	0.049
Conduct a best practices survey to develop recommendations based on what other organizations do.	Scotland	United States	-0.06	0.433
		Germany	-0.17	0.071
		Spain	-0.43	0.000
		South Africa	-0.07	0.489
		France	-0.19	0.058
		Singapore	-0.10	0.340
		India	-0.34	0.000
		Jordan	-0.29	0.005
		Japan	0.18	0.049
Hold training programs to teach men and women how to work together without disruption. <sup>a</sup>	United States	Germany	-0.56	0.000
		Spain	-0.35	0.000
		South Africa	-0.11	0.281
		France	-0.41	0.020
		Jordan	-0.33	0.001
Hold training programs to teach men and women how to work together without disruption. <sup>a</sup>	Germany	United States	0.56	0.000
		Spain	0.21	0.010
		South Africa	0.45	0.000
		France	0.16	0.367
		Jordan	0.23	0.018
Hold training programs to teach men and women how to work together without disruption. <sup>a</sup>	Spain	United States	0.35	0.000
		Germany	-0.21	0.010
		South Africa	0.24	0.014
		France	-0.06	0.738
		Jordan	0.01	0.883
Hold training programs to teach men and women how to work together without disruption. <sup>a</sup>	South Africa	United States	0.11	0.281
		Germany	-0.45	0.000
		Spain	-0.24	0.014
		France	-0.30	0.100
		Jordan	-0.22	0.039
Hold training programs to teach	France	United States	0.41	0.020

## Leadership across Differences

men and women how to work together without disruption.<sup>a</sup>

Germany	-0.16	0.367
Spain	0.06	0.738
South Africa	0.30	0.100
Jordan	0.07	0.690

Hold training programs to teach men and women how to work together without disruption.<sup>a</sup>

Jordan	United States	0.33	0.001
	Germany	-0.23	0.018
	Spain	-0.01	0.883
	South Africa	0.22	0.039
	France	-0.07	0.690

Hold training programs to teach men and women how to show respect to one another in the workplace.<sup>b</sup>

United States	France	-0.16	0.082
	Singapore	-0.29	0.001
	India	-0.52	0.000
	Japan	-0.13	0.074
	Scotland	-0.39	0.000

Hold training programs to teach men and women how to show respect to one another in the workplace.<sup>b</sup>

France	United States	0.16	0.082
	Singapore	-0.13	0.268
	India	-0.36	0.000
	Japan	0.03	0.772
	Scotland	-0.23	0.035

Hold training programs to teach men and women how to show respect to one another in the workplace.<sup>b</sup>

Singapore	United States	0.29	0.001
	France	0.13	0.268
	India	-0.23	0.016
	Japan	0.16	0.115
	Scotland	-0.10	0.339

Hold training programs to teach men and women how to show respect to one another in the workplace.<sup>b</sup>

India	United States	0.52	0.000
	France	0.36	0.000
	Singapore	0.23	0.016
	Japan	0.39	0.000
	Scotland	0.13	0.122

Hold training programs to teach men and women how to show

Japan	United States	0.13	0.074
-------	---------------	------	-------

## Leadership across Differences

respect to one another in the workplace.<sup>b</sup>

France	-0.03	0.772
Singapore	-0.16	0.115
India	-0.39	0.000
Scotland	-0.26	0.005

Hold training programs to teach men and women how to show respect to one another in the workplace.<sup>b</sup>

Scotland	United States	0.39	0.000
	France	0.23	0.035
	Singapore	0.10	0.339
	India	-0.13	0.122
	Japan	0.26	0.005

Acknowledge the women's grievances.<sup>a</sup>

United States	Germany	-0.08	0.561
	Spain	-0.59	0.000
	South Africa	-0.11	0.264
	France	-0.49	0.003
	Jordan	-0.70	0.000

Acknowledge the women's grievances.<sup>a</sup>

Germany	United States	0.08	0.561
	Spain	-0.51	0.000
	South Africa	-0.03	0.859
	France	-0.41	0.041
	Jordan	-0.62	0.000

Acknowledge the women's grievances.<sup>a</sup>

Spain	United States	0.59	0.000
	Germany	0.51	0.000
	South Africa	0.48	0.000
	France	0.10	0.545
	Jordan	-0.12	0.198

Acknowledge the women's grievances.<sup>a</sup>

South Africa	United States	0.11	0.264
	Germany	0.03	0.859
	Spain	-0.48	0.000
	France	-0.38	0.025
	Jordan	-0.59	0.000

Acknowledge the women's grievances.<sup>a</sup>

France	United States	0.49	0.003
	Germany	0.41	0.041
	Spain	-0.10	0.545
	South Africa	0.38	0.025
	Jordan	-0.21	0.206

Acknowledge the women's

Jordan	United States	0.70	0.000
--------	---------------	------	-------

## Leadership across Differences

grievances.<sup>a</sup>

Germany	0.62	0.000
Spain	0.12	0.198
South Africa	0.59	0.000
France	0.21	0.206

Redesign the work so that men and women are working together on important tasks that require cooperation.

United States	Germany	0.47	0.000
	Spain	0.18	0.017
	South Africa	0.23	0.014
	France	0.62	0.000
	Singapore	0.22	0.013
	India	0.09	0.140
	Jordan	0.11	0.255
	Japan	0.20	0.006
	Scotland	0.00	0.961

Redesign the work so that men and women are working together on important tasks that require cooperation.

Germany	United States	-0.47	0.000
	Spain	-0.30	0.002
	South Africa	-0.24	0.034
	France	0.15	0.149
	Singapore	-0.25	0.018
	India	-0.38	0.000
	Jordan	-0.37	0.001
	Japan	-0.27	0.005
	Scotland	-0.48	0.000

Redesign the work so that men and women are working together on important tasks that require cooperation.

Spain	United States	-0.18	0.017
	Germany	0.30	0.002
	South Africa	0.06	0.600
	France	0.45	0.000
	Singapore	0.04	0.681
	India	-0.08	0.319
	Jordan	-0.07	0.523
	Japan	0.03	0.784
	Scotland	-0.18	0.055

Redesign the work so that men and women are working together on important tasks that require cooperation.

South Africa	United States	-0.23	0.014
	Germany	0.24	0.034
	Spain	-0.06	0.600
	France	0.39	0.001

## Leadership across Differences

		Singapore	-0.01	0.902
		India	-0.14	0.170
		Jordan	-0.13	0.305
		Japan	-0.03	0.769
		Scotland	-0.24	0.032
Redesign the work so that men and women are working together on important tasks that require cooperation.	France	United States	-0.62	0.000
		Germany	-0.15	0.149
		Spain	-0.45	0.000
		South Africa	-0.39	0.001
		Singapore	-0.40	0.000
		India	-0.53	0.000
		Jordan	-0.52	0.000
		Japan	-0.42	0.000
		Scotland	-0.63	0.000
Redesign the work so that men and women are working together on important tasks that require cooperation.	Singapore	United States	-0.22	0.013
		Germany	0.25	0.018
		Spain	-0.04	0.681
		South Africa	0.01	0.902
		France	0.40	0.000
		India	-0.13	0.193
		Jordan	-0.11	0.346
		Japan	-0.02	0.867
		Scotland	-0.22	0.035
Redesign the work so that men and women are working together on important tasks that require cooperation.	India	United States	-0.09	0.140
		Germany	0.38	0.000
		Spain	0.08	0.319
		South Africa	0.14	0.170
		France	0.53	0.000
		Singapore	0.13	0.193
		Jordan	0.01	0.888
		Japan	0.11	0.195
		Scotland	-0.10	0.261
Redesign the work so that men and women are working together on important tasks that require cooperation.	Jordan	United States	-0.11	0.255
		Germany	0.37	0.001
		Spain	0.07	0.523
		South Africa	0.13	0.305

## Leadership across Differences

		France	0.52	0.000
		Singapore	0.11	0.346
		India	-0.01	0.888
		Japan	0.10	0.384
		Scotland	-0.11	0.317
Redesign the work so that men and women are working together on important tasks that require cooperation.	Japan	United States	-0.20	0.006
		Germany	0.27	0.005
		Spain	-0.03	0.784
		South Africa	0.03	0.769
		France	0.42	0.000
		Singapore	0.02	0.867
		India	-0.11	0.195
		Jordan	-0.10	0.384
		Scotland	-0.21	0.029
Redesign the work so that men and women are working together on important tasks that require cooperation.	Scotland	United States	0.00	0.961
		Germany	0.48	0.000
		Spain	0.18	0.055
		South Africa	0.24	0.032
		France	0.63	0.000
		Singapore	0.22	0.035
		India	0.10	0.261
		Jordan	0.11	0.317
		Japan	0.21	0.029
Organize more meetings and social gatherings so that men and women can get to know one another as individuals.	United States	Germany	-0.14	0.071
		Spain	0.32	0.000
		South Africa	0.33	0.001
		France	0.46	0.000
		Singapore	0.42	0.000
		India	0.44	0.000
		Jordan	0.45	0.000
		Japan	0.09	0.220
		Scotland	0.01	0.841
Organize more meetings and social gatherings so that men and women can get to know one another as individuals.	Germany	United States	0.14	0.071
		Spain	0.46	0.000
		South Africa	0.46	0.000
		France	0.60	0.000

## Leadership across Differences

		Singapore	0.56	0.000
		India	0.57	0.000
		Jordan	0.58	0.000
		Japan	0.23	0.017
		Scotland	0.15	0.113
Organize more meetings and social gatherings so that men and women can get to know one another as individuals.	Spain	United States	-0.32	0.000
		Germany	-0.46	0.000
		South Africa	0.01	0.941
		France	0.14	0.178
		Singapore	0.10	0.329
		India	0.12	0.167
		Jordan	0.13	0.250
		Japan	-0.23	0.015
		Scotland	-0.30	0.001
Organize more meetings and social gatherings so that men and women can get to know one another as individuals.	South Africa	United States	-0.33	0.001
		Germany	-0.46	0.000
		Spain	-0.01	0.941
		France	0.13	0.273
		Singapore	0.10	0.435
		India	0.11	0.295
		Jordan	0.12	0.346
		Japan	-0.24	0.034
		Scotland	-0.31	0.005
Organize more meetings and social gatherings so that men and women can get to know one another as individuals.	France	United States	-0.46	0.000
		Germany	-0.60	0.000
		Spain	-0.14	0.178
		South Africa	-0.13	0.273
		Singapore	-0.04	0.750
		India	-0.02	0.816
		Jordan	-0.01	0.909
		Japan	-0.37	0.000
		Scotland	-0.45	0.000
Organize more meetings and social gatherings so that men and women can get to know one another as individuals.	Singapore	United States	-0.42	0.000
		Germany	-0.56	0.000
		Spain	-0.10	0.329
		South Africa	-0.10	0.435



## Leadership across Differences

		France	0.04	0.750
		India	0.01	0.885
		Jordan	0.02	0.848
		Japan	-0.33	0.002
		Scotland	-0.41	0.000
Organize more meetings and social gatherings so that men and women can get to know one another as individuals.	India	United States	-0.44	0.000
		Germany	-0.57	0.000
		Spain	-0.12	0.167
		South Africa	-0.11	0.295
		France	0.02	0.816
		Singapore	-0.01	0.885
		Jordan	0.01	0.932
		Japan	-0.35	0.000
		Scotland	-0.42	0.000
Organize more meetings and social gatherings so that men and women can get to know one another as individuals.	Jordan	United States	-0.45	0.000
		Germany	-0.58	0.000
		Spain	-0.13	0.250
		South Africa	-0.12	0.346
		France	0.01	0.909
		Singapore	-0.02	0.848
		India	-0.01	0.932
		Japan	-0.36	0.001
		Scotland	-0.43	0.000
Organize more meetings and social gatherings so that men and women can get to know one another as individuals.	Japan	United States	-0.09	0.220
		Germany	-0.23	0.017
		Spain	0.23	0.015
		South Africa	0.24	0.034
		France	0.37	0.000
		Singapore	0.33	0.002
		India	0.35	0.000
		Jordan	0.36	0.001
		Scotland	-0.08	0.422
Organize more meetings and social gatherings so that men and women can get to know one another as individuals.	Scotland	United States	-0.01	0.841
		Germany	-0.15	0.113
		Spain	0.30	0.001
		South Africa	0.31	0.005

## Leadership across Differences

		France	0.45	0.000
		Singapore	0.41	0.000
		India	0.42	0.000
		Jordan	0.43	0.000
		Japan	0.08	0.422
Showcase areas of the organization where men and women are working well together. <sup>a</sup>	United States	Germany	-0.16	0.273
		Spain	0.20	0.021
		South Africa	0.24	0.016
		France	0.22	0.199
		Jordan	0.17	0.081
Showcase areas of the organization where men and women are working well together. <sup>a</sup>	Germany	United States	0.16	0.273
		Spain	0.36	0.013
		South Africa	0.40	0.008
		France	0.38	0.065
		Jordan	0.33	0.028
Showcase areas of the organization where men and women are working well together. <sup>a</sup>	Spain	United States	-0.20	0.021
		Germany	-0.36	0.013
		South Africa	0.04	0.649
		France	0.02	0.900
		Jordan	-0.03	0.775
Showcase areas of the organization where men and women are working well together. <sup>a</sup>	South Africa	United States	-0.24	0.016
		Germany	-0.40	0.008
		Spain	-0.04	0.649
		France	-0.02	0.902
		Jordan	-0.07	0.513
Showcase areas of the organization where men and women are working well together. <sup>a</sup>	France	United States	-0.22	0.199
		Germany	-0.38	0.065
		Spain	-0.02	0.900
		South Africa	0.02	0.902
		Jordan	-0.05	0.785
Showcase areas of the	Jordan	United States	-0.17	0.081

## Leadership across Differences

organization where men and women are working well together.<sup>a</sup>

Germany	-0.33	0.028
Spain	0.03	0.775
South Africa	0.07	0.513
France	0.05	0.785

Establish a reward system for high-performing work groups where differences between men and women don't get in the way.

United States	Germany	0.22	0.008
	Spain	-0.13	0.107
	South Africa	0.37	0.000
	France	-0.62	0.000
	Singapore	0.09	0.361
	India	0.32	0.000
	Jordan	0.64	0.000
	Japan	0.24	0.003
	Scotland	-0.01	0.876

Establish a reward system for high-performing work groups where differences between men and women don't get in the way.

Germany	United States	-0.22	0.008
	Spain	-0.34	0.001
	South Africa	0.15	0.211
	France	-0.83	0.000
	Singapore	-0.13	0.268
	India	0.10	0.280
	Jordan	0.42	0.000
	Japan	0.03	0.803
	Scotland	-0.23	0.027

Establish a reward system for high-performing work groups where differences between men and women don't get in the way.

Spain	United States	0.13	0.107
	Germany	0.34	0.001
	South Africa	0.50	0.000
	France	-0.49	0.000
	Singapore	0.22	0.059
	India	0.44	0.000
	Jordan	0.77	0.000
	Japan	0.37	0.000
	Scotland	0.12	0.253

Establish a reward system for high-performing work groups where differences between men and women don't get in the way.

South Africa	United States	-0.37	0.000
	Germany	-0.15	0.211

## Leadership across Differences

		Spain	-0.50	0.000
		France	-0.98	0.000
		Singapore	-0.28	0.034
		India	-0.05	0.648
		Jordan	0.27	0.046
		Japan	-0.13	0.294
		Scotland	-0.38	0.002
Establish a reward system for high-performing work groups where differences between men and women don't get in the way.	France	United States	0.62	0.000
		Germany	0.83	0.000
		Spain	0.49	0.000
		South Africa	0.98	0.000
		Singapore	0.70	0.000
		India	0.93	0.000
		Jordan	1.26	0.000
		Japan	0.86	0.000
		Scotland	0.60	0.000
Establish a reward system for high-performing work groups where differences between men and women don't get in the way.	Singapore	United States	-0.09	0.361
		Germany	0.13	0.268
		Spain	-0.22	0.059
		South Africa	0.28	0.034
		France	-0.70	0.000
		India	0.23	0.032
		Jordan	0.55	0.000
		Japan	0.15	0.180
		Scotland	-0.10	0.383
Establish a reward system for high-performing work groups where differences between men and women don't get in the way.	India	United States	-0.32	0.000
		Germany	-0.10	0.280
		Spain	-0.44	0.000
		South Africa	0.05	0.648
		France	-0.93	0.000
		Singapore	-0.23	0.032
		Jordan	0.32	0.004
		Japan	-0.08	0.415
		Scotland	-0.33	0.000
Establish a reward system for high-performing work groups where differences between men and women don't get in the way.	Jordan	United States	-0.64	0.000
		Germany	-0.42	0.000

## Leadership across Differences

		Spain	-0.77	0.000
		South Africa	-0.27	0.046
		France	-1.26	0.000
		Singapore	-0.55	0.000
		India	-0.32	0.004
		Japan	-0.40	0.001
		Scotland	-0.65	0.000
Establish a reward system for high-performing work groups where differences between men and women don't get in the way.	Japan	United States	-0.24	0.003
		Germany	-0.03	0.803
		Spain	-0.37	0.000
		South Africa	0.13	0.294
		France	-0.86	0.000
		Singapore	-0.15	0.180
		India	0.08	0.415
		Jordan	0.40	0.001
		Scotland	-0.25	0.013
Establish a reward system for high-performing work groups where differences between men and women don't get in the way.	Scotland	United States	0.01	0.876
		Germany	0.23	0.027
		Spain	-0.12	0.253
		South Africa	0.38	0.002
		France	-0.60	0.000
		Singapore	0.10	0.383
		India	0.33	0.000
		Jordan	0.65	0.000
		Japan	0.25	0.013
Make sure that all supervisors and managers are treating both women and men with respect on a daily basis.	United States	Germany	-0.07	0.248
		Spain	-0.16	0.009
		South Africa	0.00	0.987
		France	-0.01	0.901
		Singapore	-0.39	0.000
		India	-0.83	0.000
		Jordan	-0.25	0.001
		Japan	-0.35	0.000
		Scotland	-0.08	0.194
Make sure that all supervisors and managers are treating both women and men with respect on a daily basis.	Germany	United States	0.07	0.248
		Spain	-0.09	0.268

## Leadership across Differences

		South Africa	0.07	0.431
		France	0.06	0.468
		Singapore	-0.32	0.000
		India	-0.76	0.000
		Jordan	-0.18	0.044
		Japan	-0.27	0.000
		Scotland	-0.01	0.926
Make sure that all supervisors and managers are treating both women and men with respect on a daily basis.	Spain	United States	0.16	0.009
		Germany	0.09	0.268
		South Africa	0.16	0.082
		France	0.15	0.081
		Singapore	-0.23	0.007
		India	-0.68	0.000
		Jordan	-0.10	0.285
		Japan	-0.19	0.014
		Scotland	0.08	0.305
Make sure that all supervisors and managers are treating both women and men with respect on a daily basis.	South Africa	United States	0.00	0.987
		Germany	-0.07	0.431
		Spain	-0.16	0.082
		France	-0.01	0.919
		Singapore	-0.39	0.000
		India	-0.83	0.000
		Jordan	-0.25	0.013
		Japan	-0.35	0.000
		Scotland	-0.08	0.382
Make sure that all supervisors and managers are treating both women and men with respect on a daily basis.	France	United States	0.01	0.901
		Germany	-0.06	0.468
		Spain	-0.15	0.081
		South Africa	0.01	0.919
		Singapore	-0.38	0.000
		India	-0.82	0.000
		Jordan	-0.24	0.012
		Japan	-0.34	0.000
		Scotland	-0.07	0.413
Make sure that all supervisors and managers are treating both women and men with respect on a daily basis.	Singapore	United States	0.39	0.000
		Germany	0.32	0.000

## Leadership across Differences

		Spain	0.23	0.007
		South Africa	0.39	0.000
		France	0.38	0.000
		India	-0.44	0.000
		Jordan	0.14	0.163
		Japan	0.04	0.608
		Scotland	0.31	0.000
Make sure that all supervisors and managers are treating both women and men with respect on a daily basis.	India	United States	0.83	0.000
		Germany	0.76	0.000
		Spain	0.68	0.000
		South Africa	0.83	0.000
		France	0.82	0.000
		Singapore	0.44	0.000
		Jordan	0.58	0.000
		Japan	0.49	0.000
		Scotland	0.76	0.000
Make sure that all supervisors and managers are treating both women and men with respect on a daily basis.	Jordan	United States	0.25	0.001
		Germany	0.18	0.044
		Spain	0.10	0.285
		South Africa	0.25	0.013
		France	0.24	0.012
		Singapore	-0.14	0.163
		India	-0.58	0.000
		Japan	-0.09	0.300
		Scotland	0.17	0.052
Make sure that all supervisors and managers are treating both women and men with respect on a daily basis.	Japan	United States	0.35	0.000
		Germany	0.27	0.000
		Spain	0.19	0.014
		South Africa	0.35	0.000
		France	0.34	0.000
		Singapore	-0.04	0.608
		India	-0.49	0.000
		Jordan	0.09	0.300
		Scotland	0.27	0.000
Make sure that all supervisors and managers are treating both women and men with respect on a daily basis.	Scotland	United States	0.08	0.194
		Germany	0.01	0.926

## Leadership across Differences

		Spain	-0.08	0.305
		South Africa	0.08	0.382
		France	0.07	0.413
		Singapore	-0.31	0.000
		India	-0.76	0.000
		Jordan	-0.17	0.052
		Japan	-0.27	0.000
Develop policies and procedures to insure that men and women are treated equally.	United States	Germany	-0.23	0.000
		Spain	-0.13	0.035
		South Africa	0.06	0.463
		France	-0.04	0.595
		Singapore	-0.43	0.000
		India	-0.73	0.000
		Jordan	-0.34	0.000
		Japan	-0.40	0.000
		Scotland	-0.03	0.630
Develop policies and procedures to insure that men and women are treated equally.	Germany	United States	0.23	0.000
		Spain	0.10	0.220
		South Africa	0.29	0.002
		France	0.19	0.032
		Singapore	-0.20	0.032
		India	-0.50	0.000
		Jordan	-0.11	0.258
		Japan	-0.17	0.044
		Scotland	0.20	0.013
Develop policies and procedures to insure that men and women are treated equally.	Spain	United States	0.13	0.035
		Germany	-0.10	0.220
		South Africa	0.19	0.043
		France	0.09	0.292
		Singapore	-0.30	0.001
		India	-0.60	0.000
		Jordan	-0.21	0.028
		Japan	-0.27	0.001
		Scotland	0.10	0.200
Develop policies and procedures to insure that men and women are treated equally.	South Africa	United States	-0.06	0.463
		Germany	-0.29	0.002
		Spain	-0.19	0.043
		France	-0.10	0.335
		Singapore	-0.49	0.000
		India	-0.79	0.000



## Leadership across Differences

		Jordan	-0.40	0.000
		Japan	-0.46	0.000
		Scotland	-0.09	0.344
Develop policies and procedures to insure that men and women are treated equally.	France	United States	0.04	0.595
		Germany	-0.19	0.032
		Spain	-0.09	0.292
		South Africa	0.10	0.335
		Singapore	-0.39	0.000
		India	-0.69	0.000
		Jordan	-0.30	0.003
		Japan	-0.36	0.000
		Scotland	0.01	0.921
Develop policies and procedures to insure that men and women are treated equally.	Singapore	United States	0.43	0.000
		Germany	0.20	0.032
		Spain	0.30	0.001
		South Africa	0.49	0.000
		France	0.39	0.000
		India	-0.30	0.000
		Jordan	0.09	0.385
		Japan	0.03	0.724
		Scotland	0.40	0.000
Develop policies and procedures to insure that men and women are treated equally.	India	United States	0.73	0.000
		Germany	0.50	0.000
		Spain	0.60	0.000
		South Africa	0.79	0.000
		France	0.69	0.000
		Singapore	0.30	0.000
		Jordan	0.39	0.000
		Japan	0.34	0.000
		Scotland	0.70	0.000
Develop policies and procedures to insure that men and women are treated equally.	Jordan	United States	0.34	0.000
		Germany	0.11	0.258
		Spain	0.21	0.028
		South Africa	0.40	0.000
		France	0.30	0.003
		Singapore	-0.09	0.385
		India	-0.39	0.000
		Japan	-0.06	0.543
		Scotland	0.31	0.001

## Leadership across Differences

Develop policies and procedures to insure that men and women are treated equally.

Japan	United States	0.40	0.000
	Germany	0.17	0.044
	Spain	0.27	0.001
	South Africa	0.46	0.000
	France	0.36	0.000
	Singapore	-0.03	0.724
	India	-0.34	0.000
	Jordan	0.06	0.543
	Scotland	0.37	0.000

Develop policies and procedures to insure that men and women are treated equally.

Scotland	United States	0.03	0.630
	Germany	-0.20	0.013
	Spain	-0.10	0.200
	South Africa	0.09	0.344
	France	-0.01	0.921
	Singapore	-0.40	0.000
	India	-0.70	0.000
	Jordan	-0.31	0.001
	Japan	-0.37	0.000

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.

United States	Germany	-0.52	0.000
	Spain	-0.27	0.000
	South Africa	-0.04	0.608
	France	-0.09	0.249
	Singapore	-0.45	0.000
	India	-0.74	0.000
	Jordan	-0.45	0.000
	Japan	-0.30	0.000
	Scotland	-0.13	0.051

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.

Germany	United States	0.52	0.000
	Spain	0.25	0.003
	South Africa	0.48	0.000
	France	0.43	0.000
	Singapore	0.07	0.471
	India	-0.22	0.004
	Jordan	0.07	0.446
	Japan	0.22	0.008
	Scotland	0.39	0.000

## Leadership across Differences

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.

Spain	United States	0.27	0.000
	Germany	-0.25	0.003
	South Africa	0.23	0.019
	France	0.19	0.042
	Singapore	-0.18	0.057
	India	-0.47	0.000
	Jordan	-0.17	0.077
	Japan	-0.02	0.781
	Scotland	0.15	0.078

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.

South Africa	United States	0.04	0.608
	Germany	-0.48	0.000
	Spain	-0.23	0.019
	France	-0.04	0.674
	Singapore	-0.41	0.000
	India	-0.70	0.000
	Jordan	-0.40	0.000
	Japan	-0.25	0.010
	Scotland	-0.08	0.392

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.

France	United States	0.09	0.249
	Germany	-0.43	0.000
	Spain	-0.19	0.042
	South Africa	0.04	0.674
	Singapore	-0.37	0.000
	India	-0.66	0.000
	Jordan	-0.36	0.001
	Japan	-0.21	0.022
	Scotland	-0.04	0.664

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.

Singapore	United States	0.45	0.000
	Germany	-0.07	0.471
	Spain	0.18	0.057
	South Africa	0.41	0.000
	France	0.37	0.000
	India	-0.29	0.001

## Leadership across Differences

		Jordan	0.01	0.951
		Japan	0.16	0.097
		Scotland	0.33	0.001
Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	India	United States	0.74	0.000
		Germany	0.22	0.004
		Spain	0.47	0.000
		South Africa	0.70	0.000
		France	0.66	0.000
		Singapore	0.29	0.001
		Jordan	0.30	0.001
		Japan	0.45	0.000
		Scotland	0.62	0.000
Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	Jordan	United States	0.45	0.000
		Germany	-0.07	0.446
		Spain	0.17	0.077
		South Africa	0.40	0.000
		France	0.36	0.001
		Singapore	-0.01	0.951
		India	-0.30	0.001
		Japan	0.15	0.125
		Scotland	0.32	0.001
Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	Japan	United States	0.30	0.000
		Germany	-0.22	0.008
		Spain	0.02	0.781
		South Africa	0.25	0.010
		France	0.21	0.022
		Singapore	-0.16	0.097
		India	-0.45	0.000
		Jordan	-0.15	0.125
		Scotland	0.17	0.041
Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	Scotland	United States	0.13	0.051
		Germany	-0.39	0.000

## Leadership across Differences

		Spain	-0.15	0.078
		South Africa	0.08	0.392
		France	0.04	0.664
		Singapore	-0.33	0.001
		India	-0.62	0.000
		Jordan	-0.32	0.001
		Japan	-0.17	0.041
Privately warn the men that this is unacceptable behavior.	United States	Germany	-1.29	0.000
		Spain	0.06	0.510
		South Africa	-0.18	0.150
		France	-0.17	0.129
		Singapore	0.21	0.062
		India	-0.20	0.011
		Jordan	0.31	0.010
		Japan	0.17	0.078
		Scotland	-0.05	0.621
Privately warn the men that this is unacceptable behavior.	Germany	United States	1.29	0.000
		Spain	1.35	0.000
		South Africa	1.11	0.000
		France	1.12	0.000
		Singapore	1.50	0.000
		India	1.08	0.000
		Jordan	1.60	0.000
		Japan	1.46	0.000
		Scotland	1.24	0.000
Privately warn the men that this is unacceptable behavior.	Spain	United States	-0.06	0.510
		Germany	-1.35	0.000
		South Africa	-0.24	0.096
		France	-0.23	0.084
		Singapore	0.15	0.270
		India	-0.27	0.015
		Jordan	0.25	0.078
		Japan	0.10	0.387
		Scotland	-0.11	0.365
Privately warn the men that this is unacceptable behavior.	South Africa	United States	0.18	0.150
		Germany	-1.11	0.000
		Spain	0.24	0.096
		France	0.01	0.964
		Singapore	0.39	0.013
		India	-0.03	0.835
		Jordan	0.49	0.002
		Japan	0.34	0.017
		Scotland	0.13	0.366

## Leadership across Differences

Privately warn the men that this is unacceptable behavior.	France	United States	0.17	0.129
		Germany	-1.12	0.000
		Spain	0.23	0.084
		South Africa	-0.01	0.964
		Singapore	0.38	0.010
		India	-0.03	0.779
		Jordan	0.48	0.002
		Japan	0.34	0.012
		Scotland	0.12	0.361
Privately warn the men that this is unacceptable behavior.	Singapore	United States	-0.21	0.062
		Germany	-1.50	0.000
		Spain	-0.15	0.270
		South Africa	-0.39	0.013
		France	-0.38	0.010
		India	-0.42	0.001
		Jordan	0.10	0.517
		Japan	-0.05	0.735
		Scotland	-0.26	0.057
Privately warn the men that this is unacceptable behavior.	India	United States	0.20	0.011
		Germany	-1.08	0.000
		Spain	0.27	0.015
		South Africa	0.03	0.835
		France	0.03	0.779
		Singapore	0.42	0.001
		Jordan	0.52	0.000
		Japan	0.37	0.001
		Scotland	0.16	0.151
Privately warn the men that this is unacceptable behavior.	Jordan	United States	-0.31	0.010
		Germany	-1.60	0.000
		Spain	-0.25	0.078
		South Africa	-0.49	0.002
		France	-0.48	0.002
		Singapore	-0.10	0.517
		India	-0.52	0.000
		Japan	-0.15	0.301
		Scotland	-0.36	0.011
Privately warn the men that this is unacceptable behavior.	Japan	United States	-0.17	0.078
		Germany	-1.46	0.000
		Spain	-0.10	0.387
		South Africa	-0.34	0.017
		France	-0.34	0.012

## Leadership across Differences

		Singapore	0.05	0.735
		India	-0.37	0.001
		Jordan	0.15	0.301
		Scotland	-0.21	0.076
Privately warn the men that this is unacceptable behavior.	Scotland	United States	0.05	0.621
		Germany	-1.24	0.000
		Spain	0.11	0.365
		South Africa	-0.13	0.366
		France	-0.12	0.361
		Singapore	0.26	0.057
		India	-0.16	0.151
		Jordan	0.36	0.011
		Japan	0.21	0.076
Educate employees that making suggestive comments is unacceptable in the workplace. <sup>a</sup>	United States	Germany	-0.60	0.000
		Spain	-0.57	0.000
		South Africa	-0.18	0.063
		France	-0.08	0.636
		Jordan	-0.39	0.000
Educate employees that making suggestive comments is unacceptable in the workplace. <sup>a</sup>	Germany	United States	0.60	0.000
		Spain	0.03	0.802
		South Africa	0.42	0.004
		France	0.52	0.009
		Jordan	0.21	0.150
Educate employees that making suggestive comments is unacceptable in the workplace. <sup>a</sup>	Spain	United States	0.57	0.000
		Germany	-0.03	0.802
		South Africa	0.38	0.000
		France	0.49	0.003
		Jordan	0.18	0.053
Educate employees that making suggestive comments is unacceptable in the workplace. <sup>a</sup>	South Africa	United States	0.18	0.063
		Germany	-0.42	0.004
		Spain	-0.38	0.000
		France	0.10	0.547
		Jordan	-0.21	0.044
Educate employees that making suggestive comments is unacceptable in the workplace. <sup>a</sup>	France	United States	0.08	0.636
		Germany	-0.52	0.009

## Leadership across Differences

		Spain	-0.49	0.003
		South Africa	-0.10	0.547
		Jordan	-0.31	0.068
Educate employees that making suggestive comments is unacceptable in the workplace. <sup>a</sup>	Jordan	United States	0.39	0.000
		Germany	-0.21	0.150
		Spain	-0.18	0.053
		South Africa	0.21	0.044
		France	0.31	0.068

*Note.* <sup>a</sup> Only participants from the United States, Germany, Spain, South Africa, France, and Jordan responded to these items.

<sup>b</sup> Only participants from the United States, France, Singapore, India, Japan, and Scotland responded to this item.

<sup>c</sup> Only participants from the United States, Germany, Spain, South Africa, France, Jordan, and Scotland responded to this item.

### *Who Should Be Involved*

Respondents provided ratings of the extent to which different groups or individuals should be involved in addressing a situation similar to that presented in the scenario. Ratings were made on a five-point scale where 1 = To a very great extent, 2 = To a great extent, 3 = To some extent, 4 = To a little extent, and 5 = Not at all. Table 6 provides the mean rating and standard deviation overall as well as for each country. Also included in the table is the F-statistic for each response (\* indicates  $p < 0.05$ , \*\* indicates  $p < 0.01$ , \*\*\* indicates  $p < 0.001$ ), indicating whether or not the differences between the ratings from each country are statistically significant. Ratings of groups or individuals closer to the situation and within the organizations tended to indicate that they should be involved to a greater extent than those outside the organization.

**Table 6. Descriptive Statistics and ANOVA Test of Whom to Involve Responses of Gender Scenario**

Whom to Involve	Country	N	Mean	sd	F
Human resources	TOTAL	609	1.66	1.10	42.46***
	United States	141	1.50	0.89	
	Germany	35	1.37	0.69	
	Spain	192	1.32	0.59	
	South Africa	107	1.45	0.91	
	France	24	1.29	0.81	
	Jordan	110	2.85	1.51	



## Leadership across Differences

Senior executives	TOTAL	607	2.09	1.13	12.34***
	United States	141	1.79	1.01	
	Germany	35	3.20	1.13	
	Spain	191	1.90	0.97	
	South Africa	106	2.24	1.25	
	France	24	1.88	1.12	
	Jordan	110	2.33	1.15	
Immediate supervisor(s)	TOTAL	607	1.51	0.82	14.60***
	United States	142	1.26	0.60	
	Germany	35	2.46	1.22	
	Spain	190	1.42	0.60	
	South Africa	106	1.53	0.86	
	France	24	1.46	1.02	
	Jordan	110	1.66	0.93	
A spokesperson for the men	TOTAL	603	2.80	1.33	1.39
	United States	140	3.03	1.32	
	Germany	35	2.77	1.50	
	Spain	191	2.78	1.32	
	South Africa	106	2.62	1.33	
	France	22	2.95	1.56	
	Jordan	109	2.71	1.23	
A spokesperson for the women	TOTAL	604	2.66	1.34	2.80*
	United States	140	2.98	1.37	
	Germany	35	2.51	1.44	
	Spain	192	2.56	1.26	
	South Africa	106	2.44	1.32	
	France	22	3.00	1.66	
	Jordan	109	2.59	1.33	
Others in the department or the organization	TOTAL	600	3.39	1.20	5.47***
	United States	138	3.15	1.22	
	Germany	34	3.65	1.15	
	Spain	190	3.25	1.06	
	South Africa	106	3.40	1.27	
	France	22	3.27	1.08	
	Jordan	110	3.85	1.25	
The union	TOTAL	600	3.29	1.38	7.84***
	United States	133	3.20	1.30	
	Germany	35	3.86	1.40	
	Spain	192	2.93	1.32	
	South Africa	106	3.25	1.41	
	France	24	3.67	1.34	
	Jordan	110	3.81	1.34	
An external consultant	TOTAL	606	3.53	1.32	6.12***
	United States	140	3.30	1.42	

## Leadership across Differences

	Germany	35	2.91	1.44	
	Spain	192	3.57	1.13	
	South Africa	106	3.45	1.39	
	France	24	3.46	1.41	
	Jordan	109	4.05	1.19	
The government	TOTAL	608	4.35	1.12	4.64***
	United States	141	4.53	0.82	
	Germany	35	4.89	0.40	
	Spain	192	4.32	1.11	
	South Africa	107	4.20	1.19	
	France	24	4.63	0.88	
	Jordan	109	4.06	1.45	
An advocacy group	TOTAL	607	3.95	1.21	8.79***
	United States	141	4.25	1.06	
	Germany	34	3.85	1.21	
	Spain	192	3.55	1.29	
	South Africa	107	3.97	1.24	
	France	23	4.74	0.75	
	Jordan	110	4.12	1.11	
A professional organization for employees	TOTAL	603	3.65	1.25	0.51
	United States	137	3.71	1.31	
	Germany	35	3.74	1.31	
	Spain	191	3.63	1.13	
	South Africa	107	3.53	1.35	
	France	24	3.92	1.32	
	Jordan	109	3.65	1.26	
Respected community leaders	TOTAL	607	3.92	1.24	9.95***
	United States	141	4.38	0.92	
	Germany	35	4.29	1.15	
	Spain	191	3.73	1.14	
	South Africa	107	4.03	1.22	
	France	23	4.00	1.24	
	Jordan	110	3.41	1.53	
A mediator	TOTAL	603	3.17	1.37	13.85***
	United States	142	3.07	1.46	
	Germany	35	3.03	1.38	
	Spain	186	3.01	1.25	
	South Africa	107	2.71	1.20	
	France	24	3.08	1.28	
	Jordan	109	4.06	1.23	
The board	TOTAL	604	3.09	1.39	4.32**
	United States	141	3.01	1.34	
	Germany	33	3.91	1.16	
	Spain	192	3.14	1.32	
	South Africa	106	3.22	1.46	

## Leadership across Differences

	France	23	3.30	1.43	
	Jordan	109	2.72	1.46	
The men in the department	TOTAL	604	2.47	1.35	7.71***
	United States	138	2.20	1.32	
	Germany	35	2.66	1.43	
	Spain	191	2.40	1.24	
	South Africa	106	2.19	1.36	
	France	24	2.63	1.28	
	Jordan	110	3.11	1.34	
	The women in the department	TOTAL	605	2.39	1.33
United States		140	2.19	1.32	
Germany		35	2.46	1.38	
Spain		190	2.27	1.16	
South Africa		106	2.09	1.31	
France		24	2.75	1.36	
Jordan		110	3.03	1.44	
The individuals directly involved in the situation		TOTAL	608	1.58	1.01
	United States	141	1.31	0.73	
	Germany	34	1.50	0.93	
	Spain	191	1.63	0.99	
	South Africa	108	1.39	0.81	
	France	24	1.58	0.93	
	Jordan	110	2.06	1.36	
	A respected religious leader	TOTAL	604	4.20	1.16
United States		138	4.38	1.01	
Germany		35	4.51	0.92	
Spain		190	4.51	0.86	
South Africa		107	4.11	1.14	
France		24	4.42	1.21	
Jordan		110	3.39	1.46	
A lawyer, legal office, or legal counsel		TOTAL	599	3.40	1.38
	United States	138	2.67	1.29	
	Germany	33	3.88	1.32	
	Spain	189	3.68	1.16	
	South Africa	106	3.27	1.40	
	France	23	3.26	1.48	

In order to further explore country-level differences, we conducted post hoc tests using the least squared differences method. The results from these comparisons are presented in Table 7.

**Table 7. Post Hoc Tests of Gender Scenario Whom to Involve between Countries**

Whom to Involve	Country (I)	Comparison Country (J)	Mean Difference (I-J)	Sig.
Human resources	United States	Germany	0.13	0.486
		Spain	0.18	0.090
		South Africa	0.05	0.695
		France	0.20	0.330
		Jordan	-1.35	0.000
Human resources	Germany	United States	-0.13	0.486
		Spain	0.05	0.759
		South Africa	-0.08	0.677
		France	0.08	0.752
		Jordan	-1.47	0.000
Human resources	Spain	United States	-0.18	0.090
		Germany	-0.05	0.759
		South Africa	-0.13	0.254
		France	0.03	0.899
		Jordan	-1.53	0.000
Human resources	South Africa	United States	-0.05	0.695
		Germany	0.08	0.677
		Spain	0.13	0.254
		France	0.16	0.465
		Jordan	-1.40	0.000
Human resources	France	United States	-0.20	0.330
		Germany	-0.08	0.752
		Spain	-0.03	0.899
		South Africa	-0.16	0.465
		Jordan	-1.55	0.000
Human resources	Jordan	United States	1.35	0.000
		Germany	1.47	0.000
		Spain	1.53	0.000
		South Africa	1.40	0.000
		France	1.55	0.000
Senior executives	United States	Germany	-1.41	0.000
		Spain	-0.11	0.376
		South Africa	-0.44	0.002
		France	-0.08	0.735
		Jordan	-0.53	0.000
Senior executives	Germany	United States	1.41	0.000
		Spain	1.30	0.000
		South Africa	0.96	0.000

## Leadership across Differences

		France	1.33	0.000
		Jordan	0.87	0.000
Senior executives	Spain	United States	0.11	0.376
		Germany	-1.30	0.000
		South Africa	-0.34	0.011
		France	0.03	0.913
		Jordan	-0.43	0.001
Senior executives	South Africa	United States	0.44	0.002
		Germany	-0.96	0.000
		Spain	0.34	0.011
		France	0.36	0.140
		Jordan	-0.09	0.534
Senior executives	France	United States	0.08	0.735
		Germany	-1.33	0.000
		Spain	-0.03	0.913
		South Africa	-0.36	0.140
		Jordan	-0.45	0.063
Senior executives	Jordan	United States	0.53	0.000
		Germany	-0.87	0.000
		Spain	0.43	0.001
		South Africa	0.09	0.534
		France	0.45	0.063
Immediate supervisor(s)	United States	Germany	-1.20	0.000
		Spain	-0.16	0.074
		South Africa	-0.27	0.008
		France	-0.20	0.252
		Jordan	-0.40	0.000
Immediate supervisor(s)	Germany	United States	1.20	0.000
		Spain	1.04	0.000
		South Africa	0.93	0.000
		France	1.00	0.000
		Jordan	0.79	0.000
Immediate supervisor(s)	Spain	United States	0.16	0.074
		Germany	-1.04	0.000
		South Africa	-0.11	0.236
		France	-0.04	0.802
		Jordan	-0.25	0.008
Immediate supervisor(s)	South Africa	United States	0.27	0.008
		Germany	-0.93	0.000
		Spain	0.11	0.236
		France	0.07	0.692
		Jordan	-0.14	0.204

## Leadership across Differences

Immediate supervisor(s)	France	United States	0.20	0.252
		Germany	-1.00	0.000
		Spain	0.04	0.802
		South Africa	-0.07	0.692
		Jordan	-0.21	0.244
Immediate supervisor(s)	Jordan	United States	0.40	0.000
		Germany	-0.79	0.000
		Spain	0.25	0.008
		South Africa	0.14	0.204
		France	0.21	0.244
A spokesperson for the men	United States	Germany	0.26	0.306
		Spain	0.25	0.093
		South Africa	0.41	0.018
		France	0.07	0.808
		Jordan	0.32	0.058
A spokesperson for the men	Germany	United States	-0.26	0.306
		Spain	-0.01	0.972
		South Africa	0.15	0.566
		France	-0.18	0.613
		Jordan	0.07	0.801
A spokesperson for the men	Spain	United States	-0.25	0.093
		Germany	0.01	0.972
		South Africa	0.16	0.328
		France	-0.17	0.560
		Jordan	0.07	0.644
A spokesperson for the men	South Africa	United States	-0.41	0.018
		Germany	-0.15	0.566
		Spain	-0.16	0.328
		France	-0.33	0.287
		Jordan	-0.08	0.644
A spokesperson for the men	France	United States	-0.07	0.808
		Germany	0.18	0.613
		Spain	0.17	0.560
		South Africa	0.33	0.287
		Jordan	0.25	0.424
A spokesperson for the men	Jordan	United States	-0.32	0.058
		Germany	-0.07	0.801
		Spain	-0.07	0.644
		South Africa	0.08	0.644
		France	-0.25	0.424
A spokesperson for the women	United States	Germany	0.46	0.066

## Leadership across Differences

		Spain	0.42	0.005
		South Africa	0.54	0.002
		France	-0.02	0.944
		Jordan	0.39	0.022
A spokesperson for the women	Germany	United States	-0.46	0.066
		Spain	-0.05	0.844
		South Africa	0.07	0.785
		France	-0.49	0.181
		Jordan	-0.07	0.779
A spokesperson for the women	Spain	United States	-0.42	0.005
		Germany	0.05	0.844
		South Africa	0.12	0.461
		France	-0.44	0.145
		Jordan	-0.02	0.878
A spokesperson for the women	South Africa	United States	-0.54	0.002
		Germany	-0.07	0.785
		Spain	-0.12	0.461
		France	-0.56	0.075
		Jordan	-0.14	0.430
A spokesperson for the women	France	United States	0.02	0.944
		Germany	0.49	0.181
		Spain	0.44	0.145
		South Africa	0.56	0.075
		Jordan	0.41	0.186
A spokesperson for the women	Jordan	United States	-0.39	0.022
		Germany	0.07	0.779
		Spain	0.02	0.878
		South Africa	0.14	0.430
		France	-0.41	0.186
Others in the department or the organization	United States	Germany	-0.49	0.029
		Spain	-0.10	0.470
		South Africa	-0.24	0.109
		France	-0.12	0.656
		Jordan	-0.70	0.000
Others in the department or the organization	Germany	United States	0.49	0.029
		Spain	0.40	0.069
		South Africa	0.25	0.280
		France	0.37	0.246
		Jordan	-0.21	0.370
Others in the department or the organization	Spain	United States	0.10	0.470

## Leadership across Differences

		Germany	-0.40	0.069
		South Africa	-0.15	0.298
		France	-0.03	0.924
		Jordan	-0.61	0.000
Others in the department or the organization	South Africa	United States	0.24	0.109
		Germany	-0.25	0.280
		Spain	0.15	0.298
		France	0.12	0.655
		Jordan	-0.46	0.004
Others in the department or the organization	France	United States	0.12	0.656
		Germany	-0.37	0.246
		Spain	0.03	0.924
		South Africa	-0.12	0.655
		Jordan	-0.58	0.035
Others in the department or the organization	Jordan	United States	0.70	0.000
		Germany	0.21	0.370
		Spain	0.61	0.000
		South Africa	0.46	0.004
		France	0.58	0.035
The union	United States	Germany	-0.65	0.011
		Spain	0.28	0.069
		South Africa	-0.05	0.768
		France	-0.46	0.120
		Jordan	-0.61	0.000
The union	Germany	United States	0.65	0.011
		Spain	0.93	0.000
		South Africa	0.60	0.022
		France	0.19	0.593
		Jordan	0.05	0.854
The union	Spain	United States	-0.28	0.069
		Germany	-0.93	0.000
		South Africa	-0.33	0.044
		France	-0.74	0.011
		Jordan	-0.88	0.000
The union	South Africa	United States	0.05	0.768
		Germany	-0.60	0.022
		Spain	0.33	0.044
		France	-0.41	0.175
		Jordan	-0.55	0.003
The union	France	United States	0.46	0.120



## Leadership across Differences

		Germany	-0.19	0.593
		Spain	0.74	0.011
		South Africa	0.41	0.175
		Jordan	-0.14	0.638
The union	Jordan	United States	0.61	0.000
		Germany	-0.05	0.854
		Spain	0.88	0.000
		South Africa	0.55	0.003
		France	0.14	0.638
An external consultant	United States	Germany	0.39	0.114
		Spain	-0.27	0.057
		South Africa	-0.15	0.357
		France	-0.16	0.578
		Jordan	-0.75	0.000
An external consultant	Germany	United States	-0.39	0.114
		Spain	-0.66	0.006
		South Africa	-0.54	0.032
		France	-0.54	0.112
		Jordan	-1.13	0.000
An external consultant	Spain	United States	0.27	0.057
		Germany	0.66	0.006
		South Africa	0.12	0.441
		France	0.11	0.681
		Jordan	-0.47	0.002
An external consultant	South Africa	United States	0.15	0.357
		Germany	0.54	0.032
		Spain	-0.12	0.441
		France	-0.01	0.985
		Jordan	-0.59	0.001
An external consultant	France	United States	0.16	0.578
		Germany	0.54	0.112
		Spain	-0.11	0.681
		South Africa	0.01	0.985
		Jordan	-0.59	0.044
An external consultant	Jordan	United States	0.75	0.000
		Germany	1.13	0.000
		Spain	0.47	0.002
		South Africa	0.59	0.001
		France	0.59	0.044
The government	United States	Germany	-0.35	0.089
		Spain	0.21	0.087
		South Africa	0.34	0.018

## Leadership across Differences

		France	-0.09	0.702
		Jordan	0.47	0.001
The government	Germany	United States	0.35	0.089
		Spain	0.56	0.006
		South Africa	0.69	0.001
		France	0.26	0.372
		Jordan	0.82	0.000
The government	Spain	United States	-0.21	0.087
		Germany	-0.56	0.006
		South Africa	0.13	0.341
		France	-0.30	0.206
		Jordan	0.26	0.051
The government	South Africa	United States	-0.34	0.018
		Germany	-0.69	0.001
		Spain	-0.13	0.341
		France	-0.43	0.085
		Jordan	0.13	0.379
The government	France	United States	0.09	0.702
		Germany	-0.26	0.372
		Spain	0.30	0.206
		South Africa	0.43	0.085
		Jordan	0.56	0.024
The government	Jordan	United States	-0.47	0.001
		Germany	-0.82	0.000
		Spain	-0.26	0.051
		South Africa	-0.13	0.379
		France	-0.56	0.024
An advocacy group	United States	Germany	0.40	0.079
		Spain	0.70	0.000
		South Africa	0.28	0.067
		France	-0.49	0.064
		Jordan	0.13	0.385
An advocacy group	Germany	United States	-0.40	0.079
		Spain	0.30	0.170
		South Africa	-0.12	0.607
		France	-0.89	0.005
		Jordan	-0.27	0.251
An advocacy group	Spain	United States	-0.70	0.000
		Germany	-0.30	0.170
		South Africa	-0.42	0.003
		France	-1.19	0.000
		Jordan	-0.57	0.000

## Leadership across Differences

An advocacy group	South Africa	United States	-0.28	0.067
		Germany	0.12	0.607
		Spain	0.42	0.003
		France	-0.77	0.005
		Jordan	-0.15	0.360
An advocacy group	France	United States	0.49	0.064
		Germany	0.89	0.005
		Spain	1.19	0.000
		South Africa	0.77	0.005
		Jordan	0.62	0.022
An advocacy group	Jordan	United States	-0.13	0.385
		Germany	0.27	0.251
		Spain	0.57	0.000
		South Africa	0.15	0.360
		France	-0.62	0.022
A professional organization for employees	United States	Germany	-0.03	0.883
		Spain	0.08	0.570
		South Africa	0.18	0.278
		France	-0.21	0.452
		Jordan	0.06	0.725
A professional organization for employees	Germany	United States	0.03	0.883
		Spain	0.11	0.619
		South Africa	0.21	0.389
		France	-0.17	0.601
		Jordan	0.09	0.707
A professional organization for employees	Spain	United States	-0.08	0.570
		Germany	-0.11	0.619
		South Africa	0.10	0.528
		France	-0.29	0.288
		Jordan	-0.02	0.878
A professional organization for employees	South Africa	United States	-0.18	0.278
		Germany	-0.21	0.389
		Spain	-0.10	0.528
		France	-0.38	0.175
		Jordan	-0.12	0.487
A professional organization for employees	France	United States	0.21	0.452
		Germany	0.17	0.601
		Spain	0.29	0.288

## Leadership across Differences

		South Africa	0.38	0.175
		Jordan	0.27	0.348
A professional organization for employees	Jordan	United States	-0.06	0.725
		Germany	-0.09	0.707
		Spain	0.02	0.878
		South Africa	0.12	0.487
		France	-0.27	0.348
Respected community leaders	United States	Germany	0.09	0.689
		Spain	0.64	0.000
		South Africa	0.35	0.023
		France	0.38	0.162
		Jordan	0.97	0.000
Respected community leaders	Germany	United States	-0.09	0.689
		Spain	0.55	0.012
		South Africa	0.26	0.268
		France	0.29	0.373
		Jordan	0.88	0.000
Respected community leaders	Spain	United States	-0.64	0.000
		Germany	-0.55	0.012
		South Africa	-0.30	0.041
		France	-0.27	0.311
		Jordan	0.32	0.024
Respected community leaders	South Africa	United States	-0.35	0.023
		Germany	-0.26	0.268
		Spain	0.30	0.041
		France	0.03	0.919
		Jordan	0.62	0.000
Respected community leaders	France	United States	-0.38	0.162
		Germany	-0.29	0.373
		Spain	0.27	0.311
		South Africa	-0.03	0.919
		Jordan	0.59	0.031
Respected community leaders	Jordan	United States	-0.97	0.000
		Germany	-0.88	0.000
		Spain	-0.32	0.024
		South Africa	-0.62	0.000
		France	-0.59	0.031
A mediator	United States	Germany	0.04	0.864
		Spain	0.06	0.680
		South Africa	0.36	0.031
		France	-0.01	0.964
		Jordan	-0.99	0.000

## Leadership across Differences

A mediator	Germany	United States	-0.04	0.864
		Spain	0.02	0.941
		South Africa	0.32	0.209
		France	-0.05	0.874
		Jordan	-1.04	0.000
A mediator	Spain	United States	-0.06	0.680
		Germany	-0.02	0.941
		South Africa	0.30	0.057
		France	-0.07	0.797
		Jordan	-1.05	0.000
A mediator	South Africa	United States	-0.36	0.031
		Germany	-0.32	0.209
		Spain	-0.30	0.057
		France	-0.37	0.204
		Jordan	-1.35	0.000
A mediator	France	United States	0.01	0.964
		Germany	0.05	0.874
		Spain	0.07	0.797
		South Africa	0.37	0.204
		Jordan	-0.98	0.001
A mediator	Jordan	United States	0.99	0.000
		Germany	1.04	0.000
		Spain	1.05	0.000
		South Africa	1.35	0.000
		France	0.98	0.001
The board	United States	Germany	-0.90	0.001
		Spain	-0.13	0.400
		South Africa	-0.21	0.235
		France	-0.30	0.336
		Jordan	0.28	0.108
The board	Germany	United States	0.90	0.001
		Spain	0.77	0.003
		South Africa	0.69	0.012
		France	0.60	0.106
		Jordan	1.18	0.000
The board	Spain	United States	0.13	0.400
		Germany	-0.77	0.003
		South Africa	-0.08	0.624
		France	-0.17	0.578
		Jordan	0.41	0.013
The board	South Africa	United States	0.21	0.235

## Leadership across Differences

		Germany	-0.69	0.012
		Spain	0.08	0.624
		France	-0.09	0.782
		Jordan	0.49	0.009
The board	France	United States	0.30	0.336
		Germany	-0.60	0.106
		Spain	0.17	0.578
		South Africa	0.09	0.782
		Jordan	0.58	0.066
The board	Jordan	United States	-0.28	0.108
		Germany	-1.18	0.000
		Spain	-0.41	0.013
		South Africa	-0.49	0.009
		France	-0.58	0.066
The men in the department	United States	Germany	-0.46	0.064
		Spain	-0.20	0.169
		South Africa	0.01	0.967
		France	-0.43	0.140
		Jordan	-0.91	0.000
The men in the department	Germany	United States	0.46	0.064
		Spain	0.26	0.284
		South Africa	0.47	0.068
		France	0.03	0.926
		Jordan	-0.45	0.077
The men in the department	Spain	United States	0.20	0.169
		Germany	-0.26	0.284
		South Africa	0.21	0.189
		France	-0.23	0.425
		Jordan	-0.71	0.000
The men in the department	South Africa	United States	-0.01	0.967
		Germany	-0.47	0.068
		Spain	-0.21	0.189
		France	-0.44	0.142
		Jordan	-0.92	0.000
The men in the department	France	United States	0.43	0.140
		Germany	-0.03	0.926
		Spain	0.23	0.425
		South Africa	0.44	0.142
		Jordan	-0.48	0.102
The men in the department	Jordan	United States	0.91	0.000
		Germany	0.45	0.077
		Spain	0.71	0.000

## Leadership across Differences

		South Africa	0.92	0.000
		France	0.48	0.102
The women in the department	United States	Germany	-0.26	0.281
		Spain	-0.08	0.576
		South Africa	0.10	0.555
		France	-0.56	0.052
		Jordan	-0.83	0.000
The women in the department	Germany	United States	0.26	0.281
		Spain	0.18	0.442
		South Africa	0.36	0.152
		France	-0.29	0.394
		Jordan	-0.57	0.024
The women in the department	Spain	United States	0.08	0.576
		Germany	-0.18	0.442
		South Africa	0.18	0.254
		France	-0.48	0.090
		Jordan	-0.75	0.000
The women in the department	South Africa	United States	-0.10	0.555
		Germany	-0.36	0.152
		Spain	-0.18	0.254
		France	-0.66	0.026
		Jordan	-0.93	0.000
The women in the department	France	United States	0.56	0.052
		Germany	0.29	0.394
		Spain	0.48	0.090
		South Africa	0.66	0.026
		Jordan	-0.28	0.343
The women in the department	Jordan	United States	0.83	0.000
		Germany	0.57	0.024
		Spain	0.75	0.000
		South Africa	0.93	0.000
		France	0.28	0.343
The individuals directly involved in the situation	United States	Germany	-0.19	0.315
		Spain	-0.32	0.003
		South Africa	-0.08	0.540
		France	-0.27	0.210
		Jordan	-0.75	0.000
The individuals directly involved in the situation	Germany	United States	0.19	0.315
		Spain	-0.13	0.464
		South Africa	0.11	0.564
		France	-0.08	0.750

## Leadership across Differences

		Jordan	-0.56	0.003
The individuals directly involved in the situation	Spain	United States	0.32	0.003
		Germany	0.13	0.464
		South Africa	0.24	0.038
		France	0.05	0.813
		Jordan	-0.43	0.000
The individuals directly involved in the situation	South Africa	United States	0.08	0.540
		Germany	-0.11	0.564
		Spain	-0.24	0.038
		France	-0.19	0.379
		Jordan	-0.67	0.000
The individuals directly involved in the situation	France	United States	0.27	0.210
		Germany	0.08	0.750
		Spain	-0.05	0.813
		South Africa	0.19	0.379
		Jordan	-0.48	0.030
The individuals directly involved in the situation	Jordan	United States	0.75	0.000
		Germany	0.56	0.003
		Spain	0.43	0.000
		South Africa	0.67	0.000
		France	0.48	0.030
A respected religious leader	United States	Germany	-0.14	0.506
		Spain	-0.13	0.293
		South Africa	0.26	0.060
		France	-0.04	0.869
		Jordan	0.99	0.000
A respected religious leader	Germany	United States	0.14	0.506
		Spain	0.01	0.964
		South Africa	0.40	0.059
		France	0.10	0.736
		Jordan	1.12	0.000
A respected religious leader	Spain	United States	0.13	0.293
		Germany	-0.01	0.964
		South Africa	0.39	0.003
		France	0.09	0.708
		Jordan	1.11	0.000
A respected religious leader	South Africa	United States	-0.26	0.060
		Germany	-0.40	0.059
		Spain	-0.39	0.003



## Leadership across Differences

		France	-0.30	0.218
		Jordan	0.72	0.000
A respected religious leader	France	United States	0.04	0.869
		Germany	-0.10	0.736
		Spain	-0.09	0.708
		South Africa	0.30	0.218
		Jordan	1.03	0.000
A respected religious leader	Jordan	United States	-0.99	0.000
		Germany	-1.12	0.000
		Spain	-1.11	0.000
		South Africa	-0.72	0.000
		France	-1.03	0.000
A lawyer, legal office, or legal counsel	United States	Germany	-1.20	0.000
		Spain	-1.00	0.000
		South Africa	-0.60	0.000
		France	-0.59	0.047
		Jordan	-1.16	0.000
A lawyer, legal office, or legal counsel	Germany	United States	1.20	0.000
		Spain	0.20	0.415
		South Africa	0.61	0.021
		France	0.62	0.083
		Jordan	0.04	0.870
A lawyer, legal office, or legal counsel	Spain	United States	1.00	0.000
		Germany	-0.20	0.415
		South Africa	0.40	0.011
		France	0.42	0.150
		Jordan	-0.16	0.311
A lawyer, legal office, or legal counsel	South Africa	United States	0.60	0.000
		Germany	-0.61	0.021
		Spain	-0.40	0.011
		France	0.01	0.966
		Jordan	-0.56	0.002
A lawyer, legal office, or legal counsel	France	United States	0.59	0.047
		Germany	-0.62	0.083
		Spain	-0.42	0.150
		South Africa	-0.01	0.966
		Jordan	-0.58	0.056
A lawyer, legal office, or legal counsel	Jordan	United States	1.16	0.000

## Leadership across Differences

Germany	-0.04	0.870
Spain	0.16	0.311
South Africa	0.56	0.002
France	0.58	0.056

*Note.* Only participants from the United States, Germany, Spain, South Africa, France, and Jordan responded to these questions.

---

### **Religion Scenario**

Data collected in response to the religion scenario can be organized into three categories: 1) the seriousness of the situation, 2) ratings of various responses in terms of how helpful or harmful they would be, and 3) ratings of the degree to which different types of people should get involved in the situation. The results shared in this section are in response to following 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.*

#### *Seriousness*

The mean ratings of how serious the situation could become and whether or not action should be taken are provided in Table 8. The table also includes the standard deviation and the F-statistic (\* indicates  $p < 0.05$ , \*\* indicates  $p < 0.01$ , \*\*\* indicates  $p < 0.001$ ), which in this case indicates that there is a statistically significant difference between the ratings from the different countries. All seriousness ratings were made on a three-point scale where 1 = Not very serious, 2 = Possibly serious, and 3 = Very serious. Ratings of whether or not action should be taken were also made on a three-point scale with textual anchors as follows: 1 = No action is needed, 2 = Possibly take action, and 3 = Definitely take action.

**Table 8. Mean Ratings of Seriousness and Whether Action Should Be Taken**

Question	Country	N	Mean	sd	F
How serious do you think this situation could become?	TOTAL	2189	2.29	0.61	24.79***
	United States	795	2.44	0.59	
	Germany	184	2.12	0.59	
	Spain	192	1.92	0.61	
	South Africa	105	2.35	0.62	
	France	132	2.09	0.59	
	Singapore	123	2.13	0.57	
	India	171	2.27	0.60	
	Jordan	110	2.05	0.61	
	Japan	189	2.53	0.52	
	Scotland	188	2.36	0.54	
	Please tell us if you think action should be taken.	TOTAL	2189	2.54	0.56
United States		795	2.63	0.55	
Germany		184	2.47	0.54	
Spain		192	2.36	0.55	
South Africa		106	2.52	0.54	
France		130	2.55	0.54	
Singapore		122	2.25	0.61	
India		171	2.53	0.59	
Jordan		110	2.36	0.55	
Japan		192	2.64	0.50	
Scotland		187	2.63	0.51	

In order to further explore country-level differences, we conducted post hoc tests using the least squared differences method. The results from these comparisons are presented in Table 9.

**Table 9. Post Hoc Tests of Religion Scenario Seriousness Questions between Countries**

Question	Country (I)	Comparison Country (J)	Mean Difference (I-J)	Sig.
How serious do you think this situation could become?	United States	Germany	0.32	0.000
		Spain	0.52	0.000
		South Africa	0.08	0.173
		France	0.34	0.000
		Singapore	0.31	0.000
		India	0.16	0.001
		Jordan	0.39	0.000

## Leadership across Differences

		Japan	-0.10	0.037
		Scotland	0.07	0.122
How serious do you think this situation could become?	Germany	United States	-0.32	0.000
		Spain	0.20	0.001
		South Africa	-0.23	0.001
		France	0.03	0.668
		Singapore	-0.01	0.878
		India	-0.16	0.013
		Jordan	0.07	0.294
		Japan	-0.41	0.000
		Scotland	-0.24	0.000
How serious do you think this situation could become?	Spain	United States	-0.52	0.000
		Germany	-0.20	0.001
		South Africa	-0.44	0.000
		France	-0.17	0.009
		Singapore	-0.21	0.002
		India	-0.36	0.000
		Jordan	-0.13	0.066
		Japan	-0.62	0.000
		Scotland	-0.45	0.000
How serious do you think this situation could become?	South Africa	United States	-0.08	0.173
		Germany	0.23	0.001
		Spain	0.44	0.000
		France	0.26	0.001
		Singapore	0.22	0.004
		India	0.08	0.286
		Jordan	0.31	0.000
		Japan	-0.18	0.011
		Scotland	-0.01	0.896
How serious do you think this situation could become?	France	United States	-0.34	0.000
		Germany	-0.03	0.668
		Spain	0.17	0.009
		South Africa	-0.26	0.001
		Singapore	-0.04	0.594
		India	-0.18	0.007
		Jordan	0.05	0.548
		Japan	-0.44	0.000
		Scotland	-0.27	0.000
How serious do you think this situation could become?	Singapore	United States	-0.31	0.000
		Germany	0.01	0.878
		Spain	0.21	0.002

## Leadership across Differences

		South Africa	-0.22	0.004
		France	0.04	0.594
		India	-0.14	0.037
		Jordan	0.08	0.271
		Japan	-0.40	0.000
		Scotland	-0.23	0.001
How serious do you think this situation could become?	India	United States	-0.16	0.001
		Germany	0.16	0.013
		Spain	0.36	0.000
		South Africa	-0.08	0.286
		France	0.18	0.007
		Singapore	0.14	0.037
		Jordan	0.23	0.001
		Japan	-0.26	0.000
		Scotland	-0.09	0.161
How serious do you think this situation could become?	Jordan	United States	-0.39	0.000
		Germany	-0.07	0.294
		Spain	0.13	0.066
		South Africa	-0.31	0.000
		France	-0.05	0.548
		Singapore	-0.08	0.271
		India	-0.23	0.001
		Japan	-0.49	0.000
		Scotland	-0.32	0.000
How serious do you think this situation could become?	Japan	United States	0.10	0.037
		Germany	0.41	0.000
		Spain	0.62	0.000
		South Africa	0.18	0.011
		France	0.44	0.000
		Singapore	0.40	0.000
		India	0.26	0.000
		Jordan	0.49	0.000
		Scotland	0.17	0.004
How serious do you think this situation could become?	Scotland	United States	-0.07	0.122
		Germany	0.24	0.000
		Spain	0.45	0.000
		South Africa	0.01	0.896
		France	0.27	0.000
		Singapore	0.23	0.001
		India	0.09	0.161
		Jordan	0.32	0.000
		Japan	-0.17	0.004

## Leadership across Differences

Please tell us if you think any action should be taken.	United States	Germany	0.15	0.001
		Spain	0.27	0.000
		South Africa	0.11	0.060
		France	0.07	0.168
		Singapore	0.37	0.000
		India	0.10	0.032
		Jordan	0.26	0.000
		Japan	-0.01	0.815
		Scotland	0.00	0.991
		Please tell us if you think any action should be taken.	Germany	United States
Spain	0.11			0.044
South Africa	-0.05			0.490
France	-0.08			0.196
Singapore	0.22			0.001
India	-0.05			0.357
Jordan	0.11			0.097
Japan	-0.16			0.004
Scotland	-0.15			0.007
Please tell us if you think any action should be taken.	Spain			United States
		Germany	-0.11	0.044
		South Africa	-0.16	0.016
		France	-0.19	0.002
		Singapore	0.11	0.096
		India	-0.17	0.004
		Jordan	0.00	0.948
		Japan	-0.28	0.000
		Scotland	-0.27	0.000
		Please tell us if you think any action should be taken.	South Africa	United States
Germany	0.05			0.490
Spain	0.16			0.016
France	-0.03			0.625
Singapore	0.26			0.000
India	-0.01			0.912
Jordan	0.16			0.037
Japan	-0.12			0.078
Scotland	-0.11			0.108
Please tell us if you think any action should be taken.	France			United States
		Germany	0.08	0.196
		Spain	0.19	0.002
		South Africa	0.03	0.625
		Singapore	0.30	0.000
		India	0.03	0.665

## Leadership across Differences

		Jordan	0.19	0.007
		Japan	-0.08	0.189
		Scotland	-0.07	0.250
Please tell us if you think any action should be taken.	Singapore	United States	-0.37	0.000
		Germany	-0.22	0.001
		Spain	-0.11	0.096
		South Africa	-0.26	0.000
		France	-0.30	0.000
		India	-0.27	0.000
		Jordan	-0.11	0.127
		Japan	-0.38	0.000
		Scotland	-0.37	0.000
		Please tell us if you think any action should be taken.	India	United States
Germany	0.05			0.357
Spain	0.17			0.004
South Africa	0.01			0.912
France	-0.03			0.665
Singapore	0.27			0.000
Jordan	0.16			0.015
Japan	-0.11			0.058
Scotland	-0.10			0.086
Please tell us if you think any action should be taken.	Jordan			United States
		Germany	-0.11	0.097
		Spain	0.00	0.948
		South Africa	-0.16	0.037
		France	-0.19	0.007
		Singapore	0.11	0.127
		India	-0.16	0.015
		Japan	-0.27	0.000
		Scotland	-0.26	0.000
		Please tell us if you think any action should be taken.	Japan	United States
Germany	0.16			0.004
Spain	0.28			0.000
South Africa	0.12			0.078
France	0.08			0.189
Singapore	0.38			0.000
India	0.11			0.058
Jordan	0.27			0.000
Scotland	0.01			0.862
Please tell us if you think any action should be taken.	Scotland			United States
		Germany	0.15	0.007

## Leadership across Differences

Spain	0.27	0.000
South Africa	0.11	0.108
France	0.07	0.250
Singapore	0.37	0.000
India	0.10	0.086
Jordan	0.26	0.000
Japan	-0.01	0.862

### *Helpful and Harmful Responses*

The mean ratings of how helpful or harmful various responses to the situation would be are provided in Table 10. The table also includes the standard deviation and the F-statistic (\* indicates  $p < 0.05$ , \*\* indicates  $p < 0.01$ , \*\*\* indicates  $p < 0.001$ ), which in this case indicates that there is a statistically significant difference between the ratings from the different countries. All ratings were made on a five-point scale where 1 = Very helpful, 2 = Somewhat helpful, 3 = Neither helpful nor harmful, 4 = Somewhat harmful, and 5 = Very harmful.

**Table 10. Descriptive Statistics and ANOVA Test of Helpful/Harmful Responses of Religion Scenario**

Question	Country	N	Mean	sd	F
Conduct an investigation to identify the people who are creating the tension.	TOTAL	2106	2.23	1.11	9.54***
	United States	761	2.29	1.14	
	Germany	181	2.61	1.14	
	Spain	191	2.34	1.06	
	South Africa	106	1.95	1.08	
	France	121	2.43	1.15	
	Singapore	120	2.08	0.85	
	India	170	2.26	1.33	
	Jordan	110	1.58	0.76	
	Japan	187	2.01	0.97	
	Scotland	159	2.23	1.04	
	Establish a task force to make recommendations for addressing the situation. <sup>a</sup>	TOTAL	604	2.31	
United States		142	2.48	1.18	
Germany		35	2.34	0.64	
Spain		189	2.43	1.06	
South Africa		105	2.04	0.99	
France		24	2.46	1.18	



## Leadership across Differences

	Jordan	109	2.07	0.90	
Call a meeting of the parties involved to get the facts.	TOTAL	2102	2.05	1.05	9.43***
	United States	758	2.13	1.09	
	Germany	180	2.06	0.99	
	Spain	191	2.13	0.99	
	South Africa	106	1.60	0.75	
	France	122	2.02	0.97	
	Singapore	120	2.00	0.90	
	India	170	2.50	1.39	
	Jordan	109	1.80	0.83	
	Japan	187	1.75	0.90	
	Scotland	159	1.91	0.89	
Talk informally to a few people to find out more about what is going on.	TOTAL	2108	2.29	1.01	6.72***
	United States	761	2.23	0.99	
	Germany	181	2.45	1.10	
	Spain	189	2.46	1.06	
	South Africa	106	2.16	0.93	
	France	121	2.70	1.17	
	Singapore	120	1.96	0.70	
	India	171	2.48	1.21	
	Jordan	109	2.20	0.92	
	Japan	187	2.13	0.91	
	Scotland	163	2.21	0.85	
Unify employees by reminding them of the shared goals of the organization.	TOTAL	2102	2.09	0.98	6.62***
	United States	761	2.05	0.94	
	Germany	181	2.31	0.90	
	Spain	191	2.26	0.90	
	South Africa	106	2.07	1.11	
	France	120	1.94	0.95	
	Singapore	120	1.82	0.78	
	India	167	2.45	1.41	
	Jordan	109	1.91	1.03	
	Japan	187	1.96	0.87	
	Scotland	160	2.09	0.82	
Let the situation play itself out; do nothing.	TOTAL	2099	4.27	0.99	26.71***
	United States	758	4.40	0.85	
	Germany	181	4.43	0.86	
	Spain	191	4.36	0.79	
	South Africa	106	4.59	0.70	
	France	121	4.60	0.64	
	Singapore	120	3.69	1.08	

## Leadership across Differences

	India	168	3.49	1.60	
	Jordan	107	3.86	1.18	
	Japan	187	4.48	0.80	
	Scotland	160	4.23	0.88	
Encourage anyone who is bothered by the situation to transfer to another part of the organization.	TOTAL	2100	4.38	0.97	72.43***
	United States	763	4.69	0.66	
	Germany	180	4.67	0.68	
	Spain	189	4.52	0.73	
	South Africa	106	4.56	0.92	
	France	123	4.63	0.68	
	Singapore	118	3.69	1.04	
	India	165	3.25	1.42	
	Jordan	107	3.46	1.18	
	Japan	186	4.22	0.94	
	Scotland	163	4.58	0.71	
Punish anyone who disrupts the work because of this situation.	TOTAL	2094	3.76	1.21	41.88***
	United States	759	3.92	1.18	
	Germany	181	4.31	0.92	
	Spain	190	3.93	0.95	
	South Africa	106	4.04	1.17	
	France	120	3.87	1.14	
	Singapore	116	3.31	1.15	
	India	166	2.80	1.31	
	Jordan	108	2.44	1.13	
	Japan	186	3.80	1.02	
	Scotland	162	4.07	1.01	
Work with members of different religious groups to surface the differences so that they can better understand one another's point of view.	TOTAL	2092	2.18	1.07	13.15***
	United States	756	2.29	1.11	
	Germany	181	1.85	0.75	
	Spain	190	2.18	0.95	
	South Africa	106	1.70	0.93	
	France	120	2.53	1.20	
	Singapore	118	1.83	0.74	
	India	169	2.56	1.44	
	Jordan	106	1.87	0.90	
	Japan	187	2.32	1.00	
	Scotland	159	1.98	0.83	
Encourage debate and discussion about what happened. <sup>a</sup>	TOTAL	599	2.46	1.16	3.92**
	United States	140	2.45	1.23	

## Leadership across Differences

	Germany	35	2.34	0.87	
	Spain	188	2.49	1.07	
	South Africa	106	2.10	1.11	
	France	24	2.79	1.14	
	Jordan	106	2.75	1.29	
Discourage those who are disgruntled from expressing dissatisfaction with the situation.	TOTAL	2091	3.98	1.12	58.56***
	United States	754	4.24	0.95	
	Germany	180	4.26	1.07	
	Spain	190	4.38	0.69	
	South Africa	106	4.11	0.94	
	France	122	4.25	0.87	
	Singapore	118	3.11	1.15	
	India	167	3.10	1.39	
	Jordan	110	2.65	1.21	
	Japan	185	3.86	1.00	
	Scotland	159	4.21	0.91	
Ask co-workers of the religious group members who are upset to try to get them to calm down.	TOTAL	2085	3.24	1.21	55.62***
	United States	755	3.69	1.16	
	Germany	180	3.27	1.09	
	Spain	191	2.75	1.02	
	South Africa	106	2.98	1.27	
	France	119	3.30	1.09	
	Singapore	118	2.36	0.86	
	India	165	2.60	1.08	
	Jordan	109	1.95	0.86	
	Japan	183	3.50	1.00	
	Scotland	159	3.71	1.06	
Inform the media about what is going on. <sup>a</sup>	TOTAL	557	4.57	0.81	12.76***
	United States	142	4.73	0.73	
	Germany	34	4.68	0.84	
	Spain	191	4.55	0.68	
	South Africa	58	4.91	0.34	
	France	23	4.83	0.58	
	Jordan	109	4.09	1.07	
Redesign the work so that members of different religious groups will no longer have to interact with one another.	TOTAL	2095	4.23	1.07	61.99***
	United States	757	4.57	0.74	
	Germany	181	4.49	0.65	
	Spain	190	4.56	0.65	
	South Africa	106	4.23	1.08	
	France	120	4.48	0.79	

## Leadership across Differences

	Singapore	118	3.54	1.15	
	India	166	3.25	1.59	
	Jordan	110	3.55	1.31	
	Japan	186	3.55	1.23	
	Scotland	161	4.60	0.68	
Direct employees to stop the gossip and informal conversations.	TOTAL	2097	3.05	1.22	30.90***
	United States	758	3.06	1.23	
	Germany	180	3.45	1.18	
	Spain	192	3.49	1.04	
	South Africa	106	2.88	1.19	
	France	119	3.39	1.21	
	Singapore	117	2.47	0.94	
	India	167	2.76	1.15	
	Jordan	110	1.70	0.66	
	Japan	187	3.17	1.13	
	Scotland	161	3.45	1.11	
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	TOTAL	2095	1.95	0.92	11.13***
	United States	760	1.91	0.92	
	Germany	180	1.79	0.71	
	Spain	191	1.97	0.83	
	South Africa	106	1.70	0.76	
	France	119	2.19	0.91	
	Singapore	117	1.77	0.71	
	India	168	2.52	1.39	
	Jordan	107	2.00	0.86	
	Japan	186	1.84	0.80	
	Scotland	161	1.89	0.72	
Insist that this person apologize to those who received the e-mail.	TOTAL	2093	2.81	1.16	9.94***
	United States	755	2.96	1.18	
	Germany	180	2.72	1.32	
	Spain	191	2.64	1.05	
	South Africa	106	2.39	1.07	
	France	120	2.21	0.98	
	Singapore	118	2.74	1.01	
	India	167	2.69	1.17	
	Jordan	110	2.66	1.21	
	Japan	185	3.15	1.09	
	Scotland	161	2.98	1.12	
Take legal action against the person who sent the e-mail immediately. <sup>a</sup>	TOTAL	603	4.05	1.13	46.76***

## Leadership across Differences

	United States	141	4.61	0.79	
	Germany	34	4.06	1.13	
	Spain	189	4.24	0.74	
	South Africa	105	4.16	1.13	
	France	24	4.25	0.74	
	Jordan	110	2.83	1.28	
Apologize to those who were offended.	TOTAL	2089	2.36	1.03	12.68***
	United States	755	2.22	1.00	
	Germany	180	2.67	1.07	
	Spain	189	2.23	0.86	
	South Africa	106	1.98	1.15	
	France	120	2.22	0.95	
	Singapore	118	2.39	0.91	
	India	166	2.54	1.09	
	Jordan	108	2.27	1.15	
	Japan	187	2.91	0.99	
	Scotland	160	2.36	0.97	
Appoint a qualified person from this woman's religious group to a supervisory job. <sup>a</sup>	TOTAL	601	3.65	1.09	26.72***
	United States	139	3.88	1.02	
	Germany	35	3.49	0.85	
	Spain	190	3.85	0.85	
	South Africa	103	3.93	1.06	
	France	24	4.17	0.92	
	Jordan	110	2.70	1.13	
Initiate team-building exercises for members of different religious groups.	TOTAL	2081	2.16	1.03	7.99***
	United States	747	2.11	0.99	
	Germany	179	2.09	0.89	
	Spain	190	2.34	0.97	
	South Africa	106	2.18	1.07	
	France	120	2.56	1.15	
	Singapore	118	1.81	0.75	
	India	165	2.48	1.44	
	Jordan	109	1.84	0.86	
	Japan	186	2.23	0.98	
	Scotland	161	2.03	0.86	
Initiate coaching for the woman who sent the e-mail.	TOTAL	2078	2.44	1.07	28.19***
	United States	747	2.19	1.07	
	Germany	179	3.08	1.01	
	Spain	189	3.12	0.96	
	South Africa	106	2.72	1.07	
	France	119	2.49	1.01	

## Leadership across Differences

	Singapore	118	2.31	0.84	
	India	166	2.45	0.99	
	Jordan	109	2.63	1.12	
	Japan	186	2.03	0.84	
	Scotland	159	2.28	0.96	
Develop a policy that threatens anyone with immediate termination for proselytizing.	TOTAL	2083	3.28	1.29	17.61***
	United States	752	3.23	1.28	
	Germany	179	3.54	1.38	
	Spain	191	3.81	1.07	
	South Africa	106	3.97	1.22	
	France	118	2.97	1.24	
	Singapore	118	3.12	1.13	
	India	164	2.67	1.23	
	Jordan	109	2.85	1.30	
	Japan	186	3.02	1.28	
	Scotland	160	3.63	1.13	
Develop a policy that threatens anyone with legal action for proselytizing. <sup>a</sup>	TOTAL	558	3.62	1.27	19.40***
	United States	140	3.94	1.17	
	Germany	35	3.86	1.33	
	Spain	191	3.81	1.04	
	South Africa	58	4.02	1.33	
	France	24	3.25	1.26	
	Jordan	110	2.67	1.25	
Establish an independent office to handle such incidents.	TOTAL	2076	2.62	1.12	16.41***
	United States	752	2.41	1.11	
	Germany	179	2.60	1.13	
	Spain	188	3.30	1.09	
	South Africa	106	2.97	1.21	
	France	118	3.00	1.15	
	Singapore	117	2.70	0.92	
	India	162	2.65	1.08	
	Jordan	108	2.59	1.20	
	Japan	184	2.27	0.95	
	Scotland	162	2.67	0.97	
Stop hiring so many people from this woman's religious group. <sup>a</sup>	TOTAL	603	4.28	1.01	25.56***
	United States	141	4.68	0.75	
	Germany	34	4.15	1.05	
	Spain	190	4.45	0.72	
	South Africa	106	4.33	0.89	
	France	24	4.33	0.92	
	Jordan	108	3.43	1.32	

## Leadership across Differences

Conduct a best practices survey to develop recommendations based on what other organizations do.

TOTAL	2069	2.07	0.93	8.35***
United States	751	1.97	0.90	
Germany	180	2.09	0.94	
Spain	182	2.30	0.90	
South Africa	106	2.00	0.83	
France	119	2.23	0.89	
Singapore	117	2.14	0.78	
India	165	2.44	1.22	
Jordan	109	2.28	1.00	
Japan	185	1.82	0.82	
Scotland	155	1.94	0.78	

Hold training programs to teach members of different religious groups how to work together without disruption.<sup>a</sup>

TOTAL	749	1.80	0.87	3.20**
United States	139	1.65	0.77	
Germany	179	1.96	0.97	
Spain	192	1.78	0.83	
South Africa	107	1.72	0.86	
France	23	2.17	1.07	
Jordan	109	1.73	0.83	

Hold training programs to teach members of different religious groups how to show respect to one another in the workplace.<sup>b</sup>

TOTAL	1332	1.93	0.99	10.94***
United States	614	1.81	0.93	
France	96	2.24	0.99	
Singapore	118	1.83	0.75	
India	165	2.37	1.41	
Japan	184	1.85	0.87	
Scotland	155	1.89	0.83	

Acknowledge the grievances of those who were offended.<sup>a</sup>

TOTAL	607	2.07	1.02	29.80***
United States	141	1.55	0.77	
Germany	35	1.80	0.76	
Spain	190	2.52	0.99	
South Africa	107	1.73	0.98	
France	24	3.25	1.03	
Jordan	110	2.11	0.91	

Redesign the work so that members of different religious groups are working together on important tasks that require cooperation.

TOTAL	2081	2.37	1.13	10.32***
-------	------	------	------	----------

## Leadership across Differences

	United States	754	2.55	1.18	
	Germany	179	1.79	0.85	
	Spain	191	2.30	1.06	
	South Africa	107	2.25	1.11	
	France	119	2.20	1.00	
	Singapore	116	2.13	0.95	
	India	167	2.55	1.39	
	Jordan	109	2.12	1.10	
	Japan	183	2.54	0.93	
	Scotland	156	2.40	1.08	
Organize more meetings and social gatherings so that members of different religious groups can get to know one another as individuals.	TOTAL	2081	2.18	0.96	7.27**
	United States	755	2.28	0.94	
	Germany	180	2.12	0.84	
	Spain	190	1.97	0.76	
	South Africa	107	1.93	0.84	
	France	118	2.25	0.90	
	Singapore	117	1.81	0.79	
	India	165	2.36	1.48	
	Jordan	109	1.90	0.82	
	Japan	185	2.31	0.92	
	Scotland	155	2.28	0.89	
Showcase areas of the organization where members of different religious groups work together effectively. <sup>a</sup>	TOTAL	604	2.19	0.93	3.70**
	United States	140	2.44	1.00	
	Germany	35	2.34	0.91	
	Spain	190	2.07	0.78	
	South Africa	107	2.04	0.93	
	France	23	2.04	0.82	
	Jordan	109	2.22	1.04	
Establish a reward system for high-performing work groups where differences between religious groups don't get in the way.	TOTAL	2087	2.47	1.14	18.62***
	United States	752	2.54	1.12	
	Germany	180	2.30	1.06	
	Spain	191	2.78	1.04	
	South Africa	107	2.33	1.22	
	France	119	3.40	1.23	
	Singapore	118	2.27	0.91	
	India	167	2.40	1.30	
	Jordan	108	1.80	0.90	
	Japan	186	2.19	0.98	



## Leadership across Differences

	Scotland	159	2.40	1.03	
Make sure that all supervisors and managers are treating people from all religious groups with respect on a daily basis.	TOTAL	2086	1.46	0.83	39.80***
	United States	750	1.26	0.62	
	Germany	180	1.35	0.62	
	Spain	192	1.40	0.60	
	South Africa	107	1.24	0.53	
	France	120	1.51	0.71	
	Singapore	118	1.70	0.80	
	India	166	2.46	1.58	
	Jordan	108	1.46	0.74	
	Japan	185	1.54	0.77	
	Scotland	160	1.36	0.61	
Develop policies and procedures to insure that all religious groups are treated equally.	TOTAL	2080	1.56	0.91	31.26***
	United States	747	1.33	0.68	
	Germany	177	1.59	0.74	
	Spain	191	1.50	0.68	
	South Africa	107	1.29	0.61	
	France	121	1.96	1.06	
	Singapore	116	1.67	0.71	
	India	169	2.44	1.68	
	Jordan	107	1.62	0.84	
	Japan	185	1.68	0.80	
	Scotland	160	1.36	0.76	
Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	TOTAL	2083	1.69	0.93	26.29***
	United States	748	1.43	0.76	
	Germany	181	1.99	0.95	
	Spain	190	1.85	0.82	
	South Africa	107	1.58	0.84	
	France	121	1.74	0.87	
	Singapore	117	1.90	0.75	
	India	167	2.45	1.60	
	Jordan	108	1.74	0.79	
	Japan	185	1.64	0.77	
	Scotland	159	1.43	0.67	
Privately warn the woman who sent the e-mail that this is unacceptable behavior.	TOTAL	2089	2.41	1.22	26.70***
	United States	754	2.24	1.18	
	Germany	175	3.51	1.29	

## Leadership across Differences

	Spain	190	2.49	1.12	
	South Africa	107	2.72	1.25	
	France	120	2.28	1.24	
	Singapore	118	2.47	1.00	
	India	169	2.67	1.30	
	Jordan	109	1.81	0.89	
	Japan	186	2.10	0.92	
	Scotland	161	2.29	1.10	
Educate employees that religious proselytizing is unacceptable behavior in the workplace. <sup>a</sup>	TOTAL	605	2.08	1.05	8.38***
	United States	139	1.83	0.96	
	Germany	35	2.17	1.10	
	Spain	191	2.20	0.94	
	South Africa	107	2.49	1.25	
	France	24	1.42	0.65	
	Jordan	109	1.89	1.02	

*Note.* <sup>a</sup> Only participants from the United States, Germany, Spain, South Africa, France, and Jordan responded to these items.

<sup>b</sup> Only participants from the United States, France, Singapore, India, Japan, and Scotland responded to this item.

In order to further explore country-level differences, we conducted post hoc tests using the least squared differences method. The results from these comparisons are presented in Table 11.

**Table 11. Post Hoc Tests of Religion Scenario Helpful and Harmful Responses between Countries**

Question	Country (I)	Comparison Country (J)	Mean Difference (I-J)	Sig.
Conduct an investigation to identify the people who are creating the tension.	United States	Germany	-0.32	0.000
		Spain	-0.04	0.646
		South Africa	0.34	0.003
		France	-0.14	0.206
		Singapore	0.21	0.050
		India	0.04	0.702
		Jordan	0.71	0.000
		Japan	0.28	0.002
		Scotland	0.06	0.518
Conduct an investigation to identify the people who are	Germany	United States	0.32	0.000

## Leadership across Differences

creating the tension.

		Spain	0.28	0.014
		South Africa	0.66	0.000
		France	0.18	0.153
		Singapore	0.53	0.000
		India	0.35	0.002
		Jordan	1.03	0.000
		Japan	0.60	0.000
		Scotland	0.38	0.001
Conduct an investigation to identify the people who are creating the tension.	Spain	United States	0.04	0.646
		Germany	-0.28	0.014
		South Africa	0.38	0.004
		France	-0.09	0.456
		Singapore	0.25	0.048
		India	0.08	0.509
		Jordan	0.75	0.000
		Japan	0.32	0.004
		Scotland	0.10	0.384
Conduct an investigation to identify the people who are creating the tension.	South Africa	United States	-0.34	0.003
		Germany	-0.66	0.000
		Spain	-0.38	0.004
		France	-0.48	0.001
		Singapore	-0.13	0.371
		India	-0.31	0.024
		Jordan	0.37	0.013
		Japan	-0.06	0.664
		Scotland	-0.28	0.041
Conduct an investigation to identify the people who are creating the tension.	France	United States	0.14	0.206
		Germany	-0.18	0.153
		Spain	0.09	0.456
		South Africa	0.48	0.001
		Singapore	0.35	0.014
		India	0.17	0.189
		Jordan	0.85	0.000
		Japan	0.42	0.001
		Scotland	0.20	0.136
Conduct an investigation to identify the people who are creating the tension.	Singapore	United States	-0.21	0.050
		Germany	-0.53	0.000
		Spain	-0.25	0.048
		South Africa	0.13	0.371

## Leadership across Differences

		France	-0.35	0.014
		India	-0.18	0.179
		Jordan	0.50	0.001
		Japan	0.07	0.570
		Scotland	-0.15	0.259
Conduct an investigation to identify the people who are creating the tension.	India	United States	-0.04	0.702
		Germany	-0.35	0.002
		Spain	-0.08	0.509
		South Africa	0.31	0.024
		France	-0.17	0.189
		Singapore	0.18	0.179
		Jordan	0.68	0.000
		Japan	0.25	0.032
		Scotland	0.03	0.829
Conduct an investigation to identify the people who are creating the tension.	Jordan	United States	-0.71	0.000
		Germany	-1.03	0.000
		Spain	-0.75	0.000
		South Africa	-0.37	0.013
		France	-0.85	0.000
		Singapore	-0.50	0.001
		India	-0.68	0.000
		Japan	-0.43	0.001
		Scotland	-0.65	0.000
Conduct an investigation to identify the people who are creating the tension.	Japan	United States	-0.28	0.002
		Germany	-0.60	0.000
		Spain	-0.32	0.004
		South Africa	0.06	0.664
		France	-0.42	0.001
		Singapore	-0.07	0.570
		India	-0.25	0.032
		Jordan	0.43	0.001
		Scotland	-0.22	0.060
Conduct an investigation to identify the people who are creating the tension.	Scotland	United States	-0.06	0.518
		Germany	-0.38	0.001
		Spain	-0.10	0.384
		South Africa	0.28	0.041
		France	-0.20	0.136
		Singapore	0.15	0.259
		India	-0.03	0.829
		Jordan	0.65	0.000

## Leadership across Differences

		Japan	0.22	0.060
Establish a task force to make recommendations for addressing the situation. <sup>a</sup>	United States	Germany	0.14	0.488
		Spain	0.05	0.696
		South Africa	0.44	0.001
		France	0.02	0.929
		Jordan	0.41	0.002
Establish a task force to make recommendations for addressing the situation. <sup>a</sup>	Germany	United States	-0.14	0.488
		Spain	-0.09	0.634
		South Africa	0.30	0.133
		France	-0.12	0.675
		Jordan	0.27	0.182
Establish a task force to make recommendations for addressing the situation. <sup>a</sup>	Spain	United States	-0.05	0.696
		Germany	0.09	0.634
		South Africa	0.40	0.002
		France	-0.02	0.913
		Jordan	0.36	0.004
Establish a task force to make recommendations for addressing the situation. <sup>a</sup>	South Africa	United States	-0.44	0.001
		Germany	-0.30	0.133
		Spain	-0.40	0.002
		France	-0.42	0.074
		Jordan	-0.04	0.804
Establish a task force to make recommendations for addressing the situation. <sup>a</sup>	France	United States	-0.02	0.929
		Germany	0.12	0.675
		Spain	0.02	0.913
		South Africa	0.42	0.074
		Jordan	0.38	0.101
Establish a task force to make recommendations for addressing the situation. <sup>a</sup>	Jordan	United States	-0.41	0.002
		Germany	-0.27	0.182
		Spain	-0.36	0.004
		South Africa	0.04	0.804
		France	-0.38	0.101
Call a meeting of the parties involved to get the facts.	United States	Germany	0.08	0.362

## Leadership across Differences

		Spain	0.01	0.927
		South Africa	0.53	0.000
		France	0.11	0.278
		Singapore	0.13	0.187
		India	-0.37	0.000
		Jordan	0.34	0.001
		Japan	0.38	0.000
		Scotland	0.23	0.011
Call a meeting of the parties involved to get the facts.	Germany	United States	-0.08	0.362
		Spain	-0.07	0.511
		South Africa	0.45	0.000
		France	0.03	0.797
		Singapore	0.06	0.646
		India	-0.44	0.000
		Jordan	0.26	0.039
		Japan	0.31	0.004
		Scotland	0.15	0.180
Call a meeting of the parties involved to get the facts.	Spain	United States	-0.01	0.927
		Germany	0.07	0.511
		South Africa	0.52	0.000
		France	0.10	0.396
		Singapore	0.13	0.294
		India	-0.37	0.001
		Jordan	0.33	0.008
		Japan	0.38	0.000
		Scotland	0.22	0.046
Call a meeting of the parties involved to get the facts.	South Africa	United States	-0.53	0.000
		Germany	-0.45	0.000
		Spain	-0.52	0.000
		France	-0.42	0.002
		Singapore	-0.40	0.004
		India	-0.90	0.000
		Jordan	-0.19	0.165
		Japan	-0.14	0.246
		Scotland	-0.30	0.019
Call a meeting of the parties involved to get the facts.	France	United States	-0.11	0.278
		Germany	-0.03	0.797
		Spain	-0.10	0.396
		South Africa	0.42	0.002
		Singapore	0.02	0.852
		India	-0.48	0.000
		Jordan	0.23	0.094
		Japan	0.28	0.021
		Scotland	0.12	0.336

## Leadership across Differences

Call a meeting of the parties involved to get the facts.	Singapore	United States	-0.13	0.187
		Germany	-0.06	0.646
		Spain	-0.13	0.294
		South Africa	0.40	0.004
		France	-0.02	0.852
		India	-0.50	0.000
		Jordan	0.20	0.137
		Japan	0.25	0.036
Call a meeting of the parties involved to get the facts.	India	United States	0.37	0.000
		Germany	0.44	0.000
		Spain	0.37	0.001
		South Africa	0.90	0.000
		France	0.48	0.000
		Singapore	0.50	0.000
		Jordan	0.70	0.000
		Japan	0.75	0.000
Call a meeting of the parties involved to get the facts.	Jordan	United States	-0.34	0.001
		Germany	-0.26	0.039
		Spain	-0.33	0.008
		South Africa	0.19	0.165
		France	-0.23	0.094
		Singapore	-0.20	0.137
		India	-0.70	0.000
		Japan	0.05	0.689
Call a meeting of the parties involved to get the facts.	Japan	United States	-0.38	0.000
		Germany	-0.31	0.004
		Spain	-0.38	0.000
		South Africa	0.14	0.246
		France	-0.28	0.021
		Singapore	-0.25	0.036
		India	-0.75	0.000
		Jordan	-0.05	0.689
Call a meeting of the parties involved to get the facts.	Scotland	United States	-0.23	0.011
		Germany	-0.15	0.180
		Spain	-0.22	0.046
		South Africa	0.30	0.019
		France	-0.12	0.336
		Singapore	-0.09	0.447

## Leadership across Differences

		India	-0.59	0.000
		Jordan	0.11	0.400
		Japan	0.16	0.156
Talk informally to a few people to find out more about what is going on.	United States	Germany	-0.22	0.008
		Spain	-0.23	0.005
		South Africa	0.07	0.511
		France	-0.47	0.000
		Singapore	0.27	0.006
		India	-0.25	0.003
		Jordan	0.03	0.794
		Japan	0.09	0.246
		Scotland	0.01	0.872
Talk informally to a few people to find out more about what is going on.	Germany	United States	0.22	0.008
		Spain	-0.01	0.902
		South Africa	0.29	0.019
		France	-0.25	0.030
		Singapore	0.49	0.000
		India	-0.03	0.765
		Jordan	0.25	0.043
		Japan	0.31	0.003
		Scotland	0.23	0.032
Talk informally to a few people to find out more about what is going on.	Spain	United States	0.23	0.005
		Germany	0.01	0.902
		South Africa	0.30	0.014
		France	-0.24	0.038
		Singapore	0.50	0.000
		India	-0.02	0.856
		Jordan	0.26	0.032
		Japan	0.33	0.002
		Scotland	0.25	0.022
Talk informally to a few people to find out more about what is going on.	South Africa	United States	-0.07	0.511
		Germany	-0.29	0.019
		Spain	-0.30	0.014
		France	-0.54	0.000
		Singapore	0.20	0.131
		India	-0.32	0.010
		Jordan	-0.04	0.762
		Japan	0.03	0.827
		Scotland	-0.05	0.664



## Leadership across Differences

Talk informally to a few people to find out more about what is going on.	France	United States	0.47	0.000
		Germany	0.25	0.030
		Spain	0.24	0.038
		South Africa	0.54	0.000
		Singapore	0.74	0.000
		India	0.22	0.061
		Jordan	0.50	0.000
		Japan	0.57	0.000
Talk informally to a few people to find out more about what is going on.	Singapore	United States	-0.27	0.006
		Germany	-0.49	0.000
		Spain	-0.50	0.000
		South Africa	-0.20	0.131
		France	-0.74	0.000
		India	-0.52	0.000
		Jordan	-0.24	0.067
		Japan	-0.18	0.135
Talk informally to a few people to find out more about what is going on.	India	United States	0.25	0.003
		Germany	0.03	0.765
		Spain	0.02	0.856
		South Africa	0.32	0.010
		France	-0.22	0.061
		Singapore	0.52	0.000
		Jordan	0.28	0.024
		Japan	0.35	0.001
Talk informally to a few people to find out more about what is going on.	Jordan	United States	-0.03	0.794
		Germany	-0.25	0.043
		Spain	-0.26	0.032
		South Africa	0.04	0.762
		France	-0.50	0.000
		Singapore	0.24	0.067
		India	-0.28	0.024
		Japan	0.07	0.573
Talk informally to a few people to find out more about what is going on.	Japan	United States	-0.09	0.246
		Germany	-0.31	0.003
		Spain	-0.33	0.002

## Leadership across Differences

		South Africa	-0.03	0.827
		France	-0.57	0.000
		Singapore	0.18	0.135
		India	-0.35	0.001
		Jordan	-0.07	0.573
		Scotland	-0.08	0.451
Talk informally to a few people to find out more about what is going on.	Scotland	United States	-0.01	0.872
		Germany	-0.23	0.032
		Spain	-0.25	0.022
		South Africa	0.05	0.664
		France	-0.49	0.000
		Singapore	0.26	0.034
		India	-0.26	0.016
		Jordan	0.01	0.917
		Japan	0.08	0.451
Unify employees by reminding them of the shared goals of the organization.	United States	Germany	-0.27	0.001
		Spain	-0.21	0.007
		South Africa	-0.02	0.863
		France	0.11	0.262
		Singapore	0.23	0.015
		India	-0.40	0.000
		Jordan	0.14	0.158
		Japan	0.09	0.249
		Scotland	-0.05	0.593
Unify employees by reminding them of the shared goals of the organization.	Germany	United States	0.27	0.001
		Spain	0.05	0.598
		South Africa	0.25	0.036
		France	0.37	0.001
		Singapore	0.50	0.000
		India	-0.13	0.198
		Jordan	0.41	0.001
		Japan	0.36	0.000
		Scotland	0.22	0.036
Unify employees by reminding them of the shared goals of the organization.	Spain	United States	0.21	0.007
		Germany	-0.05	0.598
		South Africa	0.20	0.096
		France	0.32	0.005
		Singapore	0.45	0.000
		India	-0.19	0.069
		Jordan	0.35	0.002

## Leadership across Differences

		Japan	0.30	0.002
		Scotland	0.17	0.107
Unify employees by reminding them of the shared goals of the organization.	South Africa	United States	0.02	0.863
		Germany	-0.25	0.036
		Spain	-0.20	0.096
		France	0.12	0.337
		Singapore	0.25	0.054
		India	-0.38	0.002
		Jordan	0.16	0.234
		Japan	0.11	0.357
		Scotland	-0.03	0.820
Unify employees by reminding them of the shared goals of the organization.	France	United States	-0.11	0.262
		Germany	-0.37	0.001
		Spain	-0.32	0.005
		South Africa	-0.12	0.337
		Singapore	0.13	0.319
		India	-0.51	0.000
		Jordan	0.03	0.795
		Japan	-0.02	0.891
		Scotland	-0.15	0.195
Unify employees by reminding them of the shared goals of the organization.	Singapore	United States	-0.23	0.015
		Germany	-0.50	0.000
		Spain	-0.45	0.000
		South Africa	-0.25	0.054
		France	-0.13	0.319
		India	-0.63	0.000
		Jordan	-0.09	0.476
		Japan	-0.14	0.216
		Scotland	-0.28	0.018
Unify employees by reminding them of the shared goals of the organization.	India	United States	0.40	0.000
		Germany	0.13	0.198
		Spain	0.19	0.069
		South Africa	0.38	0.002
		France	0.51	0.000
		Singapore	0.63	0.000
		Jordan	0.54	0.000
		Japan	0.49	0.000
		Scotland	0.36	0.001
Unify employees by reminding	Jordan	United States	-0.14	0.158

## Leadership across Differences

them of the shared goals of the organization.

		Germany	-0.41	0.001
		Spain	-0.35	0.002
		South Africa	-0.16	0.234
		France	-0.03	0.795
		Singapore	0.09	0.476
		India	-0.54	0.000
		Japan	-0.05	0.676
		Scotland	-0.19	0.124
Unify employees by reminding them of the shared goals of the organization.	Japan	United States	-0.09	0.249
		Germany	-0.36	0.000
		Spain	-0.30	0.002
		South Africa	-0.11	0.357
		France	0.02	0.891
		Singapore	0.14	0.216
		India	-0.49	0.000
		Jordan	0.05	0.676
		Scotland	-0.14	0.192
Unify employees by reminding them of the shared goals of the organization.	Scotland	United States	0.05	0.593
		Germany	-0.22	0.036
		Spain	-0.17	0.107
		South Africa	0.03	0.820
		France	0.15	0.195
		Singapore	0.28	0.018
		India	-0.36	0.001
		Jordan	0.19	0.124
		Japan	0.14	0.192
Let the situation play itself out; do nothing.	United States	Germany	-0.03	0.741
		Spain	0.04	0.613
		South Africa	-0.19	0.046
		France	-0.20	0.027
		Singapore	0.71	0.000
		India	0.91	0.000
		Jordan	0.54	0.000
		Japan	-0.08	0.288
		Scotland	0.17	0.040
Let the situation play itself out; do nothing.	Germany	United States	0.03	0.741
		Spain	0.06	0.511
		South Africa	-0.17	0.142
		France	-0.18	0.107
		Singapore	0.73	0.000

## Leadership across Differences

	India	0.94	0.000
	Jordan	0.57	0.000
	Japan	-0.06	0.569
	Scotland	0.19	0.057
Let the situation play itself out; do nothing.	Spain		
	United States	-0.04	0.613
	Germany	-0.06	0.511
	South Africa	-0.23	0.041
	France	-0.24	0.027
	Singapore	0.67	0.000
	India	0.87	0.000
	Jordan	0.50	0.000
	Japan	-0.12	0.215
Scotland	0.13	0.197	
Let the situation play itself out; do nothing.	South Africa		
	United States	0.19	0.046
	Germany	0.17	0.142
	Spain	0.23	0.041
	France	-0.01	0.943
	Singapore	0.90	0.000
	India	1.11	0.000
	Jordan	0.73	0.000
	Japan	0.11	0.323
Scotland	0.36	0.002	
Let the situation play itself out; do nothing.	France		
	United States	0.20	0.027
	Germany	0.18	0.107
	Spain	0.24	0.027
	South Africa	0.01	0.943
	Singapore	0.91	0.000
	India	1.12	0.000
	Jordan	0.74	0.000
	Japan	0.12	0.266
Scotland	0.37	0.001	
Let the situation play itself out; do nothing.	Singapore		
	United States	-0.71	0.000
	Germany	-0.73	0.000
	Spain	-0.67	0.000
	South Africa	-0.90	0.000
	France	-0.91	0.000
	India	0.20	0.070
	Jordan	-0.17	0.179
	Japan	-0.79	0.000
Scotland	-0.54	0.000	
Let the situation play itself out; do nothing.	India		
	United States	-0.91	0.000
	Germany	-0.94	0.000

## Leadership across Differences

	Spain	-0.87	0.000
	South Africa	-1.11	0.000
	France	-1.12	0.000
	Singapore	-0.20	0.070
	Jordan	-0.37	0.001
	Japan	-0.99	0.000
	Scotland	-0.74	0.000
Let the situation play itself out; do nothing.	Jordan		
	United States	-0.54	0.000
	Germany	-0.57	0.000
	Spain	-0.50	0.000
	South Africa	-0.73	0.000
	France	-0.74	0.000
	Singapore	0.17	0.179
	India	0.37	0.001
	Japan	-0.62	0.000
	Scotland	-0.37	0.002
Let the situation play itself out; do nothing.	Japan		
	United States	0.08	0.288
	Germany	0.06	0.569
	Spain	0.12	0.215
	South Africa	-0.11	0.323
	France	-0.12	0.266
	Singapore	0.79	0.000
	India	0.99	0.000
	Jordan	0.62	0.000
	Scotland	0.25	0.014
Let the situation play itself out; do nothing.	Scotland		
	United States	-0.17	0.040
	Germany	-0.19	0.057
	Spain	-0.13	0.197
	South Africa	-0.36	0.002
	France	-0.37	0.001
	Singapore	0.54	0.000
	India	0.74	0.000
	Jordan	0.37	0.002
	Japan	-0.25	0.014
Encourage anyone who is bothered by the situation to transfer to another part of the organization.	United States		
	Germany	0.02	0.733
	Spain	0.17	0.013
	South Africa	0.13	0.128
	France	0.06	0.434
	Singapore	1.00	0.000
	India	1.44	0.000
	Jordan	1.23	0.000
	Japan	0.47	0.000
	Scotland	0.11	0.142

## Leadership across Differences

Encourage anyone who is bothered Germany by the situation to transfer to another part of the organization.	United States	-0.02	0.733
	Spain	0.15	0.094
	South Africa	0.11	0.290
	France	0.04	0.683
	Singapore	0.98	0.000
	India	1.41	0.000
	Jordan	1.21	0.000
	Japan	0.45	0.000
Encourage anyone who is bothered Spain by the situation to transfer to another part of the organization.	United States	-0.17	0.013
	Germany	-0.15	0.094
	South Africa	-0.04	0.712
	France	-0.11	0.275
	Singapore	0.83	0.000
	India	1.26	0.000
	Jordan	1.06	0.000
	Japan	0.30	0.001
Encourage anyone who is bothered South Africa by the situation to transfer to another part of the organization.	United States	-0.13	0.128
	Germany	-0.11	0.290
	Spain	0.04	0.712
	France	-0.07	0.538
	Singapore	0.87	0.000
	India	1.30	0.000
	Jordan	1.10	0.000
	Japan	0.34	0.001
Encourage anyone who is bothered France by the situation to transfer to another part of the organization.	United States	-0.06	0.434
	Germany	-0.04	0.683
	Spain	0.11	0.275
	South Africa	0.07	0.538
	Singapore	0.94	0.000
	India	1.37	0.000
	Jordan	1.17	0.000
	Japan	0.41	0.000
Encourage anyone who is bothered Singapore by the situation to transfer to another part of the organization.	United States	-1.00	0.000
	Germany	-0.98	0.000

## Leadership across Differences

	Spain	-0.83	0.000
	South Africa	-0.87	0.000
	France	-0.94	0.000
	India	0.43	0.000
	Jordan	0.23	0.044
	Japan	-0.53	0.000
	Scotland	-0.90	0.000
Encourage anyone who is bothered India by the situation to transfer to another part of the organization.	United States	-1.44	0.000
	Germany	-1.41	0.000
	Spain	-1.26	0.000
	South Africa	-1.30	0.000
	France	-1.37	0.000
	Singapore	-0.43	0.000
	Jordan	-0.20	0.054
	Japan	-0.97	0.000
	Scotland	-1.33	0.000
Encourage anyone who is bothered Jordan by the situation to transfer to another part of the organization.	United States	-1.23	0.000
	Germany	-1.21	0.000
	Spain	-1.06	0.000
	South Africa	-1.10	0.000
	France	-1.17	0.000
	Singapore	-0.23	0.044
	India	0.20	0.054
	Japan	-0.76	0.000
	Scotland	-1.12	0.000
Encourage anyone who is bothered Japan by the situation to transfer to another part of the organization.	United States	-0.47	0.000
	Germany	-0.45	0.000
	Spain	-0.30	0.001
	South Africa	-0.34	0.001
	France	-0.41	0.000
	Singapore	0.53	0.000
	India	0.97	0.000
	Jordan	0.76	0.000
	Scotland	-0.36	0.000
Encourage anyone who is bothered Scotland by the situation to transfer to another part of the organization.	United States	-0.11	0.142
	Germany	-0.08	0.362
	Spain	0.06	0.479
	South Africa	0.03	0.805
	France	-0.04	0.671
	Singapore	0.90	0.000



## Leadership across Differences

		India	1.33	0.000
		Jordan	1.12	0.000
		Japan	0.36	0.000
Punish anyone who disrupts the work because of this situation.	United States	Germany	-0.39	0.000
		Spain	-0.01	0.930
		South Africa	-0.11	0.326
		France	0.06	0.605
		Singapore	0.61	0.000
		India	1.12	0.000
		Jordan	1.49	0.000
		Japan	0.13	0.163
		Scotland	-0.15	0.121
Punish anyone who disrupts the work because of this situation.	Germany	United States	0.39	0.000
		Spain	0.38	0.001
		South Africa	0.28	0.043
		France	0.45	0.001
		Singapore	1.00	0.000
		India	1.51	0.000
		Jordan	1.88	0.000
		Japan	0.52	0.000
Scotland	0.24	0.047		
Punish anyone who disrupts the work because of this situation.	Spain	United States	0.01	0.930
		Germany	-0.38	0.001
		South Africa	-0.11	0.435
		France	0.06	0.619
		Singapore	0.62	0.000
		India	1.13	0.000
		Jordan	1.50	0.000
		Japan	0.14	0.240
Scotland	-0.14	0.234		
Punish anyone who disrupts the work because of this situation.	South Africa	United States	0.11	0.326
		Germany	-0.28	0.043
		Spain	0.11	0.435
		France	0.17	0.252
		Singapore	0.73	0.000
		India	1.24	0.000
		Jordan	1.60	0.000
		Japan	0.24	0.076
Scotland	-0.04	0.795		
Punish anyone who disrupts the work because of this situation.	France	United States	-0.06	0.605
		Germany	-0.45	0.001
		Spain	-0.06	0.619

## Leadership across Differences

		South Africa	-0.17	0.252
		Singapore	0.56	0.000
		India	1.07	0.000
		Jordan	1.43	0.000
		Japan	0.07	0.589
		Scotland	-0.21	0.124
Punish anyone who disrupts the work because of this situation.	Singapore	United States	-0.61	0.000
		Germany	-1.00	0.000
		Spain	-0.62	0.000
		South Africa	-0.73	0.000
		France	-0.56	0.000
		India	0.51	0.000
		Jordan	0.88	0.000
		Japan	-0.49	0.000
		Scotland	-0.76	0.000
Punish anyone who disrupts the work because of this situation.	India	United States	-1.12	0.000
		Germany	-1.51	0.000
		Spain	-1.13	0.000
		South Africa	-1.24	0.000
		France	-1.07	0.000
		Singapore	-0.51	0.000
		Jordan	0.37	0.008
		Japan	-0.99	0.000
		Scotland	-1.27	0.000
Punish anyone who disrupts the work because of this situation.	Jordan	United States	-1.49	0.000
		Germany	-1.88	0.000
		Spain	-1.50	0.000
		South Africa	-1.60	0.000
		France	-1.43	0.000
		Singapore	-0.88	0.000
		India	-0.37	0.008
		Japan	-1.36	0.000
		Scotland	-1.64	0.000
Punish anyone who disrupts the work because of this situation.	Japan	United States	-0.13	0.163
		Germany	-0.52	0.000
		Spain	-0.14	0.240
		South Africa	-0.24	0.076
		France	-0.07	0.589
		Singapore	0.49	0.000
		India	0.99	0.000
		Jordan	1.36	0.000
		Scotland	-0.28	0.021
Punish anyone who disrupts the	Scotland	United States	0.15	0.121

## Leadership across Differences

work because of this situation.

		Germany	-0.24	0.047
		Spain	0.14	0.234
		South Africa	0.04	0.795
		France	0.21	0.124
		Singapore	0.76	0.000
		India	1.27	0.000
		Jordan	1.64	0.000
		Japan	0.28	0.021
Work with members of different religious groups to surface the differences so that they can better understand one another's point of view.	United States	Germany	0.45	0.000
		Spain	0.11	0.185
		South Africa	0.59	0.000
		France	-0.24	0.018
		Singapore	0.46	0.000
		India	-0.27	0.002
		Jordan	0.42	0.000
		Japan	-0.02	0.773
		Scotland	0.31	0.001
Work with members of different religious groups to surface the differences so that they can better understand one another's point of view.	Germany	United States	-0.45	0.000
		Spain	-0.33	0.002
		South Africa	0.15	0.248
		France	-0.69	0.000
		Singapore	0.01	0.904
		India	-0.72	0.000
		Jordan	-0.02	0.859
		Japan	-0.47	0.000
		Scotland	-0.14	0.230
Work with members of different religious groups to surface the differences so that they can better understand one another's point of view.	Spain	United States	-0.11	0.185
		Germany	0.33	0.002
		South Africa	0.48	0.000
		France	-0.35	0.004
		Singapore	0.35	0.004
		India	-0.38	0.001
		Jordan	0.31	0.014
		Japan	-0.14	0.203
		Scotland	0.20	0.077
Work with members of different	South Africa	United States	-0.59	0.000

## Leadership across Differences

religious groups to surface the differences so that they can better understand one another's point of view.

Germany	-0.15	0.248
Spain	-0.48	0.000
France	-0.84	0.000
Singapore	-0.13	0.342
India	-0.86	0.000
Jordan	-0.17	0.235
Japan	-0.62	0.000
Scotland	-0.28	0.030

Work with members of different religious groups to surface the differences so that they can better understand one another's point of view.

France United States 0.24 0.018

Germany	0.69	0.000
Spain	0.35	0.004
South Africa	0.84	0.000
Singapore	0.70	0.000
India	-0.03	0.817
Jordan	0.67	0.000
Japan	0.22	0.074
Scotland	0.55	0.000

Work with members of different religious groups to surface the differences so that they can better understand one another's point of view.

Singapore United States -0.46 0.000

Germany	-0.01	0.904
Spain	-0.35	0.004
South Africa	0.13	0.342
France	-0.70	0.000
India	-0.73	0.000
Jordan	-0.04	0.788
Japan	-0.48	0.000
Scotland	-0.15	0.234

Work with members of different religious groups to surface the differences so that they can better understand one another's point of view.

India United States 0.27 0.002

Germany	0.72	0.000
Spain	0.38	0.001
South Africa	0.86	0.000
France	0.03	0.817
Singapore	0.73	0.000
Jordan	0.69	0.000
Japan	0.25	0.026

## Leadership across Differences

		Scotland	0.58	0.000
Work with members of different religious groups to surface the differences so that they can better understand one another's point of view.	Jordan	United States	-0.42	0.000
		Germany	0.02	0.859
		Spain	-0.31	0.014
		South Africa	0.17	0.235
		France	-0.67	0.000
		Singapore	0.04	0.788
		India	-0.69	0.000
		Japan	-0.45	0.000
		Scotland	-0.11	0.386
Work with members of different religious groups to surface the differences so that they can better understand one another's point of view.	Japan	United States	0.02	0.773
		Germany	0.47	0.000
		Spain	0.14	0.203
		South Africa	0.62	0.000
		France	-0.22	0.074
		Singapore	0.48	0.000
		India	-0.25	0.026
		Jordan	0.45	0.000
		Scotland	0.33	0.003
Work with members of different religious groups to surface the differences so that they can better understand one another's point of view.	Scotland	United States	-0.31	0.001
		Germany	0.14	0.230
		Spain	-0.20	0.077
		South Africa	0.28	0.030
		France	-0.55	0.000
		Singapore	0.15	0.234
		India	-0.58	0.000
		Jordan	0.11	0.386
		Japan	-0.33	0.003
Encourage debate and discussion about what happened. <sup>a</sup>	United States	Germany	0.11	0.622
		Spain	-0.04	0.759
		South Africa	0.35	0.020
		France	-0.34	0.179
		Jordan	-0.30	0.040
Encourage debate and discussion	Germany	United States	-0.11	0.622

## Leadership across Differences

about what happened. <sup>a</sup>		Spain	-0.15	0.489
		South Africa	0.24	0.287
		France	-0.45	0.142
		Jordan	-0.41	0.067
Encourage debate and discussion about what happened. <sup>a</sup>	Spain	United States	0.04	0.759
		Germany	0.15	0.489
		South Africa	0.39	0.006
		France	-0.30	0.226
		Jordan	-0.27	0.058
Encourage debate and discussion about what happened. <sup>a</sup>	South Africa	United States	-0.35	0.020
		Germany	-0.24	0.287
		Spain	-0.39	0.006
		France	-0.69	0.008
		Jordan	-0.65	0.000
Encourage debate and discussion about what happened. <sup>a</sup>	France	United States	0.34	0.179
		Germany	0.45	0.142
		Spain	0.30	0.226
		South Africa	0.69	0.008
		Jordan	0.04	0.887
Encourage debate and discussion about what happened. <sup>a</sup>	Jordan	United States	0.30	0.040
		Germany	0.41	0.067
		Spain	0.27	0.058
		South Africa	0.65	0.000
		France	-0.04	0.887
Discourage those who are disgruntled from expressing dissatisfaction with the situation.	United States	Germany	-0.01	0.890
		Spain	-0.13	0.098
		South Africa	0.13	0.209
		France	0.00	0.985
		Singapore	1.13	0.000
		India	1.14	0.000
		Jordan	1.60	0.000
		Japan	0.38	0.000
		Scotland	0.04	0.677
Discourage those who are disgruntled from expressing dissatisfaction with the situation.	Germany	United States	0.01	0.890
		Spain	-0.12	0.238
		South Africa	0.14	0.247

## Leadership across Differences

		France	0.01	0.935
		Singapore	1.15	0.000
		India	1.15	0.000
		Jordan	1.61	0.000
		Japan	0.39	0.000
		Scotland	0.05	0.661
Discourage those who are disgruntled from expressing dissatisfaction with the situation.	Spain	United States	0.13	0.098
		Germany	0.12	0.238
		South Africa	0.27	0.029
		France	0.13	0.254
		Singapore	1.27	0.000
		India	1.28	0.000
		Jordan	1.73	0.000
		Japan	0.51	0.000
		Scotland	0.17	0.112
Discourage those who are disgruntled from expressing dissatisfaction with the situation.	South Africa	United States	-0.13	0.209
		Germany	-0.14	0.247
		Spain	-0.27	0.029
		France	-0.13	0.320
		Singapore	1.00	0.000
		India	1.01	0.000
		Jordan	1.47	0.000
		Japan	0.25	0.042
		Scotland	-0.09	0.454
Discourage those who are disgruntled from expressing dissatisfaction with the situation.	France	United States	0.00	0.985
		Germany	-0.01	0.935
		Spain	-0.13	0.254
		South Africa	0.13	0.320
		Singapore	1.14	0.000
		India	1.14	0.000
		Jordan	1.60	0.000
		Japan	0.38	0.001
		Scotland	0.04	0.751
Discourage those who are disgruntled from expressing dissatisfaction with the situation.	Singapore	United States	-1.13	0.000
		Germany	-1.15	0.000
		Spain	-1.27	0.000
		South Africa	-1.00	0.000
		France	-1.14	0.000
		India	0.01	0.945
		Jordan	0.46	0.000

## Leadership across Differences

		Japan	-0.75	0.000
		Scotland	-1.10	0.000
Discourage those who are disgruntled from expressing dissatisfaction with the situation.	India	United States	-1.14	0.000
		Germany	-1.15	0.000
		Spain	-1.28	0.000
		South Africa	-1.01	0.000
		France	-1.14	0.000
		Singapore	-0.01	0.945
		Jordan	0.46	0.000
		Japan	-0.76	0.000
		Scotland	-1.11	0.000
Discourage those who are disgruntled from expressing dissatisfaction with the situation.	Jordan	United States	-1.60	0.000
		Germany	-1.61	0.000
		Spain	-1.73	0.000
		South Africa	-1.47	0.000
		France	-1.60	0.000
		Singapore	-0.46	0.000
		India	-0.46	0.000
		Japan	-1.22	0.000
		Scotland	-1.56	0.000
Discourage those who are disgruntled from expressing dissatisfaction with the situation.	Japan	United States	-0.38	0.000
		Germany	-0.39	0.000
		Spain	-0.51	0.000
		South Africa	-0.25	0.042
		France	-0.38	0.001
		Singapore	0.75	0.000
		India	0.76	0.000
		Jordan	1.22	0.000
		Scotland	-0.34	0.002
Discourage those who are disgruntled from expressing dissatisfaction with the situation.	Scotland	United States	-0.04	0.677
		Germany	-0.05	0.661
		Spain	-0.17	0.112
		South Africa	0.09	0.454
		France	-0.04	0.751
		Singapore	1.10	0.000
		India	1.11	0.000
		Jordan	1.56	0.000
		Japan	0.34	0.002
Ask co-workers of the religious	United States	Germany	0.42	0.000



## Leadership across Differences

group members who are upset to try to get them to calm down.

Spain	0.94	0.000
South Africa	0.71	0.000
France	0.39	0.000
Singapore	1.33	0.000
India	1.09	0.000
Jordan	1.74	0.000
Japan	0.19	0.037
Scotland	-0.02	0.828

Ask co-workers of the religious group members who are upset to try to get them to calm down.

Germany	United States	-0.42	0.000
	Spain	0.52	0.000
	South Africa	0.29	0.029
	France	-0.03	0.814
	Singapore	0.91	0.000
	India	0.67	0.000
	Jordan	1.32	0.000
	Japan	-0.23	0.044
	Scotland	-0.44	0.000

Ask co-workers of the religious group members who are upset to try to get them to calm down.

Spain	United States	-0.94	0.000
	Germany	-0.52	0.000
	South Africa	-0.23	0.085
	France	-0.55	0.000
	Singapore	0.39	0.002
	India	0.15	0.183
	Jordan	0.80	0.000
	Japan	-0.75	0.000
	Scotland	-0.96	0.000

Ask co-workers of the religious group members who are upset to try to get them to calm down.

South Africa	United States	-0.71	0.000
	Germany	-0.29	0.029
	Spain	0.23	0.085
	France	-0.32	0.027
	Singapore	0.62	0.000
	India	0.38	0.005
	Jordan	1.03	0.000
	Japan	-0.52	0.000
	Scotland	-0.73	0.000

Ask co-workers of the religious group members who are upset to try to get them to calm down.

France	United States	-0.39	0.000
	Germany	0.03	0.814
	Spain	0.55	0.000

## Leadership across Differences

		South Africa	0.32	0.027
		Singapore	0.94	0.000
		India	0.70	0.000
		Jordan	1.35	0.000
		Japan	-0.20	0.118
		Scotland	-0.41	0.002
Ask co-workers of the religious group members who are upset to try to get them to calm down.	Singapore	United States	-1.33	0.000
		Germany	-0.91	0.000
		Spain	-0.39	0.002
		South Africa	-0.62	0.000
		France	-0.94	0.000
		India	-0.24	0.072
		Jordan	0.41	0.005
		Japan	-1.14	0.000
		Scotland	-1.35	0.000
Ask co-workers of the religious group members who are upset to try to get them to calm down.	India	United States	-1.09	0.000
		Germany	-0.67	0.000
		Spain	-0.15	0.183
		South Africa	-0.38	0.005
		France	-0.70	0.000
		Singapore	0.24	0.072
		Jordan	0.65	0.000
		Japan	-0.90	0.000
		Scotland	-1.11	0.000
Ask co-workers of the religious group members who are upset to try to get them to calm down.	Jordan	United States	-1.74	0.000
		Germany	-1.32	0.000
		Spain	-0.80	0.000
		South Africa	-1.03	0.000
		France	-1.35	0.000
		Singapore	-0.41	0.005
		India	-0.65	0.000
		Japan	-1.55	0.000
		Scotland	-1.76	0.000
Ask co-workers of the religious group members who are upset to try to get them to calm down.	Japan	United States	-0.19	0.037
		Germany	0.23	0.044
		Spain	0.75	0.000
		South Africa	0.52	0.000
		France	0.20	0.118
		India	0.90	0.000

## Leadership across Differences

		Jordan	1.55	0.000
		Scotland	-0.21	0.078
Ask co-workers of the religious group members who are upset to try to get them to calm down.	Scotland	United States	0.02	0.828
		Germany	0.44	0.000
		Spain	0.96	0.000
		South Africa	0.73	0.000
		France	0.41	0.002
		Singapore	1.35	0.000
		India	1.11	0.000
		Jordan	1.76	0.000
		Japan	0.21	0.078
Inform the media about what is going on. <sup>a</sup>	United States	Germany	0.06	0.702
		Spain	0.18	0.037
		South Africa	-0.18	0.129
		France	-0.09	0.587
		Jordan	0.64	0.000
Inform the media about what is going on. <sup>a</sup>	Germany	United States	-0.06	0.702
		Spain	0.12	0.395
		South Africa	-0.24	0.152
		France	-0.15	0.470
		Jordan	0.58	0.000
Inform the media about what is going on. <sup>a</sup>	Spain	United States	-0.18	0.037
		Germany	-0.12	0.395
		South Africa	-0.36	0.002
		France	-0.27	0.109
		Jordan	0.46	0.000
Inform the media about what is going on. <sup>a</sup>	South Africa	United States	0.18	0.129
		Germany	0.24	0.152
		Spain	0.36	0.002
		France	0.09	0.642
		Jordan	0.82	0.000
Inform the media about what is going on. <sup>a</sup>	France	United States	0.09	0.587
		Germany	0.15	0.470
		Spain	0.27	0.109
		South Africa	-0.09	0.642
		Jordan	0.73	0.000
Inform the media about what is going on. <sup>a</sup>	Jordan	United States	-0.64	0.000

## Leadership across Differences

		Germany	-0.58	0.000
		Spain	-0.46	0.000
		South Africa	-0.82	0.000
		France	-0.73	0.000
Redesign the work so that members of different religious groups will no longer have to interact with one another.	United States	Germany	0.08	0.297
		Spain	0.00	0.949
		South Africa	0.34	0.001
		France	0.08	0.363
		Singapore	1.03	0.000
		India	1.32	0.000
		Jordan	1.01	0.000
		Japan	1.02	0.000
		Scotland	-0.03	0.731
Redesign the work so that members of different religious groups will no longer have to interact with one another.	Germany	United States	-0.08	0.297
		Spain	-0.08	0.435
		South Africa	0.26	0.025
		France	0.00	0.980
		Singapore	0.94	0.000
		India	1.24	0.000
		Jordan	0.93	0.000
		Japan	0.94	0.000
		Scotland	-0.11	0.284
Redesign the work so that members of different religious groups will no longer have to interact with one another.	Spain	United States	0.00	0.949
		Germany	0.08	0.435
		South Africa	0.34	0.003
		France	0.08	0.470
		Singapore	1.02	0.000
		India	1.32	0.000
		Jordan	1.01	0.000
		Japan	1.01	0.000
		Scotland	-0.03	0.744
Redesign the work so that members of different religious groups will no longer have to interact with one another.	South Africa	United States	-0.34	0.001
		Germany	-0.26	0.025
		Spain	-0.34	0.003
		France	-0.26	0.042
		Singapore	0.68	0.000

## Leadership across Differences

		India	0.98	0.000
		Jordan	0.67	0.000
		Japan	0.68	0.000
		Scotland	-0.37	0.002
Redesign the work so that members of different religious groups will no longer have to interact with one another.	France	United States	-0.08	0.363
		Germany	0.00	0.980
		Spain	-0.08	0.470
		South Africa	0.26	0.042
		Singapore	0.94	0.000
		India	1.24	0.000
		Jordan	0.93	0.000
		Japan	0.93	0.000
		Scotland	-0.11	0.323
		Redesign the work so that members of different religious groups will no longer have to interact with one another.	Singapore	United States
Germany	-0.94			0.000
Spain	-1.02			0.000
South Africa	-0.68			0.000
France	-0.94			0.000
India	0.30			0.010
Jordan	-0.01			0.923
Japan	-0.01			0.957
Scotland	-1.05			0.000
Redesign the work so that members of different religious groups will no longer have to interact with one another.	India			United States
		Germany	-1.24	0.000
		Spain	-1.32	0.000
		South Africa	-0.98	0.000
		France	-1.24	0.000
		Singapore	-0.30	0.010
		Jordan	-0.31	0.008
		Japan	-0.30	0.003
		Scotland	-1.35	0.000
		Redesign the work so that members of different religious groups will no longer have to interact with one another.	Jordan	United States
Germany	-0.93			0.000
Spain	-1.01			0.000
South Africa	-0.67			0.000
France	-0.93			0.000
Singapore	0.01			0.923

## Leadership across Differences

		India	0.31	0.008
		Japan	0.01	0.957
		Scotland	-1.04	0.000
Redesign the work so that members of different religious groups will no longer have to interact with one another.	Japan	United States	-1.02	0.000
		Germany	-0.94	0.000
		Spain	-1.01	0.000
		South Africa	-0.68	0.000
		France	-0.93	0.000
		Singapore	0.01	0.957
		India	0.30	0.003
		Jordan	-0.01	0.957
		Scotland	-1.05	0.000
		Redesign the work so that members of different religious groups will no longer have to interact with one another.	Scotland	United States
Germany	0.11			0.284
Spain	0.03			0.744
South Africa	0.37			0.002
France	0.11			0.323
Singapore	1.05			0.000
India	1.35			0.000
Jordan	1.04			0.000
Japan	1.05			0.000
Direct employees to stop the gossip and informal conversations.	United States			Germany
		Spain	-0.43	0.000
		South Africa	0.19	0.117
		France	-0.32	0.004
		Singapore	0.59	0.000
		India	0.30	0.002
		Jordan	1.36	0.000
		Japan	-0.11	0.249
		Scotland	-0.38	0.000
		Direct employees to stop the gossip and informal conversations.	Germany	United States
Spain	-0.04			0.739
South Africa	0.57			0.000
France	0.06			0.639
Singapore	0.98			0.000
India	0.69			0.000
Jordan	1.75			0.000
Japan	0.28			0.020
Scotland	0.00			0.982

## Leadership across Differences

Direct employees to stop the gossip and informal conversations.	Spain	United States	0.43	0.000
		Germany	0.04	0.739
		South Africa	0.61	0.000
		France	0.10	0.441
		Singapore	1.02	0.000
		India	0.73	0.000
		Jordan	1.79	0.000
		Japan	0.32	0.007
Direct employees to stop the gossip and informal conversations.	South Africa	United States	-0.19	0.117
		Germany	-0.57	0.000
		Spain	-0.61	0.000
		France	-0.51	0.001
		Singapore	0.41	0.008
		India	0.12	0.411
		Jordan	1.18	0.000
		Japan	-0.29	0.035
Direct employees to stop the gossip and informal conversations.	France	United States	0.32	0.004
		Germany	-0.06	0.639
		Spain	-0.10	0.441
		South Africa	0.51	0.001
		Singapore	0.92	0.000
		India	0.63	0.000
		Jordan	1.69	0.000
		Japan	0.22	0.109
Direct employees to stop the gossip and informal conversations.	Singapore	United States	-0.59	0.000
		Germany	-0.98	0.000
		Spain	-1.02	0.000
		South Africa	-0.41	0.008
		France	-0.92	0.000
		India	-0.29	0.036
		Jordan	0.77	0.000
		Japan	-0.70	0.000
Direct employees to stop the gossip and informal conversations.	India	United States	-0.30	0.002
		Germany	-0.69	0.000
		Spain	-0.73	0.000
		South Africa	-0.12	0.411
		France	-0.63	0.000
		Singapore	0.29	0.036
		Jordan	1.06	0.000

## Leadership across Differences

		Japan	-0.41	0.001
		Scotland	-0.69	0.000
Direct employees to stop the gossip and informal conversations.	Jordan	United States	-1.36	0.000
		Germany	-1.75	0.000
		Spain	-1.79	0.000
		South Africa	-1.18	0.000
		France	-1.69	0.000
		Singapore	-0.77	0.000
		India	-1.06	0.000
		Japan	-1.47	0.000
		Scotland	-1.75	0.000
Direct employees to stop the gossip and informal conversations.	Japan	United States	0.11	0.249
		Germany	-0.28	0.020
		Spain	-0.32	0.007
		South Africa	0.29	0.035
		France	-0.22	0.109
		Singapore	0.70	0.000
		India	0.41	0.001
		Jordan	1.47	0.000
		Scotland	-0.28	0.025
Direct employees to stop the gossip and informal conversations.	Scotland	United States	0.38	0.000
		Germany	0.00	0.982
		Spain	-0.04	0.729
		South Africa	0.57	0.000
		France	0.06	0.661
		Singapore	0.98	0.000
		India	0.69	0.000
		Jordan	1.75	0.000
		Japan	0.28	0.025
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	United States	Germany	0.12	0.099
		Spain	-0.06	0.435
		South Africa	0.21	0.022
		France	-0.28	0.002
		Singapore	0.14	0.110
		India	-0.61	0.000
		Jordan	-0.09	0.342
		Japan	0.07	0.320
		Scotland	0.02	0.762
Provide individuals with a regular opportunity to learn more about	Germany	United States	-0.12	0.099



## Leadership across Differences

the feelings, history and customs of those who are different from them.

Spain	-0.18	0.054
South Africa	0.09	0.409
France	-0.40	0.000
Singapore	0.02	0.854
India	-0.73	0.000
Jordan	-0.21	0.054
Japan	-0.05	0.596
Scotland	-0.10	0.308

Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.

Spain	United States	0.06	0.435
	Germany	0.18	0.054
	South Africa	0.27	0.013
	France	-0.22	0.032
	Singapore	0.20	0.059
	India	-0.55	0.000
	Jordan	-0.03	0.772
	Japan	0.13	0.161
	Scotland	0.08	0.403

Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.

South Africa	United States	-0.21	0.022
	Germany	-0.09	0.409
	Spain	-0.27	0.013
	France	-0.50	0.000
	Singapore	-0.07	0.555
	India	-0.82	0.000
	Jordan	-0.30	0.014
	Japan	-0.14	0.198
	Scotland	-0.19	0.091

Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.

France	United States	0.28	0.002
	Germany	0.40	0.000
	Spain	0.22	0.032
	South Africa	0.50	0.000
	Singapore	0.42	0.000
	India	-0.32	0.003
	Jordan	0.19	0.106
	Japan	0.35	0.001
	Scotland	0.31	0.005

## Leadership across Differences

Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	Singapore	United States	-0.14	0.110
		Germany	-0.02	0.854
		Spain	-0.20	0.059
		South Africa	0.07	0.555
		France	-0.42	0.000
		India	-0.75	0.000
		Jordan	-0.23	0.055
		Japan	-0.07	0.512
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	India	United States	0.61	0.000
		Germany	0.73	0.000
		Spain	0.55	0.000
		South Africa	0.82	0.000
		France	0.32	0.003
		Singapore	0.75	0.000
		Jordan	0.52	0.000
		Japan	0.68	0.000
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	Jordan	United States	0.09	0.342
		Germany	0.21	0.054
		Spain	0.03	0.772
		South Africa	0.30	0.014
		France	-0.19	0.106
		Singapore	0.23	0.055
		India	-0.52	0.000
		Japan	0.16	0.139
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	Japan	United States	-0.07	0.320
		Germany	0.05	0.596
		Spain	-0.13	0.161
		South Africa	0.14	0.198
		France	-0.35	0.001
		Singapore	0.07	0.512

## Leadership across Differences

		India	-0.68	0.000
		Jordan	-0.16	0.139
		Scotland	-0.05	0.609
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	Scotland	United States	-0.02	0.762
		Germany	0.10	0.308
		Spain	-0.08	0.403
		South Africa	0.19	0.091
		France	-0.31	0.005
		Singapore	0.12	0.276
		India	-0.63	0.000
		Jordan	-0.11	0.318
		Japan	0.05	0.609
Insist that this person apologize to those who received the e-mail.	United States	Germany	0.24	0.012
		Spain	0.31	0.001
		South Africa	0.57	0.000
		France	0.75	0.000
		Singapore	0.22	0.053
		India	0.27	0.006
		Jordan	0.29	0.012
		Japan	-0.20	0.038
		Scotland	-0.02	0.849
Insist that this person apologize to those who received the e-mail.	Germany	United States	-0.24	0.012
		Spain	0.07	0.540
		South Africa	0.33	0.018
		France	0.51	0.000
		Singapore	-0.02	0.879
		India	0.03	0.819
		Jordan	0.05	0.701
		Japan	-0.43	0.000
		Scotland	-0.26	0.037
Insist that this person apologize to those who received the e-mail.	Spain	United States	-0.31	0.001
		Germany	-0.07	0.540
		South Africa	0.26	0.063
		France	0.44	0.001
		Singapore	-0.09	0.486
		India	-0.04	0.712
		Jordan	-0.02	0.886
		Japan	-0.51	0.000
		Scotland	-0.33	0.007
Insist that this person apologize to	South Africa	United States	-0.57	0.000

## Leadership across Differences

those who received the e-mail.

Germany	-0.33	0.018
Spain	-0.26	0.063
France	0.18	0.241
Singapore	-0.35	0.022
India	-0.30	0.034
Jordan	-0.28	0.075
Japan	-0.76	0.000
Scotland	-0.59	0.000

Insist that this person apologize to France  
those who received the e-mail.

United States	-0.75	0.000
Germany	-0.51	0.000
Spain	-0.44	0.001
South Africa	-0.18	0.241
Singapore	-0.53	0.000
India	-0.48	0.000
Jordan	-0.46	0.003
Japan	-0.94	0.000
Scotland	-0.77	0.000

Insist that this person apologize to Singapore  
those who received the e-mail.

United States	-0.22	0.053
Germany	0.02	0.879
Spain	0.09	0.486
South Africa	0.35	0.022
France	0.53	0.000
India	0.05	0.723
Jordan	0.07	0.627
Japan	-0.41	0.002
Scotland	-0.24	0.086

Insist that this person apologize to India  
those who received the e-mail.

United States	-0.27	0.006
Germany	-0.03	0.819
Spain	0.04	0.712
South Africa	0.30	0.034
France	0.48	0.000
Singapore	-0.05	0.723
Jordan	0.02	0.859
Japan	-0.46	0.000
Scotland	-0.29	0.023

Insist that this person apologize to Jordan  
those who received the e-mail.

United States	-0.29	0.012
Germany	-0.05	0.701
Spain	0.02	0.886
South Africa	0.28	0.075
France	0.46	0.003
Singapore	-0.07	0.627
India	-0.02	0.859
Japan	-0.49	0.000

## Leadership across Differences

		Scotland	-0.31	0.028		
Insist that this person apologize to those who received the e-mail.	Japan	United States	0.20	0.038		
		Germany	0.43	0.000		
		Spain	0.51	0.000		
		South Africa	0.76	0.000		
		France	0.94	0.000		
		Singapore	0.41	0.002		
		India	0.46	0.000		
		Jordan	0.49	0.000		
		Scotland	0.18	0.153		
Insist that this person apologize to those who received the e-mail.	Scotland	United States	0.02	0.849		
		Germany	0.26	0.037		
		Spain	0.33	0.007		
		South Africa	0.59	0.000		
		France	0.77	0.000		
		Singapore	0.24	0.086		
		India	0.29	0.023		
		Jordan	0.31	0.028		
				Japan	-0.18	0.153
				United States	0.02	0.849
Take legal action against the person who sent the e-mail immediately. <sup>a</sup>	United States	Germany	0.55	0.003		
		Spain	0.37	0.001		
		South Africa	0.45	0.000		
		France	0.36	0.092		
		Jordan	1.78	0.000		
Take legal action against the person who sent the e-mail immediately. <sup>a</sup>	Germany	United States	-0.55	0.003		
		Spain	-0.18	0.305		
		South Africa	-0.10	0.589		
		France	-0.19	0.458		
		Jordan	1.23	0.000		
Take legal action against the person who sent the e-mail immediately. <sup>a</sup>	Spain	United States	-0.37	0.001		
		Germany	0.18	0.305		
		South Africa	0.08	0.488		
		France	-0.01	0.975		
		Jordan	1.42	0.000		
Take legal action against the person who sent the e-mail immediately. <sup>a</sup>	South Africa	United States	-0.45	0.000		
		Germany	0.10	0.589		

## Leadership across Differences

		Spain	-0.08	0.488
		France	-0.09	0.687
		Jordan	1.33	0.000
Take legal action against the person who sent the e-mail immediately. <sup>a</sup>	France	United States	-0.36	0.092
		Germany	0.19	0.458
		Spain	0.01	0.975
		South Africa	0.09	0.687
		Jordan	1.42	0.000
Take legal action against the person who sent the e-mail immediately. <sup>a</sup>	Jordan	United States	-1.78	0.000
		Germany	-1.23	0.000
		Spain	-1.42	0.000
		South Africa	-1.33	0.000
		France	-1.42	0.000
Apologize to those who were offended.	United States	Germany	-0.45	0.000
		Spain	-0.01	0.875
		South Africa	0.24	0.023
		France	0.00	0.974
		Singapore	-0.17	0.089
		India	-0.32	0.000
		Jordan	-0.05	0.639
		Japan	-0.69	0.000
		Scotland	-0.14	0.120
Apologize to those who were offended.	Germany	United States	0.45	0.000
		Spain	0.44	0.000
		South Africa	0.69	0.000
		France	0.46	0.000
		Singapore	0.28	0.018
		India	0.13	0.231
		Jordan	0.40	0.001
		Japan	-0.24	0.025
		Scotland	0.32	0.004
Apologize to those who were offended.	Spain	United States	0.01	0.875
		Germany	-0.44	0.000
		South Africa	0.25	0.040
		France	0.02	0.891
		Singapore	-0.16	0.185
		India	-0.31	0.004
		Jordan	-0.04	0.769
		Japan	-0.68	0.000
		Scotland	-0.12	0.255

## Leadership across Differences

Apologize to those who were offended.	South Africa	United States	-0.24	0.023
		Germany	-0.69	0.000
		Spain	-0.25	0.040
		France	-0.24	0.080
		Singapore	-0.41	0.002
		India	-0.56	0.000
		Jordan	-0.29	0.037
		Japan	-0.93	0.000
Apologize to those who were offended.	France	United States	0.00	0.974
		Germany	-0.46	0.000
		Spain	-0.02	0.891
		South Africa	0.24	0.080
		Singapore	-0.17	0.185
		India	-0.33	0.007
		Jordan	-0.05	0.698
		Japan	-0.69	0.000
Apologize to those who were offended.	Singapore	United States	0.17	0.089
		Germany	-0.28	0.018
		Spain	0.16	0.185
		South Africa	0.41	0.002
		France	0.17	0.185
		India	-0.15	0.210
		Jordan	0.12	0.366
		Japan	-0.52	0.000
Apologize to those who were offended.	India	United States	0.32	0.000
		Germany	-0.13	0.231
		Spain	0.31	0.004
		South Africa	0.56	0.000
		France	0.33	0.007
		Singapore	0.15	0.210
		Jordan	0.27	0.028
		Japan	-0.37	0.001
Apologize to those who were offended.	Jordan	United States	0.05	0.639
		Germany	-0.40	0.001
		Spain	0.04	0.769
		South Africa	0.29	0.037
		Singapore	-0.12	0.366

## Leadership across Differences

		India	-0.27	0.028
		Japan	-0.64	0.000
		Scotland	-0.09	0.485
Apologize to those who were offended.	Japan	United States	0.69	0.000
		Germany	0.24	0.025
		Spain	0.68	0.000
		South Africa	0.93	0.000
		France	0.69	0.000
		Singapore	0.52	0.000
		India	0.37	0.001
		Jordan	0.64	0.000
		Scotland	0.55	0.000
Apologize to those who were offended.	Scotland	United States	0.14	0.120
		Germany	-0.32	0.004
		Spain	0.12	0.255
		South Africa	0.38	0.003
		France	0.14	0.252
		Singapore	-0.03	0.784
		India	-0.19	0.096
		Jordan	0.09	0.485
		Japan	-0.55	0.000
Appoint a qualified person from this woman's religious group to a supervisory job. <sup>a</sup>	United States	Germany	0.40	0.033
		Spain	0.04	0.733
		South Africa	-0.05	0.713
		France	-0.28	0.197
		Jordan	1.18	0.000
Appoint a qualified person from this woman's religious group to a supervisory job. <sup>a</sup>	Germany	United States	-0.40	0.033
		Spain	-0.36	0.047
		South Africa	-0.45	0.021
		France	-0.68	0.009
		Jordan	0.79	0.000
Appoint a qualified person from this woman's religious group to a supervisory job. <sup>a</sup>	Spain	United States	-0.04	0.733
		Germany	0.36	0.047
		South Africa	-0.08	0.483
		France	-0.32	0.135
		Jordan	1.15	0.000
Appoint a qualified person from this woman's religious group to a supervisory job. <sup>a</sup>	South Africa	United States	0.05	0.713



## Leadership across Differences

		Germany	0.45	0.021
		Spain	0.08	0.483
		France	-0.23	0.294
		Jordan	1.23	0.000
Appoint a qualified person from this woman's religious group to a supervisory job. <sup>a</sup>	France	United States	0.28	0.197
		Germany	0.68	0.009
		Spain	0.32	0.135
		South Africa	0.23	0.294
		Jordan	1.47	0.000
Appoint a qualified person from this woman's religious group to a supervisory job. <sup>a</sup>	Jordan	United States	-1.18	0.000
		Germany	-0.79	0.000
		Spain	-1.15	0.000
		South Africa	-1.23	0.000
		France	-1.47	0.000
Initiate team-building exercises for members of different religious groups.	United States	Germany	0.02	0.848
		Spain	-0.23	0.006
		South Africa	-0.07	0.516
		France	-0.45	0.000
		Singapore	0.30	0.003
		India	-0.37	0.000
		Jordan	0.27	0.010
		Japan	-0.11	0.166
		Scotland	0.08	0.362
Initiate team-building exercises for members of different religious groups.	Germany	United States	-0.02	0.848
		Spain	-0.24	0.022
		South Africa	-0.08	0.497
		France	-0.46	0.000
		Singapore	0.28	0.019
		India	-0.39	0.000
		Jordan	0.25	0.041
		Japan	-0.13	0.217
		Scotland	0.06	0.561
Initiate team-building exercises for members of different religious groups.	Spain	United States	0.23	0.006
		Germany	0.24	0.022
		South Africa	0.16	0.199
		France	-0.22	0.060
		Singapore	0.52	0.000
		India	-0.15	0.169

## Leadership across Differences

	Jordan	0.49	0.000
	Japan	0.11	0.287
	Scotland	0.31	0.005
Initiate team-building exercises for South Africa members of different religious groups.	United States	0.07	0.516
	Germany	0.08	0.497
	Spain	-0.16	0.199
	France	-0.38	0.005
	Singapore	0.37	0.007
	India	-0.31	0.015
	Jordan	0.34	0.015
	Japan	-0.05	0.705
	Scotland	0.15	0.241
Initiate team-building exercises for France members of different religious groups.	United States	0.45	0.000
	Germany	0.46	0.000
	Spain	0.22	0.060
	South Africa	0.38	0.005
	Singapore	0.74	0.000
	India	0.07	0.545
	Jordan	0.71	0.000
	Japan	0.33	0.005
	Scotland	0.53	0.000
Initiate team-building exercises for Singapore members of different religious groups.	United States	-0.30	0.003
	Germany	-0.28	0.019
	Spain	-0.52	0.000
	South Africa	-0.37	0.007
	France	-0.74	0.000
	India	-0.67	0.000
	Jordan	-0.03	0.821
	Japan	-0.41	0.001
	Scotland	-0.22	0.076
Initiate team-building exercises for India members of different religious groups.	United States	0.37	0.000
	Germany	0.39	0.000
	Spain	0.15	0.169
	South Africa	0.31	0.015
	France	-0.07	0.545
	Singapore	0.67	0.000
	Jordan	0.64	0.000
	Japan	0.26	0.017
	Scotland	0.45	0.000

## Leadership across Differences

Initiate team-building exercises for Jordan members of different religious groups.	United States	-0.27	0.010
	Germany	-0.25	0.041
	Spain	-0.49	0.000
	South Africa	-0.34	0.015
	France	-0.71	0.000
	Singapore	0.03	0.821
	India	-0.64	0.000
	Japan	-0.38	0.002
Initiate team-building exercises for Japan members of different religious groups.	United States	0.11	0.166
	Germany	0.13	0.217
	Spain	-0.11	0.287
	South Africa	0.05	0.705
	France	-0.33	0.005
	Singapore	0.41	0.001
	India	-0.26	0.017
	Jordan	0.38	0.002
Initiate team-building exercises for Scotland members of different religious groups.	United States	-0.08	0.362
	Germany	-0.06	0.561
	Spain	-0.31	0.005
	South Africa	-0.15	0.241
	France	-0.53	0.000
	Singapore	0.22	0.076
	India	-0.45	0.000
	Jordan	0.19	0.136
Initiate coaching for the woman who sent the e-mail.	United States	-0.89	0.000
	Germany	-0.89	0.000
	Spain	-0.93	0.000
	South Africa	-0.53	0.000
	France	-0.30	0.003
	Singapore	-0.12	0.239
	India	-0.26	0.002
	Jordan	-0.45	0.000
Initiate coaching for the woman who sent the e-mail.	Germany	0.89	0.000
	United States	0.89	0.000
	Spain	-0.04	0.679
	South Africa	0.36	0.003
	France	0.59	0.000

## Leadership across Differences

		Singapore	0.77	0.000
		India	0.63	0.000
		Jordan	0.45	0.000
		Japan	1.05	0.000
		Scotland	0.80	0.000
Initiate coaching for the woman who sent the e-mail.	Spain	United States	0.93	0.000
		Germany	0.04	0.679
		South Africa	0.40	0.001
		France	0.63	0.000
		Singapore	0.82	0.000
		India	0.67	0.000
		Jordan	0.49	0.000
		Japan	1.09	0.000
		Scotland	0.84	0.000
Initiate coaching for the woman who sent the e-mail.	South Africa	United States	0.53	0.000
		Germany	-0.36	0.003
		Spain	-0.40	0.001
		France	0.23	0.088
		Singapore	0.41	0.002
		India	0.27	0.034
		Jordan	0.08	0.542
		Japan	0.68	0.000
		Scotland	0.43	0.001
Initiate coaching for the woman who sent the e-mail.	France	United States	0.30	0.003
		Germany	-0.59	0.000
		Spain	-0.63	0.000
		South Africa	-0.23	0.088
		Singapore	0.18	0.164
		India	0.04	0.769
		Jordan	-0.15	0.276
		Japan	0.46	0.000
		Scotland	0.20	0.095
Initiate coaching for the woman who sent the e-mail.	Singapore	United States	0.12	0.239
		Germany	-0.77	0.000
		Spain	-0.82	0.000
		South Africa	-0.41	0.002
		France	-0.18	0.164
		India	-0.15	0.227
		Jordan	-0.33	0.014
		Japan	0.27	0.022
		Scotland	0.02	0.857
Initiate coaching for the woman who sent the e-mail.	India	United States	0.26	0.002

## Leadership across Differences

		Germany	-0.63	0.000
		Spain	-0.67	0.000
		South Africa	-0.27	0.034
		France	-0.04	0.769
		Singapore	0.15	0.227
		Jordan	-0.18	0.145
		Japan	0.42	0.000
		Scotland	0.17	0.131
Initiate coaching for the woman who sent the e-mail.	Jordan	United States	0.45	0.000
		Germany	-0.45	0.000
		Spain	-0.49	0.000
		South Africa	-0.08	0.542
		France	0.15	0.276
		Singapore	0.33	0.014
		India	0.18	0.145
		Japan	0.60	0.000
		Scotland	0.35	0.005
Initiate coaching for the woman who sent the e-mail.	Japan	United States	-0.16	0.060
		Germany	-1.05	0.000
		Spain	-1.09	0.000
		South Africa	-0.68	0.000
		France	-0.46	0.000
		Singapore	-0.27	0.022
		India	-0.42	0.000
		Jordan	-0.60	0.000
		Scotland	-0.25	0.021
Initiate coaching for the woman who sent the e-mail.	Scotland	United States	0.10	0.278
		Germany	-0.80	0.000
		Spain	-0.84	0.000
		South Africa	-0.43	0.001
		France	-0.20	0.095
		Singapore	-0.02	0.857
		India	-0.17	0.131
		Jordan	-0.35	0.005
		Japan	0.25	0.021
Develop a policy that threatens anyone with immediate termination for proselytizing.	United States	Germany	-0.30	0.003
		Spain	-0.58	0.000
		South Africa	-0.74	0.000
		France	0.26	0.036
		Singapore	0.11	0.354
		India	0.56	0.000
		Jordan	0.38	0.003
		Japan	0.21	0.038

## Leadership across Differences

		Scotland	-0.40	0.000
Develop a policy that threatens anyone with immediate termination for proselytizing.	Germany	United States	0.30	0.003
		Spain	-0.28	0.033
		South Africa	-0.44	0.004
		France	0.56	0.000
		Singapore	0.42	0.005
		India	0.87	0.000
		Jordan	0.68	0.000
		Japan	0.51	0.000
		Scotland	-0.09	0.483
Develop a policy that threatens anyone with immediate termination for proselytizing.	Spain	United States	0.58	0.000
		Germany	0.28	0.033
		South Africa	-0.16	0.288
		France	0.84	0.000
		Singapore	0.69	0.000
		India	1.14	0.000
		Jordan	0.96	0.000
		Japan	0.79	0.000
		Scotland	0.18	0.176
Develop a policy that threatens anyone with immediate termination for proselytizing.	South Africa	United States	0.74	0.000
		Germany	0.44	0.004
		Spain	0.16	0.288
		France	1.00	0.000
		Singapore	0.85	0.000
		India	1.30	0.000
		Jordan	1.12	0.000
		Japan	0.95	0.000
		Scotland	0.34	0.029
Develop a policy that threatens anyone with immediate termination for proselytizing.	France	United States	-0.26	0.036
		Germany	-0.56	0.000
		Spain	-0.84	0.000
		South Africa	-1.00	0.000
		Singapore	-0.14	0.374
		India	0.30	0.043
		Jordan	0.12	0.463
		Japan	-0.05	0.748
		Scotland	-0.66	0.000
Develop a policy that threatens anyone with immediate termination for proselytizing.	Singapore	United States	-0.11	0.354

## Leadership across Differences

		Germany	-0.42	0.005
		Spain	-0.69	0.000
		South Africa	-0.85	0.000
		France	0.14	0.374
		India	0.45	0.003
		Jordan	0.27	0.108
		Japan	0.10	0.507
		Scotland	-0.51	0.001
Develop a policy that threatens anyone with immediate termination for proselytizing.	India	United States	-0.56	0.000
		Germany	-0.87	0.000
		Spain	-1.14	0.000
		South Africa	-1.30	0.000
		France	-0.30	0.043
		Singapore	-0.45	0.003
		Jordan	-0.18	0.235
		Japan	-0.35	0.009
		Scotland	-0.96	0.000
Develop a policy that threatens anyone with immediate termination for proselytizing.	Jordan	United States	-0.38	0.003
		Germany	-0.68	0.000
		Spain	-0.96	0.000
		South Africa	-1.12	0.000
		France	-0.12	0.463
		Singapore	-0.27	0.108
		India	0.18	0.235
		Japan	-0.17	0.262
		Scotland	-0.78	0.000
Develop a policy that threatens anyone with immediate termination for proselytizing.	Japan	United States	-0.21	0.038
		Germany	-0.51	0.000
		Spain	-0.79	0.000
		South Africa	-0.95	0.000
		France	0.05	0.748
		Singapore	-0.10	0.507
		India	0.35	0.009
		Jordan	0.17	0.262
		Scotland	-0.61	0.000
Develop a policy that threatens anyone with immediate termination for proselytizing.	Scotland	United States	0.40	0.000
		Germany	0.09	0.483
		Spain	-0.18	0.176
		South Africa	-0.34	0.029
		France	0.66	0.000

## Leadership across Differences

		Singapore	0.51	0.001
		India	0.96	0.000
		Jordan	0.78	0.000
		Japan	0.61	0.000
Develop a policy that threatens anyone with legal action for proselytizing. <sup>a</sup>	United States	Germany	0.09	0.701
		Spain	0.13	0.317
		South Africa	-0.07	0.686
		France	0.69	0.008
		Jordan	1.27	0.000
Develop a policy that threatens anyone with legal action for proselytizing. <sup>a</sup>	Germany	United States	-0.09	0.701
		Spain	0.05	0.833
		South Africa	-0.16	0.526
		France	0.61	0.052
		Jordan	1.18	0.000
Develop a policy that threatens anyone with legal action for proselytizing. <sup>a</sup>	Spain	United States	-0.13	0.317
		Germany	-0.05	0.833
		South Africa	-0.21	0.245
		France	0.56	0.028
		Jordan	1.14	0.000
Develop a policy that threatens anyone with legal action for proselytizing. <sup>a</sup>	South Africa	United States	0.07	0.686
		Germany	0.16	0.526
		Spain	0.21	0.245
		France	0.77	0.008
		Jordan	1.34	0.000
Develop a policy that threatens anyone with legal action for proselytizing. <sup>a</sup>	France	United States	-0.69	0.008
		Germany	-0.61	0.052
		Spain	-0.56	0.028
		South Africa	-0.77	0.008
		Jordan	0.58	0.030
Develop a policy that threatens anyone with legal action for proselytizing. <sup>a</sup>	Jordan	United States	-1.27	0.000
		Germany	-1.18	0.000
		Spain	-1.14	0.000
		South Africa	-1.34	0.000
		France	-0.58	0.030



## Leadership across Differences

Establish an independent office to handle such incidents.	United States	Germany	-0.19	0.035
		Spain	-0.89	0.000
		South Africa	-0.56	0.000
		France	-0.59	0.000
		Singapore	-0.29	0.008
		India	-0.24	0.010
		Jordan	-0.18	0.107
		Japan	0.15	0.103
Establish an independent office to handle such incidents.	Germany	United States	0.19	0.035
		Spain	-0.70	0.000
		South Africa	-0.37	0.006
		France	-0.40	0.002
		Singapore	-0.10	0.451
		India	-0.05	0.666
		Jordan	0.01	0.935
		Japan	0.34	0.003
Establish an independent office to handle such incidents.	Spain	United States	0.89	0.000
		Germany	0.70	0.000
		South Africa	0.33	0.012
		France	0.30	0.018
		Singapore	0.60	0.000
		India	0.65	0.000
		Jordan	0.71	0.000
		Japan	1.04	0.000
Establish an independent office to handle such incidents.	South Africa	United States	0.56	0.000
		Germany	0.37	0.006
		Spain	-0.33	0.012
		France	-0.03	0.846
		Singapore	0.27	0.064
		India	0.32	0.020
		Jordan	0.38	0.011
		Japan	0.71	0.000
Establish an independent office to handle such incidents.	France	United States	0.59	0.000
		Germany	0.40	0.002
		Spain	-0.30	0.018
		South Africa	0.03	0.846
		Singapore	0.30	0.035
		India	0.35	0.009
		Jordan	0.41	0.005

## Leadership across Differences

		Japan	0.73	0.000
		Scotland	0.33	0.013
Establish an independent office to handle such incidents.	Singapore	United States	0.29	0.008
		Germany	0.10	0.451
		Spain	-0.60	0.000
		South Africa	-0.27	0.064
		France	-0.30	0.035
		India	0.05	0.725
		Jordan	0.11	0.456
		Scotland	0.03	0.832
Establish an independent office to handle such incidents.	India	United States	0.24	0.010
		Germany	0.05	0.666
		Spain	-0.65	0.000
		South Africa	-0.32	0.020
		France	-0.35	0.009
		Singapore	-0.05	0.725
		Jordan	0.06	0.648
		Scotland	-0.02	0.878
Establish an independent office to handle such incidents.	Jordan	United States	0.18	0.107
		Germany	-0.01	0.935
		Spain	-0.71	0.000
		South Africa	-0.38	0.011
		France	-0.41	0.005
		Singapore	-0.11	0.456
		India	-0.06	0.648
		Scotland	-0.08	0.553
Establish an independent office to handle such incidents.	Japan	United States	-0.15	0.103
		Germany	-0.34	0.003
		Spain	-1.04	0.000
		South Africa	-0.71	0.000
		France	-0.73	0.000
		Singapore	-0.43	0.001
		India	-0.39	0.001
		Scotland	-0.41	0.001
Establish an independent office to handle such incidents.	Scotland	United States	0.26	0.006
		Germany	0.07	0.556
		South Africa	-0.30	0.028

## Leadership across Differences

		France	-0.33	0.013
		Singapore	-0.03	0.832
		India	0.02	0.878
		Jordan	0.08	0.553
		Japan	0.41	0.001
Stop hiring so many people from this woman's religious group. <sup>a</sup>	United States	Germany	0.53	0.002
		Spain	0.23	0.022
		South Africa	0.35	0.003
		France	0.35	0.087
		Jordan	1.25	0.000
Stop hiring so many people from this woman's religious group. <sup>a</sup>	Germany	United States	-0.53	0.002
		Spain	-0.30	0.079
		South Africa	-0.18	0.312
		France	-0.19	0.447
		Jordan	0.72	0.000
Stop hiring so many people from this woman's religious group. <sup>a</sup>	Spain	United States	-0.23	0.022
		Germany	0.30	0.079
		South Africa	0.12	0.293
		France	0.11	0.567
		Jordan	1.02	0.000
Stop hiring so many people from this woman's religious group. <sup>a</sup>	South Africa	United States	-0.35	0.003
		Germany	0.18	0.312
		Spain	-0.12	0.293
		France	0.00	0.988
		Jordan	0.90	0.000
Stop hiring so many people from this woman's religious group. <sup>a</sup>	France	United States	-0.35	0.087
		Germany	0.19	0.447
		Spain	-0.11	0.567
		South Africa	0.00	0.988
		Jordan	0.91	0.000
Stop hiring so many people from this woman's religious group. <sup>a</sup>	Jordan	United States	-1.25	0.000
		Germany	-0.72	0.000
		Spain	-1.02	0.000
		South Africa	-0.90	0.000
		France	-0.91	0.000
Conduct a best practices survey to develop recommendations based on what other organizations do.	United States	Germany	-0.12	0.123
		Spain	-0.32	0.000
		South Africa	-0.03	0.768

## Leadership across Differences

		France	-0.25	0.005
		Singapore	-0.16	0.069
		India	-0.47	0.000
		Jordan	-0.30	0.001
		Japan	0.16	0.037
		Scotland	0.03	0.708
Conduct a best practices survey to develop recommendations based on what other organizations do.	Germany	United States	0.12	0.123
		Spain	-0.21	0.030
		South Africa	0.09	0.426
		France	-0.14	0.200
		Singapore	-0.05	0.659
		India	-0.35	0.000
		Jordan	-0.19	0.092
		Japan	0.27	0.004
		Scotland	0.15	0.142
Conduct a best practices survey to develop recommendations based on what other organizations do.	Spain	United States	0.32	0.000
		Germany	0.21	0.030
		South Africa	0.30	0.008
		France	0.07	0.516
		Singapore	0.16	0.139
		India	-0.15	0.137
		Jordan	0.02	0.846
		Japan	0.48	0.000
		Scotland	0.35	0.000
Conduct a best practices survey to develop recommendations based on what other organizations do.	South Africa	United States	0.03	0.768
		Germany	-0.09	0.426
		Spain	-0.30	0.008
		France	-0.23	0.063
		Singapore	-0.14	0.264
		India	-0.44	0.000
		Jordan	-0.28	0.027
		Japan	0.18	0.098
		Scotland	0.06	0.613
Conduct a best practices survey to develop recommendations based on what other organizations do.	France	United States	0.25	0.005
		Germany	0.14	0.200
		Spain	-0.07	0.516
		South Africa	0.23	0.063
		Singapore	0.09	0.448
		India	-0.22	0.050
		Jordan	-0.05	0.689

## Leadership across Differences

		Japan	0.41	0.000
		Scotland	0.28	0.010
Conduct a best practices survey to develop recommendations based on what other organizations do.	Singapore	United States	0.16	0.069
		Germany	0.05	0.659
		Spain	-0.16	0.139
		South Africa	0.14	0.264
		France	-0.09	0.448
		India	-0.31	0.006
		Jordan	-0.14	0.254
		Scotland	0.19	0.081
Conduct a best practices survey to develop recommendations based on what other organizations do.	India	United States	0.47	0.000
		Germany	0.35	0.000
		Spain	0.15	0.137
		South Africa	0.44	0.000
		France	0.22	0.050
		Singapore	0.31	0.006
		Jordan	0.17	0.138
		Scotland	0.50	0.000
Conduct a best practices survey to develop recommendations based on what other organizations do.	Jordan	United States	0.30	0.001
		Germany	0.19	0.092
		Spain	-0.02	0.846
		South Africa	0.28	0.027
		France	0.05	0.689
		Singapore	0.14	0.254
		India	-0.17	0.138
		Scotland	0.33	0.003
Conduct a best practices survey to develop recommendations based on what other organizations do.	Japan	United States	-0.16	0.037
		Germany	-0.27	0.004
		Spain	-0.48	0.000
		South Africa	-0.18	0.098
		France	-0.41	0.000
		Singapore	-0.32	0.003
		India	-0.63	0.000
		Scotland	-0.13	0.206
Conduct a best practices survey to	Scotland	United States	-0.03	0.708

## Leadership across Differences

develop recommendations based on what other organizations do.

		Germany	-0.15	0.142
		Spain	-0.35	0.000
		South Africa	-0.06	0.613
		France	-0.28	0.010
		Singapore	-0.19	0.081
		India	-0.50	0.000
		Jordan	-0.33	0.003
		Japan	0.13	0.206
Hold training programs to teach members of different religious groups how to work together without disruption. <sup>a</sup>	United States	Germany	-0.31	0.002
		Spain	-0.12	0.210
		South Africa	-0.06	0.561
		France	-0.52	0.008
		Jordan	-0.08	0.476
Hold training programs to teach members of different religious groups how to work together without disruption. <sup>a</sup>	Germany	United States	0.31	0.002
		Spain	0.18	0.041
		South Africa	0.24	0.023
		France	-0.21	0.268
		Jordan	0.23	0.032
Hold training programs to teach members of different religious groups how to work together without disruption. <sup>a</sup>	Spain	United States	0.12	0.210
		Germany	-0.18	0.041
		South Africa	0.06	0.590
		France	-0.40	0.038
		Jordan	0.04	0.686
Hold training programs to teach members of different religious groups how to work together without disruption. <sup>a</sup>	South Africa	United States	0.06	0.561
		Germany	-0.24	0.023
		Spain	-0.06	0.590
		France	-0.45	0.023
		Jordan	-0.01	0.904
Hold training programs to teach members of different religious groups how to work together without disruption. <sup>a</sup>	France	United States	0.52	0.008
		Germany	0.21	0.268
		Spain	0.40	0.038

## Leadership across Differences

		South Africa	0.45	0.023
		Jordan	0.44	0.027
Hold training programs to teach members of different religious groups how to work together without disruption. <sup>a</sup>	Jordan	United States	0.08	0.476
		Germany	-0.23	0.032
		Spain	-0.04	0.686
		South Africa	0.01	0.904
		France	-0.44	0.027
Hold training programs to teach members of different religious groups how to show respect to one another in the workplace. <sup>b</sup>	United States	France	-0.43	0.000
		Singapore	-0.02	0.856
		India	-0.56	0.000
		Japan	-0.04	0.621
		Scotland	-0.08	0.376
Hold training programs to teach members of different religious groups how to show respect to one another in the workplace. <sup>b</sup>	France	United States	0.43	0.000
		Singapore	0.41	0.002
		India	-0.13	0.299
		Japan	0.39	0.002
		Scotland	0.35	0.006
Hold training programs to teach members of different religious groups how to show respect to one another in the workplace. <sup>b</sup>	Singapore	United States	0.02	0.856
		France	-0.41	0.002
		India	-0.54	0.000
		Japan	-0.02	0.843
		Scotland	-0.06	0.616
Hold training programs to teach members of different religious groups how to show respect to one another in the workplace. <sup>b</sup>	India	United States	0.56	0.000
		France	0.13	0.299
		Singapore	0.54	0.000
		Japan	0.52	0.000
		Scotland	0.48	0.000
Hold training programs to teach members of different religious groups how to show respect to one another in the workplace. <sup>b</sup>	Japan	United States	0.04	0.621
		France	-0.39	0.002

## Leadership across Differences

		Singapore	0.02	0.843
		India	-0.52	0.000
		Scotland	-0.04	0.728
Hold training programs to teach members of different religious groups how to show respect to one another in the workplace. <sup>b</sup>	Scotland	United States	0.08	0.376
		France	-0.35	0.006
		Singapore	0.06	0.616
		India	-0.48	0.000
		Japan	0.04	0.728
Acknowledge the grievances of those who were offended. <sup>a</sup>	United States	Germany	-0.25	0.143
		Spain	-0.97	0.000
		South Africa	-0.18	0.120
		France	-1.70	0.000
		Jordan	-0.56	0.000
Acknowledge the grievances of those who were offended. <sup>a</sup>	Germany	United States	0.25	0.143
		Spain	-0.72	0.000
		South Africa	0.07	0.691
		France	-1.45	0.000
		Jordan	-0.31	0.083
Acknowledge the grievances of those who were offended. <sup>a</sup>	Spain	United States	0.97	0.000
		Germany	0.72	0.000
		South Africa	0.79	0.000
		France	-0.73	0.000
		Jordan	0.41	0.000
Acknowledge the grievances of those who were offended. <sup>a</sup>	South Africa	United States	0.18	0.120
		Germany	-0.07	0.691
		Spain	-0.79	0.000
		France	-1.52	0.000
		Jordan	-0.38	0.002
Acknowledge the grievances of those who were offended. <sup>a</sup>	France	United States	1.70	0.000
		Germany	1.45	0.000
		Spain	0.73	0.000
		South Africa	1.52	0.000
		Jordan	1.14	0.000
Acknowledge the grievances of those who were offended. <sup>a</sup>	Jordan	United States	0.56	0.000
		Germany	0.31	0.083
		Spain	-0.41	0.000
		South Africa	0.38	0.002



## Leadership across Differences

		France	-1.14	0.000
Redesign the work so that members of different religious groups are working together on important tasks that require cooperation.	United States	Germany	0.75	0.000
		Spain	0.24	0.006
		South Africa	0.30	0.010
		France	0.35	0.002
		Singapore	0.42	0.000
		India	0.00	0.973
		Jordan	0.43	0.000
		Japan	0.01	0.893
		Scotland	0.15	0.122
Redesign the work so that members of different religious groups are working together on important tasks that require cooperation.	Germany	United States	-0.75	0.000
		Spain	-0.51	0.000
		South Africa	-0.46	0.001
		France	-0.41	0.002
		Singapore	-0.34	0.011
		India	-0.76	0.000
		Jordan	-0.33	0.015
		Japan	-0.74	0.000
		Scotland	-0.60	0.000
Redesign the work so that members of different religious groups are working together on important tasks that require cooperation.	Spain	United States	-0.24	0.006
		Germany	0.51	0.000
		South Africa	0.05	0.700
		France	0.10	0.429
		Singapore	0.17	0.180
		India	-0.25	0.035
		Jordan	0.18	0.164
		Japan	-0.23	0.042
		Scotland	-0.09	0.431
Redesign the work so that members of different religious groups are working together on important tasks that require cooperation.	South Africa	United States	-0.30	0.010
		Germany	0.46	0.001
		Spain	-0.05	0.700
		France	0.05	0.731
		Singapore	0.12	0.406

## Leadership across Differences

		India	-0.30	0.029
		Jordan	0.13	0.376
		Japan	-0.28	0.035
		Scotland	-0.15	0.295
Redesign the work so that members of different religious groups are working together on important tasks that require cooperation.	France	United States	-0.35	0.002
		Germany	0.41	0.002
		Spain	-0.10	0.429
		South Africa	-0.05	0.731
		Singapore	0.07	0.615
		India	-0.35	0.008
		Jordan	0.08	0.573
		Japan	-0.33	0.010
		Scotland	-0.20	0.145
		Redesign the work so that members of different religious groups are working together on important tasks that require cooperation.	Singapore	United States
Germany	0.34			0.011
Spain	-0.17			0.180
South Africa	-0.12			0.406
France	-0.07			0.615
India	-0.42			0.002
Jordan	0.01			0.946
Japan	-0.41			0.002
Scotland	-0.27			0.048
Redesign the work so that members of different religious groups are working together on important tasks that require cooperation.	India			United States
		Germany	0.76	0.000
		Spain	0.25	0.035
		South Africa	0.30	0.029
		France	0.35	0.008
		Singapore	0.42	0.002
		Jordan	0.43	0.002
		Japan	0.02	0.896
		Scotland	0.15	0.212
		Redesign the work so that members of different religious groups are working together on important tasks that require cooperation.	Jordan	United States
Germany	0.33			0.015

## Leadership across Differences

		Spain	-0.18	0.164
		South Africa	-0.13	0.376
		France	-0.08	0.573
		Singapore	-0.01	0.946
		India	-0.43	0.002
		Japan	-0.42	0.002
		Scotland	-0.28	0.044
Redesign the work so that members of different religious groups are working together on important tasks that require cooperation.	Japan	United States	-0.01	0.893
		Germany	0.74	0.000
		Spain	0.23	0.042
		South Africa	0.28	0.035
		France	0.33	0.010
		Singapore	0.41	0.002
		India	-0.02	0.896
		Jordan	0.42	0.002
		Scotland	0.14	0.251
Redesign the work so that members of different religious groups are working together on important tasks that require cooperation.	Scotland	United States	-0.15	0.122
		Germany	0.60	0.000
		Spain	0.09	0.431
		South Africa	0.15	0.295
		France	0.20	0.145
		Singapore	0.27	0.048
		India	-0.15	0.212
		Jordan	0.28	0.044
		Japan	-0.14	0.251
Organize more meetings and social gatherings so that members of different religious groups can get to know one another as individuals.	United States	Germany	0.16	0.039
		Spain	0.31	0.000
		South Africa	0.34	0.000
		France	0.02	0.798
		Singapore	0.47	0.000
		India	-0.09	0.292
		Jordan	0.38	0.000
		Japan	-0.04	0.648
		Scotland	0.00	0.993
Organize more meetings and social gatherings so that members of different religious groups can	Germany	United States	-0.16	0.039

## Leadership across Differences

get to know one another as individuals.

Spain	0.15	0.131
South Africa	0.18	0.114
France	-0.14	0.219
Singapore	0.30	0.007
India	-0.25	0.015
Jordan	0.22	0.058
Japan	-0.20	0.047
Scotland	-0.16	0.121

Organize more meetings and social gatherings so that members of different religious groups can get to know one another as individuals.

Spain United States -0.31 0.000

Germany	-0.15	0.131
South Africa	0.03	0.767
France	-0.29	0.010
Singapore	0.16	0.159
India	-0.40	0.000
Jordan	0.07	0.541
Japan	-0.35	0.000
Scotland	-0.31	0.003

Organize more meetings and social gatherings so that members of different religious groups can get to know one another as individuals.

South Africa United States -0.34 0.000

Germany	-0.18	0.114
Spain	-0.03	0.767
France	-0.32	0.011
Singapore	0.12	0.332
India	-0.43	0.000
Jordan	0.04	0.782
Japan	-0.38	0.001
Scotland	-0.34	0.004

Organize more meetings and social gatherings so that members of different religious groups can get to know one another as individuals.

France United States -0.02 0.798

Germany	0.14	0.219
Spain	0.29	0.010
South Africa	0.32	0.011
Singapore	0.44	0.000
India	-0.11	0.337
Jordan	0.36	0.005
Japan	-0.06	0.594
Scotland	-0.02	0.841

## Leadership across Differences

Organize more meetings and social gatherings so that members of different religious groups can get to know one another as individuals.	Singapore	United States	-0.47	0.000
		Germany	-0.30	0.007
		Spain	-0.16	0.159
		South Africa	-0.12	0.332
		France	-0.44	0.000
		India	-0.55	0.000
		Jordan	-0.09	0.488
		Japan	-0.50	0.000
Organize more meetings and social gatherings so that members of different religious groups can get to know one another as individuals.	India	United States	0.09	0.292
		Germany	0.25	0.015
		Spain	0.40	0.000
		South Africa	0.43	0.000
		France	0.11	0.337
		Singapore	0.55	0.000
		Jordan	0.46	0.000
		Japan	0.05	0.620
Organize more meetings and social gatherings so that members of different religious groups can get to know one another as individuals.	Jordan	United States	-0.38	0.000
		Germany	-0.22	0.058
		Spain	-0.07	0.541
		South Africa	-0.04	0.782
		France	-0.36	0.005
		Singapore	0.09	0.488
		India	-0.46	0.000
		Japan	-0.41	0.000
Organize more meetings and social gatherings so that members of different religious groups can get to know one another as individuals.	Japan	United States	0.04	0.648
		Germany	0.20	0.047
		Spain	0.35	0.000
		South Africa	0.38	0.001
		France	0.06	0.594
		Singapore	0.50	0.000
		India	-0.05	0.620

## Leadership across Differences

		Jordan	0.41	0.000
		Scotland	0.04	0.726
Organize more meetings and social gatherings so that members of different religious groups can get to know one another as individuals.	Scotland	United States	0.00	0.993
		Germany	0.16	0.121
		Spain	0.31	0.003
		South Africa	0.34	0.004
		France	0.02	0.841
		Singapore	0.47	0.000
		India	-0.09	0.415
		Jordan	0.38	0.001
		Japan	-0.04	0.726
Showcase areas of the organization where members of different religious groups work together effectively. <sup>a</sup>	United States	Germany	0.10	0.565
		Spain	0.37	0.000
		South Africa	0.41	0.001
		France	0.40	0.054
		Jordan	0.22	0.059
Showcase areas of the organization where members of different religious groups work together effectively. <sup>a</sup>	Germany	United States	-0.10	0.565
		Spain	0.27	0.105
		South Africa	0.31	0.089
		France	0.30	0.226
		Jordan	0.12	0.493
Showcase areas of the organization where members of different religious groups work together effectively. <sup>a</sup>	Spain	United States	-0.37	0.000
		Germany	-0.27	0.105
		South Africa	0.03	0.780
		France	0.02	0.902
		Jordan	-0.15	0.170
Showcase areas of the organization where members of different religious groups work together effectively. <sup>a</sup>	South Africa	United States	-0.41	0.001
		Germany	-0.31	0.089
		Spain	-0.03	0.780
		France	-0.01	0.977
		Jordan	-0.18	0.145

## Leadership across Differences

Showcase areas of the organization where members of different religious groups work together effectively. <sup>a</sup>	France	United States	-0.40	0.054
		Germany	-0.30	0.226
		Spain	-0.02	0.902
		South Africa	0.01	0.977
		Jordan	-0.18	0.403
Showcase areas of the organization where members of different religious groups work together effectively. <sup>a</sup>	Jordan	United States	-0.22	0.059
		Germany	-0.12	0.493
		Spain	0.15	0.170
		South Africa	0.18	0.145
		France	0.18	0.403
Establish a reward system for high-performing work groups where differences between religious groups don't get in the way.	United States	Germany	0.24	0.009
		Spain	-0.24	0.006
		South Africa	0.21	0.064
		France	-0.87	0.000
		Singapore	0.27	0.015
		India	0.14	0.148
		Jordan	0.74	0.000
		Japan	0.34	0.000
		Scotland	0.13	0.160
Establish a reward system for high-performing work groups where differences between religious groups don't get in the way.	Germany	United States	-0.24	0.009
		Spain	-0.48	0.000
		South Africa	-0.03	0.840
		France	-1.10	0.000
		Singapore	0.03	0.825
		India	-0.10	0.391
		Jordan	0.50	0.000
		Japan	0.11	0.354
		Scotland	-0.10	0.391
Establish a reward system for high-performing work groups where differences between religious groups don't get in the way.	Spain	United States	0.24	0.006
		Germany	0.48	0.000
		South Africa	0.45	0.001

## Leadership across Differences

		France	-0.62	0.000
		Singapore	0.51	0.000
		India	0.38	0.001
		Jordan	0.98	0.000
		Japan	0.59	0.000
		Scotland	0.38	0.001
Establish a reward system for high-performing work groups where differences between religious groups don't get in the way.	South Africa	United States	-0.21	0.064
		Germany	0.03	0.840
		Spain	-0.45	0.001
		France	-1.08	0.000
		Singapore	0.06	0.703
		India	-0.07	0.586
		Jordan	0.53	0.000
		Japan	0.13	0.316
		Scotland	-0.08	0.583
Establish a reward system for high-performing work groups where differences between religious groups don't get in the way.	France	United States	0.87	0.000
		Germany	1.10	0.000
		Spain	0.62	0.000
		South Africa	1.08	0.000
		Singapore	1.13	0.000
		India	1.00	0.000
		Jordan	1.61	0.000
		Japan	1.21	0.000
		Scotland	1.00	0.000
Establish a reward system for high-performing work groups where differences between religious groups don't get in the way.	Singapore	United States	-0.27	0.015
		Germany	-0.03	0.825
		Spain	-0.51	0.000
		South Africa	-0.06	0.703
		France	-1.13	0.000
		India	-0.13	0.325
		Jordan	0.47	0.001
		Japan	0.08	0.548
		Scotland	-0.13	0.325
Establish a reward system for high-performing work groups where differences between religious groups don't get in the way.	India	United States	-0.14	0.148



## Leadership across Differences

way.

		Germany	0.10	0.391
		Spain	-0.38	0.001
		South Africa	0.07	0.586
		France	-1.00	0.000
		Singapore	0.13	0.325
		Jordan	0.60	0.000
		Japan	0.21	0.076
		Scotland	0.00	0.991
Establish a reward system for high-performing work groups where differences between religious groups don't get in the way.	Jordan	United States	-0.74	0.000
		Germany	-0.50	0.000
		Spain	-0.98	0.000
		South Africa	-0.53	0.000
		France	-1.61	0.000
		Singapore	-0.47	0.001
		India	-0.60	0.000
		Japan	-0.40	0.003
		Scotland	-0.61	0.000
Establish a reward system for high-performing work groups where differences between religious groups don't get in the way.	Japan	United States	-0.34	0.000
		Germany	-0.11	0.354
		Spain	-0.59	0.000
		South Africa	-0.13	0.316
		France	-1.21	0.000
		Singapore	-0.08	0.548
		India	-0.21	0.076
		Jordan	0.40	0.003
		Scotland	-0.21	0.078
Establish a reward system for high-performing work groups where differences between religious groups don't get in the way.	Scotland	United States	-0.13	0.160
		Germany	0.10	0.391
		Spain	-0.38	0.001
		South Africa	0.08	0.583
		France	-1.00	0.000
		Singapore	0.13	0.325
		India	0.00	0.991
		Jordan	0.61	0.000
		Japan	0.21	0.078
Make sure that all supervisors and	United States	Germany	-0.09	0.178

## Leadership across Differences

managers are treating people from all religious groups with respect on a daily basis.

Spain	-0.14	0.028
South Africa	0.02	0.792
France	-0.24	0.001
Singapore	-0.44	0.000
India	-1.19	0.000
Jordan	-0.20	0.012
Japan	-0.28	0.000
Scotland	-0.09	0.169

Make sure that all supervisors and managers are treating people from all religious groups with respect on a daily basis.

Germany	United States	0.09	0.178
Spain	-0.05	0.523	
South Africa	0.11	0.255	
France	-0.16	0.081	
Singapore	-0.35	0.000	
India	-1.11	0.000	
Jordan	-0.11	0.228	
Japan	-0.19	0.018	
Scotland	-0.01	0.940	

Make sure that all supervisors and managers are treating people from all religious groups with respect on a daily basis.

Spain	United States	0.14	0.028
Germany	0.05	0.523	
South Africa	0.16	0.089	
France	-0.11	0.231	
Singapore	-0.30	0.001	
India	-1.06	0.000	
Jordan	-0.06	0.504	
Japan	-0.14	0.079	
Scotland	0.04	0.587	

Make sure that all supervisors and managers are treating people from all religious groups with respect on a daily basis.

South Africa	United States	-0.02	0.792
Germany	-0.11	0.255	
Spain	-0.16	0.089	
France	-0.27	0.010	
Singapore	-0.46	0.000	
India	-1.21	0.000	
Jordan	-0.22	0.036	
Japan	-0.30	0.001	
Scotland	-0.11	0.239	

Make sure that all supervisors and managers are treating people from

France	United States	0.24	0.001
--------	---------------	------	-------

## Leadership across Differences

all religious groups with respect on a daily basis.

Germany	0.16	0.081
Spain	0.11	0.231
South Africa	0.27	0.010
Singapore	-0.20	0.051
India	-0.95	0.000
Jordan	0.05	0.657
Japan	-0.03	0.721
Scotland	0.15	0.102

Make sure that all supervisors and managers are treating people from all religious groups with respect on a daily basis.

United States	0.44	0.000
---------------	------	-------

Germany	0.35	0.000
Spain	0.30	0.001
South Africa	0.46	0.000
France	0.20	0.051
India	-0.75	0.000
Jordan	0.24	0.019
Japan	0.16	0.073
Scotland	0.35	0.000

Make sure that all supervisors and managers are treating people from all religious groups with respect on a daily basis.

United States	1.19	0.000
---------------	------	-------

Germany	1.11	0.000
Spain	1.06	0.000
South Africa	1.21	0.000
France	0.95	0.000
Singapore	0.75	0.000
Jordan	0.99	0.000
Japan	0.92	0.000
Scotland	1.10	0.000

Make sure that all supervisors and managers are treating people from all religious groups with respect on a daily basis.

United States	0.20	0.012
---------------	------	-------

Germany	0.11	0.228
Spain	0.06	0.504
South Africa	0.22	0.036
France	-0.05	0.657
Singapore	-0.24	0.019
India	-0.99	0.000
Japan	-0.08	0.405
Scotland	0.11	0.266

Make sure that all supervisors and managers are treating people from all religious groups with respect on

United States	0.28	0.000
---------------	------	-------

## Leadership across Differences

a daily basis.

		Germany	0.19	0.018
		Spain	0.14	0.079
		South Africa	0.30	0.001
		France	0.03	0.721
		Singapore	-0.16	0.073
		India	-0.92	0.000
		Jordan	0.08	0.405
		Scotland	0.18	0.027
Make sure that all supervisors and managers are treating people from all religious groups with respect on a daily basis.	Scotland	United States	0.09	0.169
		Germany	0.01	0.940
		Spain	-0.04	0.587
		South Africa	0.11	0.239
		France	-0.15	0.102
		Singapore	-0.35	0.000
		India	-1.10	0.000
		Jordan	-0.11	0.266
		Japan	-0.18	0.027
Develop policies and procedures to insure that all religious groups are treated equally.	United States	Germany	-0.26	0.000
		Spain	-0.17	0.015
		South Africa	0.04	0.623
		France	-0.63	0.000
		Singapore	-0.34	0.000
		India	-1.10	0.000
		Jordan	-0.28	0.001
		Japan	-0.34	0.000
		Scotland	-0.03	0.696
Develop policies and procedures to insure that all religious groups are treated equally.	Germany	United States	0.26	0.000
		Spain	0.09	0.311
		South Africa	0.30	0.004
		France	-0.37	0.000
		Singapore	-0.08	0.440
		India	-0.84	0.000
		Jordan	-0.02	0.822
		Japan	-0.08	0.361
		Scotland	0.23	0.014
Develop policies and procedures to insure that all religious groups are treated equally.	Spain	United States	0.17	0.015
		Germany	-0.09	0.311
		South Africa	0.21	0.040

## Leadership across Differences

		France	-0.46	0.000
		Singapore	-0.17	0.093
		India	-0.94	0.000
		Jordan	-0.11	0.270
		Japan	-0.17	0.051
		Scotland	0.14	0.128
Develop policies and procedures to insure that all religious groups are treated equally.	South Africa	United States	-0.04	0.623
		Germany	-0.30	0.004
		Spain	-0.21	0.040
		France	-0.67	0.000
		Singapore	-0.38	0.001
		India	-1.15	0.000
		Jordan	-0.33	0.005
		Japan	-0.39	0.000
		Scotland	-0.07	0.497
Develop policies and procedures to insure that all religious groups are treated equally.	France	United States	0.63	0.000
		Germany	0.37	0.000
		Spain	0.46	0.000
		South Africa	0.67	0.000
		Singapore	0.29	0.010
		India	-0.48	0.000
		Jordan	0.34	0.003
		Japan	0.28	0.005
		Scotland	0.60	0.000
Develop policies and procedures to insure that all religious groups are treated equally.	Singapore	United States	0.34	0.000
		Germany	0.08	0.440
		Spain	0.17	0.093
		South Africa	0.38	0.001
		France	-0.29	0.010
		India	-0.77	0.000
		Jordan	0.06	0.629
		Japan	0.00	0.974
		Scotland	0.31	0.003
Develop policies and procedures to insure that all religious groups are treated equally.	India	United States	1.10	0.000
		Germany	0.84	0.000
		Spain	0.94	0.000
		South Africa	1.15	0.000
		France	0.48	0.000
		Singapore	0.77	0.000
		Jordan	0.82	0.000

## Leadership across Differences

		Japan	0.76	0.000
		Scotland	1.08	0.000
Develop policies and procedures to insure that all religious groups are treated equally.	Jordan	United States	0.28	0.001
		Germany	0.02	0.822
		Spain	0.11	0.270
		South Africa	0.33	0.005
		France	-0.34	0.003
		Singapore	-0.06	0.629
		India	-0.82	0.000
		Japan	-0.06	0.572
		Scotland	0.25	0.018
Develop policies and procedures to insure that all religious groups are treated equally.	Japan	United States	0.34	0.000
		Germany	0.08	0.361
		Spain	0.17	0.051
		South Africa	0.39	0.000
		France	-0.28	0.005
		Singapore	0.00	0.974
		India	-0.76	0.000
		Jordan	0.06	0.572
		Scotland	0.31	0.001
Develop policies and procedures to insure that all religious groups are treated equally.	Scotland	United States	0.03	0.696
		Germany	-0.23	0.014
		Spain	-0.14	0.128
		South Africa	0.07	0.497
		France	-0.60	0.000
		Singapore	-0.31	0.003
		India	-1.08	0.000
		Jordan	-0.25	0.018
		Japan	-0.31	0.001
Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	United States	Germany	-0.56	0.000
		Spain	-0.42	0.000
		South Africa	-0.15	0.107
		France	-0.31	0.000
		Singapore	-0.47	0.000
		India	-1.02	0.000
		Jordan	-0.31	0.001
		Japan	-0.21	0.004
		Scotland	0.00	0.957

## Leadership across Differences

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	Germany	United States	0.56	0.000
		Spain	0.14	0.124
		South Africa	0.41	0.000
		France	0.25	0.018
		Singapore	0.09	0.383
		India	-0.46	0.000
		Jordan	0.25	0.021
		Japan	0.35	0.000
		Scotland	0.56	0.000
Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	Spain	United States	0.42	0.000
		Germany	-0.14	0.124
		South Africa	0.27	0.012
		France	0.10	0.314
		Singapore	-0.05	0.630
		India	-0.60	0.000
		Jordan	0.11	0.317
		Japan	0.20	0.026
		Scotland	0.42	0.000
Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	South Africa	United States	0.15	0.107
		Germany	-0.41	0.000
		Spain	-0.27	0.012
		France	-0.16	0.162
		Singapore	-0.32	0.007
		India	-0.87	0.000
		Jordan	-0.16	0.182
		Japan	-0.06	0.553
		Scotland	0.15	0.170
Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	France	United States	0.31	0.000
		Germany	-0.25	0.018
		Spain	-0.10	0.314
		South Africa	0.16	0.162
		Singapore	-0.15	0.181
		India	-0.71	0.000
		Jordan	0.00	0.979
		Japan	0.10	0.331
		Scotland	0.32	0.003
Develop a comprehensive program	Singapore	United States	0.47	0.000

## Leadership across Differences

of policies, practices, and training for preventing these types of situations in the organization.

Germany	-0.09	0.383
Spain	0.05	0.630
South Africa	0.32	0.007
France	0.15	0.181
India	-0.55	0.000
Jordan	0.16	0.185
Japan	0.25	0.015
Scotland	0.47	0.000

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.

United States	1.02	0.000
Germany	0.46	0.000
Spain	0.60	0.000
South Africa	0.87	0.000
France	0.71	0.000
Singapore	0.55	0.000
Jordan	0.71	0.000
Japan	0.81	0.000
Scotland	1.02	0.000

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.

United States	0.31	0.001
Germany	-0.25	0.021
Spain	-0.11	0.317
South Africa	0.16	0.182
France	0.00	0.979
Singapore	-0.16	0.185
India	-0.71	0.000
Japan	0.10	0.363
Scotland	0.31	0.005

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.

United States	0.21	0.004
Germany	-0.35	0.000
Spain	-0.20	0.026
South Africa	0.06	0.553
France	-0.10	0.331
Singapore	-0.25	0.015
India	-0.81	0.000
Jordan	-0.10	0.363
Scotland	0.22	0.024

Develop a comprehensive program of policies, practices, and training

United States	0.00	0.957
---------------	------	-------



## Leadership across Differences

for preventing these types of situations in the organization.

		Germany	-0.56	0.000
		Spain	-0.42	0.000
		South Africa	-0.15	0.170
		France	-0.32	0.003
		Singapore	-0.47	0.000
		India	-1.02	0.000
		Jordan	-0.31	0.005
		Japan	-0.22	0.024
Privately warn the woman who sent the e-mail that this is unacceptable behavior.	United States	Germany	-1.27	0.000
		Spain	-0.25	0.008
		South Africa	-0.48	0.000
		France	-0.04	0.711
		Singapore	-0.22	0.049
		India	-0.43	0.000
		Jordan	0.43	0.000
		Japan	0.14	0.141
		Scotland	-0.05	0.614
Privately warn the woman who sent the e-mail that this is unacceptable behavior.	Germany	United States	1.27	0.000
		Spain	1.02	0.000
		South Africa	0.79	0.000
		France	1.23	0.000
		Singapore	1.05	0.000
		India	0.84	0.000
		Jordan	1.71	0.000
		Japan	1.41	0.000
		Scotland	1.22	0.000
Privately warn the woman who sent the e-mail that this is unacceptable behavior.	Spain	United States	0.25	0.008
		Germany	-1.02	0.000
		South Africa	-0.23	0.099
		France	0.21	0.126
		Singapore	0.02	0.863
		India	-0.19	0.129
		Jordan	0.68	0.000
		Japan	0.39	0.001
		Scotland	0.20	0.110
Privately warn the woman who sent the e-mail that this is unacceptable behavior.	South Africa	United States	0.48	0.000
		Germany	-0.79	0.000
		Spain	0.23	0.099

## Leadership across Differences

		France	0.44	0.004
		Singapore	0.25	0.100
		India	0.05	0.752
		Jordan	0.91	0.000
		Japan	0.62	0.000
		Scotland	0.43	0.003
Privately warn the woman who sent the e-mail that this is unacceptable behavior.	France	United States	0.04	0.711
		Germany	-1.23	0.000
		Spain	-0.21	0.126
		South Africa	-0.44	0.004
		Singapore	-0.18	0.222
		India	-0.39	0.005
		Jordan	0.48	0.002
		Japan	0.18	0.180
		Scotland	-0.01	0.951
		Privately warn the woman who sent the e-mail that this is unacceptable behavior.	Singapore	United States
Germany	-1.05			0.000
Spain	-0.02			0.863
South Africa	-0.25			0.100
France	0.18			0.222
India	-0.21			0.132
Jordan	0.66			0.000
Japan	0.36			0.007
Scotland	0.17			0.213
Privately warn the woman who sent the e-mail that this is unacceptable behavior.	India			United States
		Germany	-0.84	0.000
		Spain	0.19	0.129
		South Africa	-0.05	0.752
		France	0.39	0.005
		Singapore	0.21	0.132
		Jordan	0.87	0.000
		Japan	0.57	0.000
		Scotland	0.38	0.003
		Privately warn the woman who sent the e-mail that this is unacceptable behavior.	Jordan	United States
Germany	-1.71			0.000
Spain	-0.68			0.000
South Africa	-0.91			0.000
France	-0.48			0.002
Singapore	-0.66			0.000
India	-0.87			0.000

## Leadership across Differences

		Japan	-0.29	0.034
		Scotland	-0.48	0.001
Privately warn the woman who sent the e-mail that this is unacceptable behavior.	Japan	United States	-0.14	0.141
		Germany	-1.41	0.000
		Spain	-0.39	0.001
		South Africa	-0.62	0.000
		France	-0.18	0.180
		Singapore	-0.36	0.007
		India	-0.57	0.000
		Jordan	0.29	0.034
		Scotland	-0.19	0.127
Privately warn the woman who sent the e-mail that this is unacceptable behavior.	Scotland	United States	0.05	0.614
		Germany	-1.22	0.000
		Spain	-0.20	0.110
		South Africa	-0.43	0.003
		France	0.01	0.951
		Singapore	-0.17	0.213
		India	-0.38	0.003
		Jordan	0.48	0.001
		Japan	0.19	0.127
Educate employees that religious proselytizing is unacceptable behavior in the workplace. <sup>a</sup>	United States	Germany	-0.34	0.081
		Spain	-0.36	0.001
		South Africa	-0.65	0.000
		France	0.42	0.064
		Jordan	-0.06	0.671
Educate employees that religious proselytizing is unacceptable behavior in the workplace. <sup>a</sup>	Germany	United States	0.34	0.081
		Spain	-0.03	0.883
		South Africa	-0.31	0.113
		France	0.75	0.005
		Jordan	0.28	0.156
Educate employees that religious proselytizing is unacceptable behavior in the workplace. <sup>a</sup>	Spain	United States	0.36	0.001
		Germany	0.03	0.883
		South Africa	-0.29	0.020
		France	0.78	0.000
		Jordan	0.31	0.012
Educate employees that religious proselytizing is unacceptable	South Africa	United States	0.65	0.000

## Leadership across Differences

behavior in the workplace.<sup>a</sup>

		Germany	0.31	0.113
		Spain	0.29	0.020
		France	1.07	0.000
		Jordan	0.60	0.000
Educate employees that religious proselytizing is unacceptable behavior in the workplace. <sup>a</sup>	France	United States	-0.42	0.064
		Germany	-0.75	0.005
		Spain	-0.78	0.000
		South Africa	-1.07	0.000
		Jordan	-0.47	0.040
Educate employees that religious proselytizing is unacceptable behavior in the workplace. <sup>a</sup>	Jordan	United States	0.06	0.671
		Germany	-0.28	0.156
		Spain	-0.31	0.012
		South Africa	-0.60	0.000
		France	0.47	0.040

*Note.* <sup>a</sup> Only participants from the United States, Germany, Spain, South Africa, France, and Jordan responded to these items.

<sup>b</sup> Only participants from the United States, France, Singapore, India, Japan, and Scotland responded to this item.

### *Who Should Be Involved*

Respondents provided ratings of the extent to which different groups or individuals should be involved in addressing a situation similar to that presented in the scenario. Ratings were made on a five-point scale where 1 = To a very great extent, 2 = To a great extent, 3 = To some extent, 4 = To a little extent, and 5 = Not at all. Table 12 provides the mean rating and standard deviation overall as well as for each country. Also included in the table is the F-statistic for each response (\* indicates  $p < 0.05$ , \*\* indicates  $p < 0.01$ , \*\*\* indicates  $p < 0.001$ ), indicating whether or not the differences between the ratings from each country are statistically significant.

**Table 12. Descriptive Statistics and ANOVA Test of Whom to Involve Responses of Religion Scenario**

Whom to Involve	Country	N	Mean	sd	F
Human resources	TOTAL	607	1.90	1.24	22.24***
	United States	140	1.96	1.21	
	Germany	35	1.46	0.74	
	Spain	191	1.56	0.83	
	South Africa	107	1.72	1.13	
	France	24	1.21	0.51	
	Jordan	110	2.85	1.62	
	Senior executives	TOTAL	604	2.53	
United States		141	2.48	1.30	
Germany		34	3.35	1.20	
Spain		189	2.37	1.15	
South Africa		106	2.79	1.41	
France		24	2.04	1.00	
Jordan		110	2.46	1.22	
Immediate supervisor(s)		TOTAL	605	1.68	0.94
	United States	141	1.49	0.87	
	Germany	34	2.65	1.39	
	Spain	190	1.69	0.83	
	South Africa	106	1.70	0.98	
	France	24	1.54	0.66	
	Jordan	110	1.64	0.91	
	A spokesperson for the religious group of the person who sent the e-mail	TOTAL	605	3.41	1.40
United States		141	4.05	1.28	
Germany		35	3.09	1.40	
Spain		191	3.25	1.27	
South Africa		106	3.42	1.43	
France		23	3.70	1.49	
Jordan		109	2.90	1.40	
A spokesperson for the other religious groups		TOTAL	603	3.48	1.38
	United States	139	4.04	1.32	
	Germany	35	3.06	1.43	
	Spain	191	3.35	1.25	
	South Africa	106	3.42	1.38	
	France	24	3.71	1.46	
	Jordan	108	3.17	1.42	
	Others in the organization	TOTAL	604	3.53	1.21
United States		138	3.26	1.32	
Germany		35	3.91	1.22	

## Leadership across Differences

	Spain	191	3.49	1.04	
	South Africa	106	3.69	1.22	
	France	24	3.79	1.25	
	Jordan	110	3.62	1.26	
The union	TOTAL	596	3.85	1.24	2.99*
	United States	136	4.04	1.30	
	Germany	35	4.20	1.16	
	Spain	190	3.59	1.25	
	South Africa	105	3.88	1.12	
	France	23	3.96	1.19	
	Jordan	107	3.91	1.22	
An external consultant	TOTAL	604	3.83	1.26	1.4
	United States	140	3.75	1.40	
	Germany	35	3.54	1.50	
	Spain	191	3.96	1.08	
	South Africa	106	3.73	1.31	
	France	23	3.61	1.34	
	Jordan	109	3.96	1.20	
The government	TOTAL	603	4.53	0.92	6.91***
	United States	138	4.73	0.70	
	Germany	35	4.89	0.40	
	Spain	191	4.50	0.91	
	South Africa	106	4.60	0.82	
	France	24	4.50	0.93	
	Jordan	109	4.14	1.20	
An advocacy group	TOTAL	597	4.33	1.01	3.21**
	United States	137	4.49	0.98	
	Germany	35	4.57	0.78	
	Spain	185	4.12	1.03	
	South Africa	106	4.37	1.00	
	France	24	4.63	0.71	
	Jordan	110	4.33	1.08	
A professional organization for these workers	TOTAL	599	3.98	1.17	1.87
	United States	139	4.17	1.19	
	Germany	35	3.94	1.24	
	Spain	185	3.97	1.09	
	South Africa	106	3.87	1.29	
	France	24	4.33	0.92	
	Jordan	110	3.81	1.18	
Respected community leaders	TOTAL	602	4.03	1.22	6.15***
	United States	139	4.45	0.96	
	Germany	35	4.29	1.05	
	Spain	190	3.97	1.12	
	South Africa	106	3.95	1.34	

## Leadership across Differences

	France	23	3.78	1.41	
	Jordan	109	3.67	1.43	
A mediator	TOTAL	603	3.42	1.36	5.70***
	United States	139	3.55	1.42	
	Germany	35	3.23	1.52	
	Spain	189	3.17	1.28	
	South Africa	106	3.25	1.34	
	France	24	3.17	1.20	
	Jordan	110	3.95	1.28	
The board	TOTAL	601	3.50	1.41	9.85***
	United States	140	3.54	1.43	
	Germany	35	4.17	1.04	
	Spain	188	3.62	1.24	
	South Africa	105	3.70	1.45	
	France	24	4.00	1.14	
	Jordan	109	2.74	1.51	
The employees with religious background different from the person who sent the e-mail	TOTAL	600	3.22	1.33	1.02
	United States	138	3.14	1.38	
	Germany	35	3.34	1.35	
	Spain	190	3.19	1.23	
	South Africa	105	3.07	1.38	
	France	23	3.43	1.12	
	Jordan	109	3.41	1.42	
The employees who share the same religion as the person who sent the e-mail	TOTAL	605	3.20	1.32	0.38
	United States	140	3.24	1.37	
	Germany	35	3.37	1.35	
	Spain	191	3.12	1.19	
	South Africa	105	3.24	1.42	
	France	24	3.38	1.13	
	Jordan	110	3.18	1.42	
The individuals directly involved in the situation	TOTAL	605	1.80	1.07	2.54*
	United States	140	1.58	0.95	
	Germany	35	2.00	1.14	
	Spain	191	1.90	1.00	
	South Africa	105	1.69	1.07	
	France	24	2.04	1.20	
	Jordan	110	1.91	1.22	
A respected religious leader	TOTAL	602	4.03	1.26	8.40***
	United States	138	4.41	1.05	
	Germany	35	4.34	1.06	

## Leadership across Differences

	Spain	190	4.06	1.11	
	South Africa	105	4.02	1.29	
	France	24	4.00	1.29	
	Jordan	110	3.44	1.53	
A lawyer, legal office, or legal counsel	TOTAL	596	4.04	1.23	9.11***
	United States	136	3.47	1.45	
	Germany	35	4.54	0.82	
	Spain	189	4.19	1.01	
	South Africa	104	4.25	1.10	
	France	23	3.91	1.28	
	Jordan	109	4.17	1.26	

In order to further explore country-level differences, we conducted post hoc tests using the least squared differences method. The results from these comparisons are presented in Table 13.

**Table 13. Post Hoc Tests of Religion Scenario Whom to Involve between Countries**

Whom to Involve	Country (I)	Comparison Country (J)	Mean Difference (I-J)	Sig.
Human resources	United States	Germany	0.51	0.019
		Spain	0.40	0.002
		South Africa	0.24	0.095
		France	0.76	0.003
		Jordan	-0.89	0.000
Human resources	Germany	United States	-0.51	0.019
		Spain	-0.10	0.623
		South Africa	-0.26	0.238
		France	0.25	0.411
		Jordan	-1.40	0.000
Human resources	Spain	United States	-0.40	0.002
		Germany	0.10	0.623
		South Africa	-0.16	0.248
		France	0.35	0.155
		Jordan	-1.29	0.000
Human resources	South Africa	United States	-0.24	0.095
		Germany	0.26	0.238
		Spain	0.16	0.248
		France	0.51	0.048



## Leadership across Differences

		Jordan	-1.13	0.000
Human resources	France	United States	-0.76	0.003
		Germany	-0.25	0.411
		Spain	-0.35	0.155
		South Africa	-0.51	0.048
		Jordan	-1.65	0.000
Human resources	Jordan	United States	0.89	0.000
		Germany	1.40	0.000
		Spain	1.29	0.000
		South Africa	1.13	0.000
		France	1.65	0.000
Senior executives	United States	Germany	-0.88	0.000
		Spain	0.11	0.427
		South Africa	-0.32	0.048
		France	0.43	0.115
		Jordan	0.01	0.942
Senior executives	Germany	United States	0.88	0.000
		Spain	0.99	0.000
		South Africa	0.56	0.023
		France	1.31	0.000
		Jordan	0.89	0.000
Senior executives	Spain	United States	-0.11	0.427
		Germany	-0.99	0.000
		South Africa	-0.43	0.005
		France	0.32	0.230
		Jordan	-0.10	0.509
Senior executives	South Africa	United States	0.32	0.048
		Germany	-0.56	0.023
		Spain	0.43	0.005
		France	0.75	0.008
		Jordan	0.33	0.052
Senior executives	France	United States	-0.43	0.115
		Germany	-1.31	0.000
		Spain	-0.32	0.230
		South Africa	-0.75	0.008
		Jordan	-0.42	0.133
Senior executives	Jordan	United States	-0.01	0.942
		Germany	-0.89	0.000
		Spain	0.10	0.509
		South Africa	-0.33	0.052

## Leadership across Differences

		France	0.42	0.133
Immediate supervisor(s)	United States	Germany	-1.16	0.000
		Spain	-0.20	0.049
		South Africa	-0.21	0.076
		France	-0.05	0.795
		Jordan	-0.15	0.206
Immediate supervisor(s)	Germany	United States	1.16	0.000
		Spain	0.96	0.000
		South Africa	0.95	0.000
		France	1.11	0.000
		Jordan	1.01	0.000
Immediate supervisor(s)	Spain	United States	0.20	0.049
		Germany	-0.96	0.000
		South Africa	-0.01	0.938
		France	0.15	0.455
		Jordan	0.05	0.628
Immediate supervisor(s)	South Africa	United States	0.21	0.076
		Germany	-0.95	0.000
		Spain	0.01	0.938
		France	0.16	0.449
		Jordan	0.06	0.619
Immediate supervisor(s)	France	United States	0.05	0.795
		Germany	-1.11	0.000
		Spain	-0.15	0.455
		South Africa	-0.16	0.449
		Jordan	-0.09	0.645
Immediate supervisor(s)	Jordan	United States	0.15	0.206
		Germany	-1.01	0.000
		Spain	-0.05	0.628
		South Africa	-0.06	0.619
		France	0.09	0.645
A spokesperson for the religious group of the person who sent the e-mail	United States	Germany	0.96	0.000
		Spain	0.80	0.000
		South Africa	0.63	0.000
		France	0.35	0.241
		Jordan	1.15	0.000
A spokesperson for the religious group of the person who sent the e-mail	Germany	United States	-0.96	0.000

## Leadership across Differences

mail		Spain	-0.16	0.516
		South Africa	-0.34	0.196
		France	-0.61	0.091
		Jordan	0.19	0.475
A spokesperson for the religious group of the person who sent the e-mail	Spain	United States	-0.80	0.000
		Germany	0.16	0.516
		South Africa	-0.18	0.273
		France	-0.45	0.130
		Jordan	0.35	0.032
A spokesperson for the religious group of the person who sent the e-mail	South Africa	United States	-0.63	0.000
		Germany	0.34	0.196
		Spain	0.18	0.273
		France	-0.27	0.380
		Jordan	0.53	0.004
A spokesperson for the religious group of the person who sent the e-mail	France	United States	-0.35	0.241
		Germany	0.61	0.091
		Spain	0.45	0.130
		South Africa	0.27	0.380
		Jordan	0.80	0.010
A spokesperson for the religious group of the person who sent the e-mail	Jordan	United States	-1.15	0.000
		Germany	-0.19	0.475
		Spain	-0.35	0.032
		South Africa	-0.53	0.004
		France	-0.80	0.010
A spokesperson for the other religious groups	United States	Germany	0.98	0.000
		Spain	0.69	0.000
		South Africa	0.62	0.000
		France	0.33	0.269
		Jordan	0.87	0.000
A spokesperson for the other religious groups	Germany	United States	-0.98	0.000
		Spain	-0.29	0.243
		South Africa	-0.36	0.171
		France	-0.65	0.067

## Leadership across Differences

		Jordan	-0.11	0.675
A spokesperson for the other religious groups	Spain	United States	-0.69	0.000
		Germany	0.29	0.243
		South Africa	-0.07	0.669
		France	-0.36	0.212
		Jordan	0.18	0.268
A spokesperson for the other religious groups	South Africa	United States	-0.62	0.000
		Germany	0.36	0.171
		Spain	0.07	0.669
		France	-0.29	0.334
		Jordan	0.25	0.176
A spokesperson for the other religious groups	France	United States	-0.33	0.269
		Germany	0.65	0.067
		Spain	0.36	0.212
		South Africa	0.29	0.334
		Jordan	0.54	0.074
A spokesperson for the other religious groups	Jordan	United States	-0.87	0.000
		Germany	0.11	0.675
		Spain	-0.18	0.268
		South Africa	-0.25	0.176
		France	-0.54	0.074
Others in the organization	United States	Germany	-0.65	0.004
		Spain	-0.23	0.085
		South Africa	-0.43	0.006
		France	-0.53	0.046
		Jordan	-0.36	0.020
Others in the organization	Germany	United States	0.65	0.004
		Spain	0.42	0.056
		South Africa	0.23	0.335
		France	0.12	0.700
		Jordan	0.30	0.204
Others in the organization	Spain	United States	0.23	0.085
		Germany	-0.42	0.056
		South Africa	-0.20	0.176
		France	-0.30	0.249
		Jordan	-0.13	0.380

## Leadership across Differences

Others in the organization	South Africa	United States	0.43	0.006
		Germany	-0.23	0.335
		Spain	0.20	0.176
		France	-0.10	0.704
		Jordan	0.07	0.666
Others in the organization	France	United States	0.53	0.046
		Germany	-0.12	0.700
		Spain	0.30	0.249
		South Africa	0.10	0.704
		Jordan	0.17	0.521
Others in the organization	Jordan	United States	0.36	0.020
		Germany	-0.30	0.204
		Spain	0.13	0.380
		South Africa	-0.07	0.666
		France	-0.17	0.521
The union	United States	Germany	-0.16	0.503
		Spain	0.45	0.001
		South Africa	0.17	0.292
		France	0.09	0.751
		Jordan	0.14	0.385
The union	Germany	United States	0.16	0.503
		Spain	0.61	0.007
		South Africa	0.32	0.176
		France	0.24	0.460
		Jordan	0.29	0.219
The union	Spain	United States	-0.45	0.001
		Germany	-0.61	0.007
		South Africa	-0.28	0.059
		France	-0.36	0.182
		Jordan	-0.31	0.036
The union	South Africa	United States	-0.17	0.292
		Germany	-0.32	0.176
		Spain	0.28	0.059
		France	-0.08	0.776
		Jordan	-0.03	0.857
The union	France	United States	-0.09	0.751
		Germany	-0.24	0.460
		Spain	0.36	0.182
		South Africa	0.08	0.776
		Jordan	0.05	0.859

## Leadership across Differences

The union	Jordan	United States	-0.14	0.385
		Germany	-0.29	0.219
		Spain	0.31	0.036
		South Africa	0.03	0.857
		France	-0.05	0.859
An external consultant	United States	Germany	0.21	0.384
		Spain	-0.21	0.138
		South Africa	0.02	0.884
		France	0.14	0.618
		Jordan	-0.21	0.185
An external consultant	Germany	United States	-0.21	0.384
		Spain	-0.42	0.073
		South Africa	-0.18	0.455
		France	-0.07	0.846
		Jordan	-0.42	0.086
An external consultant	Spain	United States	0.21	0.138
		Germany	0.42	0.073
		South Africa	0.23	0.129
		France	0.35	0.209
		Jordan	-0.01	0.973
An external consultant	South Africa	United States	-0.02	0.884
		Germany	0.18	0.455
		Spain	-0.23	0.129
		France	0.12	0.684
		Jordan	-0.24	0.168
An external consultant	France	United States	-0.14	0.618
		Germany	0.07	0.846
		Spain	-0.35	0.209
		South Africa	-0.12	0.684
		Jordan	-0.35	0.220
An external consultant	Jordan	United States	0.21	0.185
		Germany	0.42	0.086
		Spain	0.01	0.973
		South Africa	0.24	0.168
		France	0.35	0.220
The government	United States	Germany	-0.15	0.363
		Spain	0.23	0.022
		South Africa	0.13	0.267
		France	0.23	0.241
		Jordan	0.59	0.000

## Leadership across Differences

The government	Germany	United States	0.15	0.363
		Spain	0.38	0.020
		South Africa	0.28	0.106
		France	0.39	0.104
		Jordan	0.75	0.000
The government	Spain	United States	-0.23	0.022
		Germany	-0.38	0.020
		South Africa	-0.10	0.350
		France	0.00	0.989
		Jordan	0.37	0.001
The government	South Africa	United States	-0.13	0.267
		Germany	-0.28	0.106
		Spain	0.10	0.350
		France	0.10	0.608
		Jordan	0.47	0.000
The government	France	United States	-0.23	0.241
		Germany	-0.39	0.104
		Spain	0.00	0.989
		South Africa	-0.10	0.608
		Jordan	0.36	0.073
The government	Jordan	United States	-0.59	0.000
		Germany	-0.75	0.000
		Spain	-0.37	0.001
		South Africa	-0.47	0.000
		France	-0.36	0.073
An advocacy group	United States	Germany	-0.08	0.663
		Spain	0.37	0.001
		South Africa	0.12	0.349
		France	-0.14	0.538
		Jordan	0.16	0.206
An advocacy group	Germany	United States	0.08	0.663
		Spain	0.45	0.014
		South Africa	0.20	0.296
		France	-0.05	0.840
		Jordan	0.24	0.208
An advocacy group	Spain	United States	-0.37	0.001
		Germany	-0.45	0.014
		South Africa	-0.25	0.041
		France	-0.51	0.020
		Jordan	-0.21	0.083

## Leadership across Differences

An advocacy group	South Africa	United States	-0.12	0.349
		Germany	-0.20	0.296
		Spain	0.25	0.041
		France	-0.26	0.255
		Jordan	0.04	0.765
An advocacy group	France	United States	0.14	0.538
		Germany	0.05	0.840
		Spain	0.51	0.020
		South Africa	0.26	0.255
		Jordan	0.30	0.186
An advocacy group	Jordan	United States	-0.16	0.206
		Germany	-0.24	0.208
		Spain	0.21	0.083
		South Africa	-0.04	0.765
		France	-0.30	0.186
A professional organization for these workers	United States	Germany	0.23	0.298
		Spain	0.20	0.128
		South Africa	0.30	0.043
		France	-0.16	0.533
		Jordan	0.36	0.015
A professional organization for these workers	Germany	United States	-0.23	0.298
		Spain	-0.03	0.889
		South Africa	0.07	0.742
		France	-0.39	0.207
		Jordan	0.13	0.555
A professional organization for these workers	Spain	United States	-0.20	0.128
		Germany	0.03	0.889
		South Africa	0.11	0.460
		France	-0.36	0.155
		Jordan	0.16	0.244
A professional organization for these workers	South Africa	United States	-0.30	0.043
		Germany	-0.07	0.742
		Spain	-0.11	0.460
		France	-0.47	0.078
		Jordan	0.06	0.711
A professional organization for these workers	France	United States	0.16	0.533
		Germany	0.39	0.207



## Leadership across Differences

		Spain	0.36	0.155
		South Africa	0.47	0.078
		Jordan	0.52	0.047
A professional organization for these workers	Jordan	United States	-0.36	0.015
		Germany	-0.13	0.555
		Spain	-0.16	0.244
		South Africa	-0.06	0.711
		France	-0.52	0.047
Respected community leaders	United States	Germany	0.17	0.460
		Spain	0.48	0.000
		South Africa	0.50	0.001
		France	0.67	0.013
		Jordan	0.78	0.000
Respected community leaders	Germany	United States	-0.17	0.460
		Spain	0.32	0.150
		South Africa	0.33	0.154
		France	0.50	0.118
		Jordan	0.62	0.008
Respected community leaders	Spain	United States	-0.48	0.000
		Germany	-0.32	0.150
		South Africa	0.02	0.914
		France	0.19	0.482
		Jordan	0.30	0.038
Respected community leaders	South Africa	United States	-0.50	0.001
		Germany	-0.33	0.154
		Spain	-0.02	0.914
		France	0.17	0.537
		Jordan	0.28	0.084
Respected community leaders	France	United States	-0.67	0.013
		Germany	-0.50	0.118
		Spain	-0.19	0.482
		South Africa	-0.17	0.537
		Jordan	0.11	0.681
Respected community leaders	Jordan	United States	-0.78	0.000
		Germany	-0.62	0.008
		Spain	-0.30	0.038
		South Africa	-0.28	0.084
		France	-0.11	0.681
A mediator	United States	Germany	0.33	0.198

## Leadership across Differences

		Spain	0.38	0.010
		South Africa	0.31	0.073
		France	0.39	0.190
		Jordan	-0.39	0.022
A mediator	Germany	United States	-0.33	0.198
		Spain	0.06	0.809
		South Africa	-0.02	0.949
		France	0.06	0.861
		Jordan	-0.72	0.006
A mediator	Spain	United States	-0.38	0.010
		Germany	-0.06	0.809
		South Africa	-0.08	0.639
		France	0.00	0.993
		Jordan	-0.78	0.000
A mediator	South Africa	United States	-0.31	0.073
		Germany	0.02	0.949
		Spain	0.08	0.639
		France	0.08	0.795
		Jordan	-0.70	0.000
A mediator	France	United States	-0.39	0.190
		Germany	-0.06	0.861
		Spain	0.00	0.993
		South Africa	-0.08	0.795
		Jordan	-0.78	0.010
A mediator	Jordan	United States	0.39	0.022
		Germany	0.72	0.006
		Spain	0.78	0.000
		South Africa	0.70	0.000
		France	0.78	0.010
The board	United States	Germany	-0.64	0.014
		Spain	-0.08	0.592
		South Africa	-0.16	0.364
		France	-0.46	0.123
		Jordan	0.79	0.000
The board	Germany	United States	0.64	0.014
		Spain	0.55	0.027
		South Africa	0.48	0.073
		France	0.17	0.634
		Jordan	1.43	0.000
The board	Spain	United States	0.08	0.592

## Leadership across Differences

		Germany	-0.55	0.027
		South Africa	-0.08	0.637
		France	-0.38	0.194
		Jordan	0.87	0.000
The board	South Africa	United States	0.16	0.364
		Germany	-0.48	0.073
		Spain	0.08	0.637
		France	-0.30	0.322
		Jordan	0.95	0.000
The board	France	United States	0.46	0.123
		Germany	-0.17	0.634
		Spain	0.38	0.194
		South Africa	0.30	0.322
		Jordan	1.26	0.000
The board	Jordan	United States	-0.79	0.000
		Germany	-1.43	0.000
		Spain	-0.87	0.000
		South Africa	-0.95	0.000
		France	-1.26	0.000
The employees with religious background different from the person who sent the e-mail	United States	Germany	-0.20	0.432
		Spain	-0.05	0.738
		South Africa	0.08	0.650
		France	-0.29	0.334
		Jordan	-0.27	0.117
The employees with religious background different from the person who sent the e-mail	Germany	United States	0.20	0.432
		Spain	0.15	0.545
		South Africa	0.28	0.288
		France	-0.09	0.797
		Jordan	-0.07	0.787
The employees with religious background different from the person who sent the e-mail	Spain	United States	0.05	0.738
		Germany	-0.15	0.545
		South Africa	0.13	0.429
		France	-0.24	0.414
		Jordan	-0.22	0.173
The employees with religious background different from the	South Africa	United States	-0.08	0.650

## Leadership across Differences

person who sent the e-mail		Germany	-0.28	0.288
		Spain	-0.13	0.429
		France	-0.37	0.230
		Jordan	-0.35	0.058
The employees with religious background different from the person who sent the e-mail				
France	United States	0.29	0.334	
	Germany	0.09	0.797	
	Spain	0.24	0.414	
	South Africa	0.37	0.230	
	Jordan	0.02	0.943	
The employees with religious background different from the person who sent the e-mail				
Jordan	United States	0.27	0.117	
	Germany	0.07	0.787	
	Spain	0.22	0.173	
	South Africa	0.35	0.058	
	France	-0.02	0.943	
The employees who share the same religion as the person who sent the e-mail				
United States	Germany	-0.14	0.588	
	Spain	0.12	0.434	
	South Africa	0.00	0.989	
	France	-0.14	0.634	
	Jordan	0.05	0.750	
The employees who share the same religion as the person who sent the e-mail				
Germany	United States	0.14	0.588	
	Spain	0.25	0.303	
	South Africa	0.13	0.606	
	France	0.00	0.992	
	Jordan	0.19	0.461	
The employees who share the same religion as the person who sent the e-mail				
Spain	United States	-0.12	0.434	
	Germany	-0.25	0.303	
	South Africa	-0.12	0.465	
	France	-0.25	0.375	
	Jordan	-0.06	0.699	
The employees who share the same religion as the person who sent the e-mail				
South Africa	United States	0.00	0.989	
	Germany	-0.13	0.606	

## Leadership across Differences

		Spain	0.12	0.465
		France	-0.14	0.648
		Jordan	0.06	0.756
The employees who share the same religion as the person who sent the e-mail				
	France	United States	0.14	0.634
		Germany	0.00	0.992
		Spain	0.25	0.375
		South Africa	0.14	0.648
		Jordan	0.19	0.518
The employees who share the same religion as the person who sent the e-mail				
	Jordan	United States	-0.05	0.750
		Germany	-0.19	0.461
		Spain	0.06	0.699
		South Africa	-0.06	0.756
		France	-0.19	0.518
The individuals directly involved in the situation				
	United States	Germany	-0.42	0.036
		Spain	-0.32	0.007
		South Africa	-0.11	0.434
		France	-0.46	0.049
		Jordan	-0.33	0.015
The individuals directly involved in the situation				
	Germany	United States	0.42	0.036
		Spain	0.10	0.610
		South Africa	0.31	0.130
		France	-0.04	0.882
		Jordan	0.09	0.659
The individuals directly involved in the situation				
	Spain	United States	0.32	0.007
		Germany	-0.10	0.610
		South Africa	0.21	0.096
		France	-0.14	0.539
		Jordan	-0.01	0.946
The individuals directly involved in the situation				
	South Africa	United States	0.11	0.434
		Germany	-0.31	0.130
		Spain	-0.21	0.096
		France	-0.36	0.139
		Jordan	-0.22	0.123
The individuals directly involved				
	France	United States	0.46	0.049

## Leadership across Differences

in the situation

Germany	0.04	0.882
Spain	0.14	0.539
South Africa	0.36	0.139
Jordan	0.13	0.579

The individuals directly involved  
in the situation

Jordan	United States	0.33	0.015
	Germany	-0.09	0.659
	Spain	0.01	0.946
	South Africa	0.22	0.123
	France	-0.13	0.579

A respected religious leader

United States	Germany	0.07	0.761
	Spain	0.36	0.010
	South Africa	0.39	0.013
	France	0.41	0.127
	Jordan	0.98	0.000

A respected religious leader

Germany	United States	-0.07	0.761
	Spain	0.28	0.205
	South Africa	0.32	0.175
	France	0.34	0.290
	Jordan	0.91	0.000

A respected religious leader

Spain	United States	-0.36	0.010
	Germany	-0.28	0.205
	South Africa	0.04	0.794
	France	0.06	0.827
	Jordan	0.62	0.000

A respected religious leader

South Africa	United States	-0.39	0.013
	Germany	-0.32	0.175
	Spain	-0.04	0.794
	France	0.02	0.945
	Jordan	0.58	0.001

A respected religious leader

France	United States	-0.41	0.127
	Germany	-0.34	0.290
	Spain	-0.06	0.827
	South Africa	-0.02	0.945
	Jordan	0.56	0.041

A respected religious leader

Jordan	United States	-0.98	0.000
	Germany	-0.91	0.000
	Spain	-0.62	0.000
	South Africa	-0.58	0.001
	France	-0.56	0.041

## Leadership across Differences

A lawyer, legal office, or legal counsel	United States	Germany	-1.07	0.000
		Spain	-0.72	0.000
		South Africa	-0.78	0.000
		France	-0.44	0.099
		Jordan	-0.70	0.000
A lawyer, legal office, or legal counsel	Germany	United States	1.07	0.000
		Spain	0.35	0.107
		South Africa	0.29	0.207
		France	0.63	0.048
		Jordan	0.37	0.110
A lawyer, legal office, or legal counsel	Spain	United States	0.72	0.000
		Germany	-0.35	0.107
		South Africa	-0.06	0.681
		France	0.28	0.290
		Jordan	0.02	0.910
A lawyer, legal office, or legal counsel	South Africa	United States	0.78	0.000
		Germany	-0.29	0.207
		Spain	0.06	0.681
		France	0.34	0.218
		Jordan	0.08	0.642
A lawyer, legal office, or legal counsel	France	United States	0.44	0.099
		Germany	-0.63	0.048
		Spain	-0.28	0.290
		South Africa	-0.34	0.218
		Jordan	-0.26	0.338
A lawyer, legal office, or legal counsel	Jordan	United States	0.70	0.000
		Germany	-0.37	0.110
		Spain	-0.02	0.910
		South Africa	-0.08	0.642
		France	0.26	0.338

*Note.* Only participants from the United States, Germany, Spain, South Africa, France, and Jordan responded to these questions.

**Race Scenario**

Data collected in response to the race scenario can be organized into three categories: 1) the seriousness of the situation, 2) ratings of various responses in terms of how helpful or harmful they would be, and 3) ratings of the degree to which different types of people should get involved in the situation. The results shared in this section are in response to following scenario:

*Tom, a manager at the ABC power plant has reached his 20<sup>th</sup> 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 the racial background. The story starts to spread in the organization.*

*Seriousness*

The mean ratings of how serious the situation could become and whether or not action should be taken are provided in Table 14. The table also includes the standard deviation and the F-statistic (\* indicates  $p < 0.05$ , \*\* indicates  $p < 0.01$ , \*\*\* indicates  $p < 0.001$ ), which in this case indicates that there is a statistically significant difference between the ratings from the different countries. All seriousness ratings were made on a three-point scale where 1 = Not very serious, 2 = Possibly serious, and 3 = Very serious. Ratings of whether or not action should be taken were also made on a three-point scale with textual anchors as follows: 1 = No action is needed, 2 = Possibly take action, and 3 = Definitely take action.

**Table 14. Mean Ratings of Seriousness and Whether Action Should Be Taken**

Question	Country	N	Mean	sd	F
How serious do you think this situation could become?	TOTAL	743	2.42	0.60	10.14***
	United States	139	2.64	0.50	
	Germany	173	2.31	0.56	
	Spain	191	2.37	0.61	
	South Africa	106	2.60	0.58	
	France	24	2.08	0.65	



## Leadership across Differences

	Jordan	110	2.30	0.66	
Please tell us if you think any action should be taken.	TOTAL	743	2.53	0.57	4.06**
	United States	138	2.64	0.51	
	Germany	174	2.49	0.57	
	Spain	191	2.54	0.53	
	South Africa	106	2.60	0.58	
	France	24	2.21	0.66	
	Jordan	110	2.43	0.61	

In order to further explore country-level differences, we conducted post hoc tests using the least squared differences method. The results from these comparisons are presented in Table 15.

**Table 15. Post Hoc Tests of Race Scenario Seriousness Questions between Countries**

Question	Country (I)	Comparison Country (J)	Mean	Sig.
			Difference (I-J)	
How serious do you think this situation could become?	United States	Germany	0.33	0.000
		Spain	0.27	0.000
		South Africa	0.04	0.627
		France	0.56	0.000
		Jordan	0.34	0.000
How serious do you think this situation could become?	Germany	United States	-0.33	0.000
		Spain	-0.05	0.374
		South Africa	-0.29	0.000
		France	0.23	0.072
		Jordan	0.01	0.864
How serious do you think this situation could become?	Spain	United States	-0.27	0.000
		Germany	0.05	0.374
		South Africa	-0.24	0.001
		France	0.28	0.025
		Jordan	0.07	0.340
How serious do you think this situation could become?	South Africa	United States	-0.04	0.627
		Germany	0.29	0.000
		Spain	0.24	0.001
		France	0.52	0.000
		Jordan	0.30	0.000

## Leadership across Differences

How serious do you think this situation could become?	France	United States	-0.56	0.000
		Germany	-0.23	0.072
		Spain	-0.28	0.025
		South Africa	-0.52	0.000
		Jordan	-0.22	0.099
How serious do you think this situation could become?	Jordan	United States	-0.34	0.000
		Germany	-0.01	0.864
		Spain	-0.07	0.340
		South Africa	-0.30	0.000
		France	0.22	0.099
Please tell us if you think any action should be taken.	United States	Germany	0.16	0.014
		Spain	0.11	0.091
		South Africa	0.04	0.569
		France	0.44	0.000
		Jordan	0.22	0.002
Please tell us if you think any action should be taken.	Germany	United States	-0.16	0.014
		Spain	-0.05	0.387
		South Africa	-0.12	0.095
		France	0.28	0.022
		Jordan	0.06	0.369
Please tell us if you think any action should be taken.	Spain	United States	-0.11	0.091
		Germany	0.05	0.387
		South Africa	-0.06	0.342
		France	0.33	0.006
		Jordan	0.11	0.095
Please tell us if you think any action should be taken.	South Africa	United States	-0.04	0.569
		Germany	0.12	0.095
		Spain	0.06	0.342
		France	0.40	0.002
		Jordan	0.18	0.021
Please tell us if you think any action should be taken.	France	United States	-0.44	0.000
		Germany	-0.28	0.022
		Spain	-0.33	0.006
		South Africa	-0.40	0.002
		Jordan	-0.22	0.083
Please tell us if you think any	Jordan	United States	-0.22	0.002

## Leadership across Differences

action should be taken.

Germany	-0.06	0.369
Spain	-0.11	0.095
South Africa	-0.18	0.021
France	0.22	0.083

### *Helpful and Harmful Responses*

The mean ratings of how helpful or harmful various responses to the situation would be are provided in Table 16. The table also includes the standard deviation and the F-statistic (\* indicates  $p < 0.05$ , \*\* indicates  $p < 0.01$ , \*\*\* indicates  $p < 0.001$ ), which in this case indicates that there is a statistically significant difference between the ratings from the different countries. All ratings were made on a five-point scale where 1 = Very helpful, 2 = Somewhat helpful, 3 = Neither helpful nor harmful, 4 = Somewhat harmful, and 5 = Very harmful.

**Table 16. Descriptive Statistics and ANOVA Test of Helpful/Harmful Responses of Race Scenario**

Question	Country	N	Mean	sd	F
Conduct an investigation to identify why John was not invited to this event.	TOTAL	743	1.96	1.06	10.76***
	United States	141	2.06	1.24	
	Germany	171	2.30	1.13	
	Spain	190	1.87	0.92	
	South Africa	107	1.44	0.65	
	France	24	1.58	0.72	
	Jordan	110	2.05	1.08	
	Establish a task force to make recommendations for addressing the situation.	TOTAL	602	2.62	1.09
United States		140	3.05	1.23	
Germany		33	2.94	1.00	
Spain		189	2.60	1.04	
South Africa		106	2.23	1.01	
France		24	3.04	1.08	
Jordan		110	2.31	0.84	
Call a meeting of the parties involved to get the facts.		TOTAL	740	1.96	1.01
	United States	141	2.01	1.22	
	Germany	171	2.02	0.97	

## Leadership across Differences

	Spain	189	2.07	1.02	
	South Africa	106	1.54	0.87	
	France	23	2.13	0.97	
	Jordan	110	1.95	0.78	
Talk informally to a few people to find out more about what is going on.	TOTAL	736	2.39	1.10	1.37
	United States	141	2.37	1.24	
	Germany	169	2.48	1.20	
	Spain	190	2.47	1.07	
	South Africa	105	2.26	1.03	
	France	22	2.50	1.14	
	Jordan	109	2.21	0.84	
Unify employees by reminding them of the shared goals of the organization.	TOTAL	736	2.37	1.04	12.66***
	United States	139	2.50	1.11	
	Germany	169	2.51	0.97	
	Spain	190	2.59	0.97	
	South Africa	106	2.31	1.17	
	France	24	2.21	0.98	
	Jordan	108	1.70	0.78	
Let the situation play itself out; do nothing.	TOTAL	739	4.31	0.99	9.68***
	United States	140	4.28	1.07	
	Germany	170	4.45	0.88	
	Spain	190	4.43	0.78	
	South Africa	105	4.52	0.89	
	France	24	4.08	1.06	
	Jordan	110	3.76	1.24	
Encourage anyone who is bothered by the situation to transfer to another part of the organization.	TOTAL	735	4.52	0.87	32.76***
	United States	139	4.73	0.69	
	Germany	167	4.68	0.65	
	Spain	190	4.62	0.65	
	South Africa	105	4.68	0.81	
	France	24	4.71	0.55	
	Jordan	110	3.63	1.24	
Punish anyone who disrupts the work in response to the gossip.	TOTAL	738	3.86	1.23	60.61***
	United States	139	4.17	1.08	
	Germany	171	4.39	0.86	
	Spain	189	3.98	0.95	
	South Africa	105	3.96	1.27	
	France	24	3.79	1.22	

## Leadership across Differences

	Jordan	110	2.32	1.11	
Work with members of different racial groups to surface the differences so that they can better understand one another's point of view.	TOTAL	737	2.10	1.03	5.27***
	United States	140	2.12	1.13	
	Germany	169	2.02	0.99	
	Spain	190	2.25	0.98	
	South Africa	105	1.90	1.04	
	France	24	2.92	1.25	
	Jordan	109	1.97	0.90	
Encourage debate and discussion about what happened.	TOTAL	602	2.70	1.21	3.90**
	United States	140	2.73	1.25	
	Germany	34	2.44	1.08	
	Spain	189	2.71	1.16	
	South Africa	105	2.34	1.15	
	France	24	2.92	1.14	
	Jordan	110	3.02	1.30	
Discourage John and other members of his racial group from expressing dissatisfaction with what happened.	TOTAL	737	4.14	1.10	49.09***
	United States	139	4.51	0.89	
	Germany	170	4.26	1.05	
	Spain	189	4.47	0.73	
	South Africa	105	4.30	0.94	
	France	24	3.54	1.02	
	Jordan	110	2.89	1.21	
Ask some of John's co-workers to try to get everyone to calm down.	TOTAL	734	3.18	1.22	32.08***
	United States	139	4.03	1.14	
	Germany	170	3.28	1.14	
	Spain	189	3.04	1.05	
	South Africa	105	3.16	1.27	
	France	23	2.74	1.01	
	Jordan	108	2.28	0.97	
Inform the media about what is going on.	TOTAL	549	4.56	0.85	6.47***
	United States	139	4.68	0.84	
	Germany	34	4.85	0.44	
	Spain	185	4.53	0.76	
	South Africa	57	4.70	0.82	
	France	24	4.88	0.45	
	Jordan	110	4.21	1.03	

## Leadership across Differences

Redesign the work so that members of different racial groups will no longer have to interact with one another.

TOTAL	737	4.56	0.77	12.64***
United States	140	4.74	0.75	
Germany	169	4.60	0.61	
Spain	190	4.58	0.64	
South Africa	105	4.67	0.76	
France	23	4.83	0.49	
Jordan	110	4.06	1.05	

Direct employees to stop the gossip and informal conversations.

TOTAL	738	3.23	1.29	34.78***
United States	138	3.52	1.29	
Germany	171	3.54	1.24	
Spain	190	3.49	1.07	
South Africa	105	3.19	1.30	
France	24	3.46	1.35	
Jordan	110	1.90	0.81	

Provide individuals with a regular opportunity to learn more about the feelings, history, and customs of those who are different from them.

TOTAL	737	1.87	0.86	2.53*
United States	140	1.86	0.94	
Germany	169	1.88	0.82	
Spain	190	1.88	0.82	
South Africa	105	1.68	0.81	
France	24	2.29	0.95	
Jordan	109	1.96	0.87	

Insist that whoever left John out apologize to John.

TOTAL	737	2.39	1.12	1.25
United States	139	2.58	1.21	
Germany	170	2.41	1.25	
Spain	190	2.33	0.92	
South Africa	105	2.28	1.16	
France	24	2.33	1.20	
Jordan	109	2.32	1.05	

Take legal action against whoever left John out.

TOTAL	597	3.91	1.16	32.42***
United States	140	4.43	0.90	
Germany	30	4.30	1.06	
Spain	189	3.71	1.04	
South Africa	105	4.28	1.06	
France	24	4.63	0.71	
Jordan	109	2.97	1.17	

## Leadership across Differences

Apologize to those who were offended.	TOTAL	736	2.06	0.97	5.08***
	United States	139	1.78	0.87	
	Germany	170	2.29	1.15	
	Spain	189	2.05	0.82	
	South Africa	105	1.93	0.98	
	France	23	2.30	0.97	
	Jordan	110	2.15	0.93	
	Appoint a qualified person from John's racial group to a supervisory job.	TOTAL	603	3.39	1.13
United States		140	3.51	1.24	
Germany		34	3.47	0.99	
Spain		190	3.40	0.94	
South Africa		105	3.68	1.13	
France		24	3.58	1.02	
Jordan		110	2.91	1.20	
Initiate team-building exercises for the members of Tom's and John's respective racial groups.		TOTAL	737	2.17	0.99
	United States	140	2.01	1.02	
	Germany	168	2.10	0.96	
	Spain	190	2.47	0.91	
	South Africa	105	2.18	0.99	
	France	24	2.46	1.02	
	Jordan	110	1.87	1.01	
	Initiate coaching for whoever organized the party.	TOTAL	735	2.55	1.08
United States		138	2.41	1.18	
Germany		169	2.84	1.08	
Spain		189	2.76	0.98	
South Africa		105	2.50	1.09	
France		24	2.04	0.69	
Jordan		110	2.09	0.91	
Develop a policy that threatens anyone with immediate termination for excluding certain employees from company-sponsored events.		TOTAL	734	3.47	1.30
	United States	138	3.52	1.37	
	Germany	169	3.64	1.27	
	Spain	190	3.49	1.19	
	South Africa	105	3.56	1.32	
	France	23	3.57	1.41	
	Jordan	109	2.96	1.28	
	Develop a policy that threatens anyone with legal action for	TOTAL	554	3.46	1.32

## Leadership across Differences

excluding certain employees  
from company-sponsored events.

United States	139	3.75	1.30
Germany	34	3.76	1.37
Spain	190	3.54	1.18
South Africa	57	3.95	1.33
France	24	3.83	1.31
Jordan	110	2.55	1.14

Establish an independent office  
to handle such incidents.

TOTAL	732	3.00	1.22	11.43***
United States	139	3.20	1.30	
Germany	171	2.76	1.17	
Spain	184	3.35	1.11	
South Africa	105	3.10	1.24	
France	24	3.21	1.25	
Jordan	109	2.39	1.08	

Stop hiring so many people from  
John's racial group.

TOTAL	593	4.48	0.92	25.49***
United States	139	4.78	0.67	
Germany	33	4.61	0.66	
Spain	183	4.61	0.72	
South Africa	104	4.58	0.96	
France	24	4.67	0.76	
Jordan	110	3.68	1.09	

Conduct a best practices survey  
to develop recommendations  
based on what other  
organizations do.

TOTAL	736	2.25	0.99	2.71*
United States	138	2.30	1.14	
Germany	170	2.13	0.93	
Spain	190	2.41	1.00	
South Africa	104	2.08	0.84	
France	24	2.54	1.22	
Jordan	110	2.20	0.92	

Hold training programs to teach  
people from different racial  
groups how to work together  
without disruption.

TOTAL	734	1.87	0.93	3.37**
United States	139	1.76	0.95	
Germany	170	2.05	0.99	
Spain	187	1.80	0.80	
South Africa	104	1.73	0.79	
France	24	2.29	1.37	
Jordan	110	1.88	0.96	

Acknowledge the grievances of  
the members of John's racial  
group.

TOTAL	595	2.09	1.01	27.50***
-------	-----	------	------	----------



## Leadership across Differences

	United States	140	1.53	0.82	
	Germany	34	1.88	1.01	
	Spain	184	2.43	0.98	
	South Africa	104	1.68	0.75	
	France	24	2.58	1.10	
	Jordan	109	2.56	0.97	
Redesign the work so that people from different racial groups are working together on important tasks that require cooperation.	TOTAL	731	2.10	1.09	3.52**
	United States	138	2.19	1.09	
	Germany	166	1.85	0.98	
	Spain	190	2.11	1.05	
	South Africa	103	2.12	1.11	
	France	24	2.63	1.28	
	Jordan	110	2.25	1.17	
Organize more meetings and social gatherings so that people from different racial groups can get to know one another as individuals.	TOTAL	734	1.90	0.87	3.58**
	United States	139	1.88	0.89	
	Germany	167	1.98	0.87	
	Spain	190	1.88	0.82	
	South Africa	105	1.85	0.87	
	France	24	2.50	0.98	
	Jordan	109	1.73	0.81	
Showcase areas of the organization where people from different racial groups work together effectively.	TOTAL	599	2.11	0.95	3.70**
	United States	138	2.31	1.04	
	Germany	33	2.45	1.06	
	Spain	190	2.01	0.86	
	South Africa	104	2.01	0.93	
	France	24	2.38	1.17	
	Jordan	110	1.97	0.86	
Establish a reward system for high-performing work groups where differences between racial groups don't get in the way.	TOTAL	732	2.42	1.19	15.67***
	United States	139	2.69	1.17	
	Germany	166	2.25	1.17	
	Spain	190	2.79	1.13	
	South Africa	104	2.34	1.24	
	France	24	2.63	1.35	
	Jordan	109	1.70	0.81	

## Leadership across Differences

Make sure that all supervisors and managers are treating people from all racial groups with respect on a daily basis.

TOTAL	733	1.35	0.66	4.44**
United States	138	1.22	0.56	
Germany	168	1.34	0.62	
Spain	189	1.40	0.70	
South Africa	104	1.24	0.55	
France	24	1.25	0.53	
Jordan	110	1.56	0.81	

Develop policies and procedures to insure that members of different racial groups are treated equally.

TOTAL	730	1.42	0.66	5.93***
United States	138	1.24	0.61	
Germany	165	1.59	0.70	
Spain	189	1.43	0.62	
South Africa	104	1.28	0.57	
France	24	1.58	1.06	
Jordan	110	1.49	0.62	

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.

TOTAL	732	1.71	0.85	6.04***
United States	138	1.47	0.86	
Germany	166	1.97	0.86	
Spain	190	1.68	0.77	
South Africa	104	1.60	0.82	
France	24	1.83	1.09	
Jordan	110	1.73	0.81	

Privately warn the organizer of the party that this is unacceptable behavior.

TOTAL	728	2.54	1.29	38.01***
United States	135	2.47	1.30	
Germany	168	3.54	1.29	
Spain	189	2.11	1.02	
South Africa	103	2.59	1.23	
France	23	1.91	0.90	
Jordan	110	1.95	0.90	

Educate employees that excluding people on the basis of race or ethnicity/ethnic background is unacceptable behavior in the workplace.

TOTAL	600	1.51	0.84	4.83***
United States	139	1.32	0.74	
Germany	34	1.82	1.22	
Spain	189	1.68	0.90	

## Leadership across Differences

South Africa	104	1.39	0.69
France	24	1.29	0.55
Jordan	110	1.51	0.79

*Note.* Only participants from the United States, Germany, Spain, South Africa, France, and Jordan responded to this scenario.

In order to further explore country-level differences, we conducted post hoc tests using the least squared differences method. The results from these comparisons are presented in Table 17.

**Table 17. Post Hoc Tests of Race Scenario Helpful and Harmful Responses between Countries**

Question	Country (I)	Comparison Country (J)	Mean Difference (I-J)	Sig.
Conduct an investigation to identify why John was not invited to this event.	United States	Germany	-0.25	0.034
		Spain	0.19	0.098
		South Africa	0.62	0.000
		France	0.47	0.037
		Jordan	0.01	0.931
Conduct an investigation to identify why John was not invited to this event.	Germany	United States	0.25	0.034
		Spain	0.44	0.000
		South Africa	0.86	0.000
		France	0.72	0.001
		Jordan	0.26	0.039
Conduct an investigation to identify why John was not invited to this event.	Spain	United States	-0.19	0.098
		Germany	-0.44	0.000
		South Africa	0.43	0.001
		France	0.29	0.199
		Jordan	-0.18	0.149
Conduct an investigation to identify why John was not invited to this event.	South Africa	United States	-0.62	0.000
		Germany	-0.86	0.000
		Spain	-0.43	0.001
		France	-0.14	0.533
		Jordan	-0.61	0.000

## Leadership across Differences

Conduct an investigation to identify why John was not invited to this event.	France	United States	-0.47	0.037
		Germany	-0.72	0.001
		Spain	-0.29	0.199
		South Africa	0.14	0.533
		Jordan	-0.46	0.045
Conduct an investigation to identify why John was not invited to this event.	Jordan	United States	-0.01	0.931
		Germany	-0.26	0.039
		Spain	0.18	0.149
		South Africa	0.61	0.000
		France	0.46	0.045
Establish a task force to make recommendations for addressing the situation.	United States	Germany	0.11	0.587
		Spain	0.45	0.000
		South Africa	0.82	0.000
		France	0.01	0.971
		Jordan	0.74	0.000
Establish a task force to make recommendations for addressing the situation.	Germany	United States	-0.11	0.587
		Spain	0.34	0.091
		South Africa	0.71	0.001
		France	-0.10	0.717
		Jordan	0.63	0.003
Establish a task force to make recommendations for addressing the situation.	Spain	United States	-0.45	0.000
		Germany	-0.34	0.091
		South Africa	0.38	0.003
		France	-0.44	0.055
		Jordan	0.29	0.020
Establish a task force to make recommendations for addressing the situation.	South Africa	United States	-0.82	0.000
		Germany	-0.71	0.001
		Spain	-0.38	0.003
		France	-0.82	0.001
		Jordan	-0.08	0.564
Establish a task force to make recommendations for addressing the situation.	France	United States	-0.01	0.971
		Germany	0.10	0.717
		Spain	0.44	0.055

## Leadership across Differences

		South Africa	0.82	0.001
		Jordan	0.73	0.002
Establish a task force to make recommendations for addressing the situation.	Jordan	United States	-0.74	0.000
		Germany	-0.63	0.003
		Spain	-0.29	0.020
		South Africa	0.08	0.564
		France	-0.73	0.002
Call a meeting of the parties involved to get the facts.	United States	Germany	-0.01	0.935
		Spain	-0.06	0.590
		South Africa	0.48	0.000
		France	-0.12	0.605
		Jordan	0.06	0.639
Call a meeting of the parties involved to get the facts.	Germany	United States	0.01	0.935
		Spain	-0.05	0.630
		South Africa	0.49	0.000
		France	-0.11	0.629
		Jordan	0.07	0.573
Call a meeting of the parties involved to get the facts.	Spain	United States	0.06	0.590
		Germany	0.05	0.630
		South Africa	0.54	0.000
		France	-0.06	0.798
		Jordan	0.12	0.318
Call a meeting of the parties involved to get the facts.	South Africa	United States	-0.48	0.000
		Germany	-0.49	0.000
		Spain	-0.54	0.000
		France	-0.59	0.010
		Jordan	-0.42	0.002
Call a meeting of the parties involved to get the facts.	France	United States	0.12	0.605
		Germany	0.11	0.629
		Spain	0.06	0.798
		South Africa	0.59	0.010
		Jordan	0.18	0.442
Call a meeting of the parties involved to get the facts.	Jordan	United States	-0.06	0.639
		Germany	-0.07	0.573
		Spain	-0.12	0.318
		South Africa	0.42	0.002
		France	-0.18	0.442

## Leadership across Differences

Talk informally to a few people to find out more about what is going on.	United States	Germany	-0.11	0.380
		Spain	-0.10	0.393
		South Africa	0.11	0.433
		France	-0.13	0.604
		Jordan	0.16	0.262
Talk informally to a few people to find out more about what is going on.	Germany	United States	0.11	0.380
		Spain	0.01	0.962
		South Africa	0.22	0.105
		France	-0.02	0.934
		Jordan	0.27	0.048
Talk informally to a few people to find out more about what is going on.	Spain	United States	0.10	0.393
		Germany	-0.01	0.962
		South Africa	0.22	0.107
		France	-0.03	0.916
		Jordan	0.26	0.048
Talk informally to a few people to find out more about what is going on.	South Africa	United States	-0.11	0.433
		Germany	-0.22	0.105
		Spain	-0.22	0.107
		France	-0.24	0.348
		Jordan	0.05	0.760
Talk informally to a few people to find out more about what is going on.	France	United States	0.13	0.604
		Germany	0.02	0.934
		Spain	0.03	0.916
		South Africa	0.24	0.348
		Jordan	0.29	0.263
Talk informally to a few people to find out more about what is going on.	Jordan	United States	-0.16	0.262
		Germany	-0.27	0.048
		Spain	-0.26	0.048
		South Africa	-0.05	0.760
		France	-0.29	0.263
Unify employees by reminding them of the shared goals of the organization.	United States	Germany	-0.02	0.873
		Spain	-0.09	0.407
		South Africa	0.19	0.153

## Leadership across Differences

		France	0.29	0.195
		Jordan	0.79	0.000
Unify employees by reminding them of the shared goals of the organization.	Germany	United States	0.02	0.873
		Spain	-0.07	0.482
		South Africa	0.20	0.102
		France	0.31	0.162
		Jordan	0.81	0.000
Unify employees by reminding them of the shared goals of the organization.	Spain	United States	0.09	0.407
		Germany	0.07	0.482
		South Africa	0.28	0.023
		France	0.38	0.080
		Jordan	0.89	0.000
Unify employees by reminding them of the shared goals of the organization.	South Africa	United States	-0.19	0.153
		Germany	-0.20	0.102
		Spain	-0.28	0.023
		France	0.10	0.650
		Jordan	0.61	0.000
Unify employees by reminding them of the shared goals of the organization.	France	United States	-0.29	0.195
		Germany	-0.31	0.162
		Spain	-0.38	0.080
		South Africa	-0.10	0.650
		Jordan	0.50	0.026
Unify employees by reminding them of the shared goals of the organization.	Jordan	United States	-0.79	0.000
		Germany	-0.81	0.000
		Spain	-0.89	0.000
		South Africa	-0.61	0.000
		France	-0.50	0.026
Let the situation play itself out; do nothing.	United States	Germany	-0.17	0.114
		Spain	-0.15	0.170
		South Africa	-0.25	0.049
		France	0.20	0.360
		Jordan	0.51	0.000
Let the situation play itself out; do nothing.	Germany	United States	0.17	0.114
		Spain	0.03	0.794

## Leadership across Differences

	South Africa	-0.07	0.554
	France	0.37	0.079
	Jordan	0.69	0.000
Let the situation play itself out; do nothing.	Spain		
	United States	0.15	0.170
	Germany	-0.03	0.794
	South Africa	-0.10	0.406
	France	0.34	0.101
	Jordan	0.66	0.000
Let the situation play itself out; do nothing.	South Africa		
	United States	0.25	0.049
	Germany	0.07	0.554
	Spain	0.10	0.406
	France	0.44	0.044
	Jordan	0.76	0.000
Let the situation play itself out; do nothing.	France		
	United States	-0.20	0.360
	Germany	-0.37	0.079
	Spain	-0.34	0.101
	South Africa	-0.44	0.044
	Jordan	0.32	0.142
Let the situation play itself out; do nothing.	Jordan		
	United States	-0.51	0.000
	Germany	-0.69	0.000
	Spain	-0.66	0.000
	South Africa	-0.76	0.000
	France	-0.32	0.142
Encourage anyone who is bothered by the situation to transfer to another part of the organization.	United States		
	Germany	0.05	0.583
	Spain	0.11	0.233
	South Africa	0.05	0.623
	France	0.02	0.917
	Jordan	1.10	0.000
Encourage anyone who is bothered by the situation to transfer to another part of the organization.	Germany		
	United States	-0.05	0.583
	Spain	0.06	0.509
	South Africa	0.00	0.996
	France	-0.03	0.855
	Jordan	1.05	0.000
Encourage anyone who is bothered by the situation to transfer to another part of the organization.	Spain		
	United States	-0.11	0.233
	Germany	-0.06	0.509
	South Africa	-0.06	0.568



## Leadership across Differences

		France	-0.09	0.612
		Jordan	0.99	0.000
Encourage anyone who is bothered by the situation to transfer to another part of the organization.	South Africa	United States	-0.05	0.623
		Germany	0.00	0.996
		Spain	0.06	0.568
		France	-0.03	0.858
		Jordan	1.05	0.000
Encourage anyone who is bothered by the situation to transfer to another part of the organization.	France	United States	-0.02	0.917
		Germany	0.03	0.855
		Spain	0.09	0.612
		South Africa	0.03	0.858
		Jordan	1.08	0.000
Encourage anyone who is bothered by the situation to transfer to another part of the organization.	Jordan	United States	-1.10	0.000
		Germany	-1.05	0.000
		Spain	-0.99	0.000
		South Africa	-1.05	0.000
		France	-1.08	0.000
Punish anyone who disrupts the work in response to the gossip.	United States	Germany	-0.22	0.065
		Spain	0.19	0.105
		South Africa	0.21	0.117
		France	0.38	0.098
		Jordan	1.85	0.000
Punish anyone who disrupts the work in response to the gossip.	Germany	United States	0.22	0.065
		Spain	0.41	0.000
		South Africa	0.43	0.001
		France	0.60	0.008
		Jordan	2.07	0.000
Punish anyone who disrupts the work in response to the gossip.	Spain	United States	-0.19	0.105
		Germany	-0.41	0.000
		South Africa	0.02	0.861
		France	0.19	0.393
		Jordan	1.67	0.000
Punish anyone who disrupts the work in response to the gossip.	South Africa	United States	-0.21	0.117
		Germany	-0.43	0.001
		Spain	-0.02	0.861
		France	0.17	0.469

## Leadership across Differences

		Jordan	1.64	0.000
Punish anyone who disrupts the work in response to the gossip.	France	United States	-0.38	0.098
		Germany	-0.60	0.008
		Spain	-0.19	0.393
		South Africa	-0.17	0.469
		Jordan	1.47	0.000
Punish anyone who disrupts the work in response to the gossip.	Jordan	United States	-1.85	0.000
		Germany	-2.07	0.000
		Spain	-1.67	0.000
		South Africa	-1.64	0.000
		France	-1.47	0.000
Work with members of different racial groups to surface the differences so that they can better understand one another's point of view.	United States	Germany	0.10	0.401
		Spain	-0.13	0.267
		South Africa	0.23	0.086
		France	-0.80	0.000
		Jordan	0.15	0.253
Work with members of different racial groups to surface the differences so that they can better understand one another's point of view.	Germany	United States	-0.10	0.401
		Spain	-0.22	0.038
		South Africa	0.13	0.311
		France	-0.89	0.000
		Jordan	0.05	0.683
Work with members of different racial groups to surface the differences so that they can better understand one another's point of view.	Spain	United States	0.13	0.267
		Germany	0.22	0.038
		South Africa	0.35	0.005
		France	-0.67	0.003
		Jordan	0.27	0.025
Work with members of different racial groups to surface the differences so that they can better understand one another's point of view.	South Africa	United States	-0.23	0.086
		Germany	-0.13	0.311
		Spain	-0.35	0.005

## Leadership across Differences

		France	-1.02	0.000
		Jordan	-0.08	0.579
Work with members of different racial groups to surface the differences so that they can better understand one another's point of view.	France	United States	0.80	0.000
		Germany	0.89	0.000
		Spain	0.67	0.003
		South Africa	1.02	0.000
		Jordan	0.94	0.000
Work with members of different racial groups to surface the differences so that they can better understand one another's point of view.	Jordan	United States	-0.15	0.253
		Germany	-0.05	0.683
		Spain	-0.27	0.025
		South Africa	0.08	0.579
		France	-0.94	0.000
Encourage debate and discussion about what happened.	United States	Germany	0.29	0.211
		Spain	0.02	0.884
		South Africa	0.39	0.013
		France	-0.19	0.478
		Jordan	-0.29	0.059
Encourage debate and discussion about what happened.	Germany	United States	-0.29	0.211
		Spain	-0.27	0.231
		South Africa	0.10	0.678
		France	-0.48	0.138
		Jordan	-0.58	0.015
Encourage debate and discussion about what happened.	Spain	United States	-0.02	0.884
		Germany	0.27	0.231
		South Africa	0.37	0.012
		France	-0.21	0.425
		Jordan	-0.31	0.032
Encourage debate and discussion about what happened.	South Africa	United States	-0.39	0.013
		Germany	-0.10	0.678
		Spain	-0.37	0.012
		France	-0.57	0.035
		Jordan	-0.68	0.000
Encourage debate and discussion about what happened.	France	United States	0.19	0.478

## Leadership across Differences

		Germany	0.48	0.138
		Spain	0.21	0.425
		South Africa	0.57	0.035
		Jordan	-0.10	0.707
Encourage debate and discussion about what happened.	Jordan	United States	0.29	0.059
		Germany	0.58	0.015
		Spain	0.31	0.032
		South Africa	0.68	0.000
		France	0.10	0.707
Discourage John and other members of his racial group from expressing dissatisfaction with what happened.	United States	Germany	0.25	0.025
		Spain	0.05	0.673
		South Africa	0.21	0.096
		France	0.97	0.000
		Jordan	1.62	0.000
Discourage John and other members of his racial group from expressing dissatisfaction with what happened.	Germany	United States	-0.25	0.025
		Spain	-0.20	0.047
		South Africa	-0.04	0.736
		France	0.72	0.001
		Jordan	1.37	0.000
Discourage John and other members of his racial group from expressing dissatisfaction with what happened.	Spain	United States	-0.05	0.673
		Germany	0.20	0.047
		South Africa	0.16	0.168
		France	0.92	0.000
		Jordan	1.57	0.000
Discourage John and other members of his racial group from expressing dissatisfaction with what happened.	South Africa	United States	-0.21	0.096
		Germany	0.04	0.736
		Spain	-0.16	0.168
		France	0.76	0.000
		Jordan	1.41	0.000
Discourage John and other members of his racial group from expressing dissatisfaction with what happened.	France	United States	-0.97	0.000
		Germany	-0.72	0.001

## Leadership across Differences

		Spain	-0.92	0.000
		South Africa	-0.76	0.000
		Jordan	0.65	0.003
Discourage John and other members of his racial group from expressing dissatisfaction with what happened.	Jordan	United States	-1.62	0.000
		Germany	-1.37	0.000
		Spain	-1.57	0.000
		South Africa	-1.41	0.000
		France	-0.65	0.003
Ask some of John's co-workers to try to get everyone to calm down.	United States	Germany	0.75	0.000
		Spain	0.99	0.000
		South Africa	0.87	0.000
		France	1.29	0.000
		Jordan	1.75	0.000
Ask some of John's co-workers to try to get everyone to calm down.	Germany	United States	-0.75	0.000
		Spain	0.24	0.041
		South Africa	0.12	0.383
		France	0.54	0.028
		Jordan	1.00	0.000
Ask some of John's co-workers to try to get everyone to calm down.	Spain	United States	-0.99	0.000
		Germany	-0.24	0.041
		South Africa	-0.12	0.377
		France	0.30	0.217
		Jordan	0.76	0.000
Ask some of John's co-workers to try to get everyone to calm down.	South Africa	United States	-0.87	0.000
		Germany	-0.12	0.383
		Spain	0.12	0.377
		France	0.42	0.099
		Jordan	0.88	0.000
Ask some of John's co-workers to try to get everyone to calm down.	France	United States	-1.29	0.000
		Germany	-0.54	0.028
		Spain	-0.30	0.217
		South Africa	-0.42	0.099
		Jordan	0.46	0.071
Ask some of John's co-workers to try to get everyone to calm down.	Jordan	United States	-1.75	0.000
		Germany	-1.00	0.000
		Spain	-0.76	0.000
		South Africa	-0.88	0.000

## Leadership across Differences

		France	-0.46	0.071
Inform the media about what is going on.	United States	Germany	-0.18	0.263
		Spain	0.15	0.114
		South Africa	-0.03	0.844
		France	-0.20	0.276
		Jordan	0.47	0.000
Inform the media about what is going on.	Germany	United States	0.18	0.263
		Spain	0.32	0.036
		South Africa	0.15	0.398
		France	-0.02	0.920
		Jordan	0.64	0.000
Inform the media about what is going on.	Spain	United States	-0.15	0.114
		Germany	-0.32	0.036
		South Africa	-0.17	0.169
		France	-0.35	0.054
		Jordan	0.32	0.001
Inform the media about what is going on.	South Africa	United States	0.03	0.844
		Germany	-0.15	0.398
		Spain	0.17	0.169
		France	-0.17	0.388
		Jordan	0.49	0.000
Inform the media about what is going on.	France	United States	0.20	0.276
		Germany	0.02	0.920
		Spain	0.35	0.054
		South Africa	0.17	0.388
		Jordan	0.67	0.000
Inform the media about what is going on.	Jordan	United States	-0.47	0.000
		Germany	-0.64	0.000
		Spain	-0.32	0.001
		South Africa	-0.49	0.000
		France	-0.67	0.000
Redesign the work so that members of different racial groups will no longer have to interact with one another.	United States	Germany	0.14	0.102
		Spain	0.16	0.048
		South Africa	0.08	0.428
		France	-0.08	0.619
		Jordan	0.68	0.000

## Leadership across Differences

Redesign the work so that members of different racial groups will no longer have to interact with one another.	Germany	United States	-0.14	0.102
		Spain	0.02	0.755
		South Africa	-0.06	0.495
		France	-0.22	0.179
		Jordan	0.54	0.000
Redesign the work so that members of different racial groups will no longer have to interact with one another.	Spain	United States	-0.16	0.048
		Germany	-0.02	0.755
		South Africa	-0.09	0.333
		France	-0.25	0.133
		Jordan	0.52	0.000
Redesign the work so that members of different racial groups will no longer have to interact with one another.	South Africa	United States	-0.08	0.428
		Germany	0.06	0.495
		Spain	0.09	0.333
		France	-0.16	0.352
		Jordan	0.60	0.000
Redesign the work so that members of different racial groups will no longer have to interact with one another.	France	United States	0.08	0.619
		Germany	0.22	0.179
		Spain	0.25	0.133
		South Africa	0.16	0.352
		Jordan	0.76	0.000
Redesign the work so that members of different racial groups will no longer have to interact with one another.	Jordan	United States	-0.68	0.000
		Germany	-0.54	0.000
		Spain	-0.52	0.000
		South Africa	-0.60	0.000
		France	-0.76	0.000
Direct employees to stop the gossip and informal conversations.	United States	Germany	-0.02	0.903
		Spain	0.03	0.805
		South Africa	0.33	0.029
		France	0.06	0.806
		Jordan	1.62	0.000
Direct employees to stop the	Germany	United States	0.02	0.903

## Leadership across Differences

gossip and informal conversations.

Spain	0.05	0.693
South Africa	0.35	0.017
France	0.08	0.754
Jordan	1.64	0.000

Direct employees to stop the gossip and informal conversations.

Spain	United States	-0.03	0.805
	Germany	-0.05	0.693
	South Africa	0.30	0.035
	France	0.03	0.902
	Jordan	1.59	0.000

Direct employees to stop the gossip and informal conversations.

South Africa	United States	-0.33	0.029
	Germany	-0.35	0.017
	Spain	-0.30	0.035
	France	-0.27	0.311
	Jordan	1.29	0.000

Direct employees to stop the gossip and informal conversations.

France	United States	-0.06	0.806
	Germany	-0.08	0.754
	Spain	-0.03	0.902
	South Africa	0.27	0.311
	Jordan	1.56	0.000

Direct employees to stop the gossip and informal conversations.

Jordan	United States	-1.62	0.000
	Germany	-1.64	0.000
	Spain	-1.59	0.000
	South Africa	-1.29	0.000
	France	-1.56	0.000

Provide individuals with a regular opportunity to learn more about the feelings, history, and customs of those who are different from them.

United States	Germany	-0.02	0.802
	Spain	-0.02	0.819
	South Africa	0.18	0.101
	France	-0.43	0.022
	Jordan	-0.11	0.331

Provide individuals with a regular opportunity to learn more about the feelings, history, and customs of those who are different from them.

Germany	United States	0.02	0.802
	Spain	0.00	0.976
	South Africa	0.21	0.053
	France	-0.41	0.028
	Jordan	-0.08	0.437



## Leadership across Differences

Provide individuals with a regular opportunity to learn more about the feelings, history, and customs of those who are different from them.	Spain	United States	0.02	0.819
		Germany	0.00	0.976
		South Africa	0.20	0.051
		France	-0.41	0.026
		Jordan	-0.08	0.411
Provide individuals with a regular opportunity to learn more about the feelings, history, and customs of those who are different from them.	South Africa	United States	-0.18	0.101
		Germany	-0.21	0.053
		Spain	-0.20	0.051
		France	-0.62	0.002
		Jordan	-0.29	0.014
Provide individuals with a regular opportunity to learn more about the feelings, history, and customs of those who are different from them.	France	United States	0.43	0.022
		Germany	0.41	0.028
		Spain	0.41	0.026
		South Africa	0.62	0.002
		Jordan	0.33	0.088
Provide individuals with a regular opportunity to learn more about the feelings, history, and customs of those who are different from them.	Jordan	United States	0.11	0.331
		Germany	0.08	0.437
		Spain	0.08	0.411
		South Africa	0.29	0.014
		France	-0.33	0.088
Insist that whoever left John out apologize to John.	United States	Germany	0.17	0.182
		Spain	0.25	0.045
		South Africa	0.31	0.035
		France	0.25	0.314
		Jordan	0.26	0.068
Insist that whoever left John out apologize to John.	Germany	United States	-0.17	0.182
		Spain	0.08	0.498
		South Africa	0.14	0.330
		France	0.08	0.748

## Leadership across Differences

		Jordan	0.09	0.510
Insist that whoever left John out apologize to John.	Spain	United States	-0.25	0.045
		Germany	-0.08	0.498
		South Africa	0.06	0.684
		France	0.00	0.994
		Jordan	0.01	0.938
Insist that whoever left John out apologize to John.	South Africa	United States	-0.31	0.035
		Germany	-0.14	0.330
		Spain	-0.06	0.684
		France	-0.06	0.822
		Jordan	-0.04	0.769
Insist that whoever left John out apologize to John.	France	United States	-0.25	0.314
		Germany	-0.08	0.748
		Spain	0.00	0.994
		South Africa	0.06	0.822
		Jordan	0.01	0.961
Insist that whoever left John out apologize to John.	Jordan	United States	-0.26	0.068
		Germany	-0.09	0.510
		Spain	-0.01	0.938
		South Africa	0.04	0.769
		France	-0.01	0.961
Take legal action against whoever left John out.	United States	Germany	0.13	0.535
		Spain	0.72	0.000
		South Africa	0.15	0.252
		France	-0.20	0.388
		Jordan	1.46	0.000
Take legal action against whoever left John out.	Germany	United States	-0.13	0.535
		Spain	0.59	0.004
		South Africa	0.02	0.911
		France	-0.33	0.250
		Jordan	1.33	0.000
Take legal action against whoever left John out.	Spain	United States	-0.72	0.000
		Germany	-0.59	0.004
		South Africa	-0.57	0.000
		France	-0.92	0.000
		Jordan	0.74	0.000
Take legal action against whoever left John out.	South Africa	United States	-0.15	0.252

## Leadership across Differences

		Germany	-0.02	0.911
		Spain	0.57	0.000
		France	-0.35	0.135
		Jordan	1.30	0.000
Take legal action against whoever left John out.	France	United States	0.20	0.388
		Germany	0.33	0.250
		Spain	0.92	0.000
		South Africa	0.35	0.135
		Jordan	1.65	0.000
Take legal action against whoever left John out.	Jordan	United States	-1.46	0.000
		Germany	-1.33	0.000
		Spain	-0.74	0.000
		South Africa	-1.30	0.000
		France	-1.65	0.000
Apologize to those who were offended.	United States	Germany	-0.50	0.000
		Spain	-0.26	0.014
		South Africa	-0.15	0.229
		France	-0.52	0.016
		Jordan	-0.36	0.003
Apologize to those who were offended.	Germany	United States	0.50	0.000
		Spain	0.24	0.018
		South Africa	0.35	0.003
		France	-0.02	0.940
		Jordan	0.14	0.224
Apologize to those who were offended.	Spain	United States	0.26	0.014
		Germany	-0.24	0.018
		South Africa	0.11	0.327
		France	-0.26	0.225
		Jordan	-0.10	0.395
Apologize to those who were offended.	South Africa	United States	0.15	0.229
		Germany	-0.35	0.003
		Spain	-0.11	0.327
		France	-0.37	0.093
		Jordan	-0.21	0.105
Apologize to those who were offended.	France	United States	0.52	0.016
		Germany	0.02	0.940
		Spain	0.26	0.225
		South Africa	0.37	0.093

## Leadership across Differences

		Jordan	0.16	0.470
Apologize to those who were offended.	Jordan	United States	0.36	0.003
		Germany	-0.14	0.224
		Spain	0.10	0.395
		South Africa	0.21	0.105
		France	-0.16	0.470
Appoint a qualified person from John's racial group to a supervisory job.	United States	Germany	0.04	0.862
		Spain	0.11	0.383
		South Africa	-0.17	0.235
		France	-0.08	0.754
		Jordan	0.60	0.000
Appoint a qualified person from John's racial group to a supervisory job.	Germany	United States	-0.04	0.862
		Spain	0.07	0.731
		South Africa	-0.21	0.345
		France	-0.11	0.701
		Jordan	0.56	0.010
Appoint a qualified person from John's racial group to a supervisory job.	Spain	United States	-0.11	0.383
		Germany	-0.07	0.731
		South Africa	-0.28	0.040
		France	-0.18	0.443
		Jordan	0.49	0.000
Appoint a qualified person from John's racial group to a supervisory job.	South Africa	United States	0.17	0.235
		Germany	0.21	0.345
		Spain	0.28	0.040
		France	0.09	0.710
		Jordan	0.77	0.000
Appoint a qualified person from John's racial group to a supervisory job.	France	United States	0.08	0.754
		Germany	0.11	0.701
		Spain	0.18	0.443
		South Africa	-0.09	0.710
		Jordan	0.67	0.007
Appoint a qualified person from John's racial group to a supervisory job.	Jordan	United States	-0.60	0.000
		Germany	-0.56	0.010

## Leadership across Differences

		Spain	-0.49	0.000
		South Africa	-0.77	0.000
		France	-0.67	0.007
Initiate team-building exercises for the members of Tom's and John's respective racial groups.	United States	Germany	-0.09	0.436
		Spain	-0.45	0.000
		South Africa	-0.17	0.186
		France	-0.44	0.040
		Jordan	0.14	0.255
Initiate team-building exercises for the members of Tom's and John's respective racial groups.	Germany	United States	0.09	0.436
		Spain	-0.37	0.000
		South Africa	-0.08	0.511
		France	-0.36	0.094
		Jordan	0.23	0.056
Initiate team-building exercises for the members of Tom's and John's respective racial groups.	Spain	United States	0.45	0.000
		Germany	0.37	0.000
		South Africa	0.29	0.016
		France	0.01	0.962
		Jordan	0.60	0.000
Initiate team-building exercises for the members of Tom's and John's respective racial groups.	South Africa	United States	0.17	0.186
		Germany	0.08	0.511
		Spain	-0.29	0.016
		France	-0.28	0.209
		Jordan	0.31	0.021
Initiate team-building exercises for the members of Tom's and John's respective racial groups.	France	United States	0.44	0.040
		Germany	0.36	0.094
		Spain	-0.01	0.962
		South Africa	0.28	0.209
		Jordan	0.59	0.008
Initiate team-building exercises for the members of Tom's and John's respective racial groups.	Jordan	United States	-0.14	0.255
		Germany	-0.23	0.056
		Spain	-0.60	0.000
		South Africa	-0.31	0.021
		France	-0.59	0.008
Initiate coaching for whoever	United States	Germany	-0.43	0.000

## Leadership across Differences

organized the party.

		Spain	-0.35	0.003
		South Africa	-0.10	0.465
		France	0.36	0.115
		Jordan	0.31	0.019
Initiate coaching for whoever organized the party.	Germany	United States	0.43	0.000
		Spain	0.08	0.450
		South Africa	0.34	0.010
		France	0.80	0.000
		Jordan	0.75	0.000
Initiate coaching for whoever organized the party.	Spain	United States	0.35	0.003
		Germany	-0.08	0.450
		South Africa	0.25	0.048
		France	0.71	0.002
		Jordan	0.67	0.000
Initiate coaching for whoever organized the party.	South Africa	United States	0.10	0.465
		Germany	-0.34	0.010
		Spain	-0.25	0.048
		France	0.46	0.050
		Jordan	0.41	0.004
Initiate coaching for whoever organized the party.	France	United States	-0.36	0.115
		Germany	-0.80	0.000
		Spain	-0.71	0.002
		South Africa	-0.46	0.050
		Jordan	-0.05	0.834
Initiate coaching for whoever organized the party.	Jordan	United States	-0.31	0.019
		Germany	-0.75	0.000
		Spain	-0.67	0.000
		South Africa	-0.41	0.004
		France	0.05	0.834
Develop a policy that threatens anyone with immediate termination for excluding certain employees from company-sponsored events.	United States	Germany	-0.12	0.403
		Spain	0.03	0.822
		South Africa	-0.04	0.809
		France	-0.04	0.881
		Jordan	0.56	0.001
Develop a policy that threatens anyone with immediate	Germany	United States	0.12	0.403

## Leadership across Differences

termination for excluding certain employees from company-sponsored events.

Spain	0.16	0.252
South Africa	0.08	0.603
France	0.08	0.780
Jordan	0.68	0.000

Develop a policy that threatens anyone with immediate termination for excluding certain employees from company-sponsored events.

Spain	United States	-0.03	0.822
-------	---------------	-------	-------

Germany	-0.16	0.252
South Africa	-0.07	0.643
France	-0.08	0.789
Jordan	0.53	0.001

Develop a policy that threatens anyone with immediate termination for excluding certain employees from company-sponsored events.

South Africa	United States	0.04	0.809
--------------	---------------	------	-------

Germany	-0.08	0.603
Spain	0.07	0.643
France	0.00	0.991
Jordan	0.60	0.001

Develop a policy that threatens anyone with immediate termination for excluding certain employees from company-sponsored events.

France	United States	0.04	0.881
--------	---------------	------	-------

Germany	-0.08	0.780
Spain	0.08	0.789
South Africa	0.00	0.991
Jordan	0.60	0.041

Develop a policy that threatens anyone with immediate termination for excluding certain employees from company-sponsored events.

Jordan	United States	-0.56	0.001
--------	---------------	-------	-------

Germany	-0.68	0.000
Spain	-0.53	0.001
South Africa	-0.60	0.001
France	-0.60	0.041

Develop a policy that threatens anyone with legal action for excluding certain employees from company-sponsored events.

United States	Germany	-0.02	0.944
---------------	---------	-------	-------

Spain	0.21	0.135
South Africa	-0.20	0.305

## Leadership across Differences

		France	-0.09	0.755
		Jordan	1.20	0.000
Develop a policy that threatens anyone with legal action for excluding certain employees from company-sponsored events.	Germany	United States	0.02	0.944
		Spain	0.22	0.333
		South Africa	-0.18	0.495
		France	-0.07	0.835
		Jordan	1.22	0.000
Develop a policy that threatens anyone with legal action for excluding certain employees from company-sponsored events.	Spain	United States	-0.21	0.135
		Germany	-0.22	0.333
		South Africa	-0.41	0.030
		France	-0.29	0.277
		Jordan	1.00	0.000
Develop a policy that threatens anyone with legal action for excluding certain employees from company-sponsored events.	South Africa	United States	0.20	0.305
		Germany	0.18	0.495
		Spain	0.41	0.030
		France	0.11	0.704
		Jordan	1.40	0.000
Develop a policy that threatens anyone with legal action for excluding certain employees from company-sponsored events.	France	United States	0.09	0.755
		Germany	0.07	0.835
		Spain	0.29	0.277
		South Africa	-0.11	0.704
		Jordan	1.29	0.000
Develop a policy that threatens anyone with legal action for excluding certain employees from company-sponsored events.	Jordan	United States	-1.20	0.000
		Germany	-1.22	0.000
		Spain	-1.00	0.000
		South Africa	-1.40	0.000
		France	-1.29	0.000
Establish an independent office to handle such incidents.	United States	Germany	0.44	0.001
		Spain	-0.15	0.270
		South Africa	0.11	0.487
		France	-0.01	0.979



## Leadership across Differences

		Jordan	0.81	0.000
Establish an independent office to handle such incidents.	Germany	United States	-0.44	0.001
		Spain	-0.59	0.000
		South Africa	-0.34	0.022
		France	-0.45	0.082
		Jordan	0.37	0.012
Establish an independent office to handle such incidents.	Spain	United States	0.15	0.270
		Germany	0.59	0.000
		South Africa	0.25	0.081
		France	0.14	0.586
		Jordan	0.95	0.000
Establish an independent office to handle such incidents.	South Africa	United States	-0.11	0.487
		Germany	0.34	0.022
		Spain	-0.25	0.081
		France	-0.11	0.672
		Jordan	0.70	0.000
Establish an independent office to handle such incidents.	France	United States	0.01	0.979
		Germany	0.45	0.082
		Spain	-0.14	0.586
		South Africa	0.11	0.672
		Jordan	0.81	0.002
Establish an independent office to handle such incidents.	Jordan	United States	-0.81	0.000
		Germany	-0.37	0.012
		Spain	-0.95	0.000
		South Africa	-0.70	0.000
		France	-0.81	0.002
Stop hiring so many people from John's racial group.	United States	Germany	0.18	0.270
		Spain	0.17	0.067
		South Africa	0.21	0.056
		France	0.12	0.524
		Jordan	1.10	0.000
Stop hiring so many people from John's racial group.	Germany	United States	-0.18	0.270
		Spain	-0.01	0.970
		South Africa	0.03	0.861
		France	-0.06	0.786
		Jordan	0.92	0.000
Stop hiring so many people from John's racial group.	Spain	United States	-0.17	0.067

## Leadership across Differences

		Germany	0.01	0.970
		South Africa	0.04	0.732
		France	-0.05	0.763
		Jordan	0.93	0.000
Stop hiring so many people from John's racial group.	South Africa	United States	-0.21	0.056
		Germany	-0.03	0.861
		Spain	-0.04	0.732
		France	-0.09	0.634
		Jordan	0.90	0.000
Stop hiring so many people from John's racial group.	France	United States	-0.12	0.524
		Germany	0.06	0.786
		Spain	0.05	0.763
		South Africa	0.09	0.634
		Jordan	0.98	0.000
Stop hiring so many people from John's racial group.	Jordan	United States	-1.10	0.000
		Germany	-0.92	0.000
		Spain	-0.93	0.000
		South Africa	-0.90	0.000
		France	-0.98	0.000
Conduct a best practices survey to develop recommendations based on what other organizations do.	United States	Germany	0.17	0.122
		Spain	-0.11	0.337
		South Africa	0.23	0.076
		France	-0.24	0.277
		Jordan	0.10	0.408
Conduct a best practices survey to develop recommendations based on what other organizations do.	Germany	United States	-0.17	0.122
		Spain	-0.28	0.007
		South Africa	0.05	0.669
		France	-0.41	0.056
		Jordan	-0.07	0.559
Conduct a best practices survey to develop recommendations based on what other organizations do.	Spain	United States	0.11	0.337
		Germany	0.28	0.007
		South Africa	0.33	0.006
		France	-0.13	0.540
		Jordan	0.21	0.075
Conduct a best practices survey to develop recommendations based on what other organizations do.	South Africa	United States	-0.23	0.076

## Leadership across Differences

		Germany	-0.05	0.669
		Spain	-0.33	0.006
		France	-0.46	0.038
		Jordan	-0.12	0.362
Conduct a best practices survey to develop recommendations based on what other organizations do.	France	United States	0.24	0.277
		Germany	0.41	0.056
		Spain	0.13	0.540
		South Africa	0.46	0.038
		Jordan	0.34	0.125
Conduct a best practices survey to develop recommendations based on what other organizations do.	Jordan	United States	-0.10	0.408
		Germany	0.07	0.559
		Spain	-0.21	0.075
		South Africa	0.12	0.362
		France	-0.34	0.125
Hold training programs to teach people from different racial groups how to work together without disruption.	United States	Germany	-0.29	0.006
		Spain	-0.05	0.651
		South Africa	0.02	0.837
		France	-0.54	0.009
		Jordan	-0.13	0.283
Hold training programs to teach people from different racial groups how to work together without disruption.	Germany	United States	0.29	0.006
		Spain	0.24	0.012
		South Africa	0.32	0.006
		France	-0.24	0.224
		Jordan	0.17	0.143
Hold training programs to teach people from different racial groups how to work together without disruption.	Spain	United States	0.05	0.651
		Germany	-0.24	0.012
		South Africa	0.07	0.527
		France	-0.49	0.014
		Jordan	-0.08	0.472
Hold training programs to teach people from different racial groups how to work together without disruption.	South Africa	United States	-0.02	0.837
		Germany	-0.32	0.006

## Leadership across Differences

		Spain	-0.07	0.527
		France	-0.56	0.007
		Jordan	-0.15	0.231
Hold training programs to teach people from different racial groups how to work together without disruption.	France	United States	0.54	0.009
		Germany	0.24	0.224
		Spain	0.49	0.014
		South Africa	0.56	0.007
		Jordan	0.41	0.049
Hold training programs to teach people from different racial groups how to work together without disruption.	Jordan	United States	0.13	0.283
		Germany	-0.17	0.143
		Spain	0.08	0.472
		South Africa	0.15	0.231
		France	-0.41	0.049
Acknowledge the grievances of the members of John's racial group.	United States	Germany	-0.35	0.043
		Spain	-0.91	0.000
		South Africa	-0.15	0.193
		France	-1.05	0.000
		Jordan	-1.03	0.000
Acknowledge the grievances of the members of John's racial group.	Germany	United States	0.35	0.043
		Spain	-0.55	0.001
		South Africa	0.20	0.269
		France	-0.70	0.004
		Jordan	-0.68	0.000
Acknowledge the grievances of the members of John's racial group.	Spain	United States	0.91	0.000
		Germany	0.55	0.001
		South Africa	0.75	0.000
		France	-0.15	0.454
		Jordan	-0.12	0.258
Acknowledge the grievances of the members of John's racial group.	South Africa	United States	0.15	0.193
		Germany	-0.20	0.269
		Spain	-0.75	0.000
		France	-0.90	0.000
		Jordan	-0.88	0.000

## Leadership across Differences

Acknowledge the grievances of the members of John's racial group.	France	United States	1.05	0.000
		Germany	0.70	0.004
		Spain	0.15	0.454
		South Africa	0.90	0.000
		Jordan	0.02	0.908
Acknowledge the grievances of the members of John's racial group.	Jordan	United States	1.03	0.000
		Germany	0.68	0.000
		Spain	0.12	0.258
		South Africa	0.88	0.000
		France	-0.02	0.908
Redesign the work so that people from different racial groups are working together on important tasks that require cooperation.	United States	Germany	0.34	0.007
		Spain	0.08	0.519
		South Africa	0.07	0.609
		France	-0.44	0.068
		Jordan	-0.06	0.679
Redesign the work so that people from different racial groups are working together on important tasks that require cooperation.	Germany	United States	-0.34	0.007
		Spain	-0.26	0.023
		South Africa	-0.27	0.049
		France	-0.78	0.001
		Jordan	-0.40	0.003
Redesign the work so that people from different racial groups are working together on important tasks that require cooperation.	Spain	United States	-0.08	0.519
		Germany	0.26	0.023
		South Africa	-0.01	0.964
		France	-0.51	0.028
		Jordan	-0.13	0.297
Redesign the work so that people from different racial groups are working together on important tasks that require cooperation.	South Africa	United States	-0.07	0.609
		Germany	0.27	0.049
		Spain	0.01	0.964
		France	-0.51	0.038
		Jordan	-0.13	0.384

## Leadership across Differences

Redesign the work so that people from different racial groups are working together on important tasks that require cooperation.	France	United States	0.44	0.068
		Germany	0.78	0.001
		Spain	0.51	0.028
		South Africa	0.51	0.038
		Jordan	0.38	0.119
Redesign the work so that people from different racial groups are working together on important tasks that require cooperation.	Jordan	United States	0.06	0.679
		Germany	0.40	0.003
		Spain	0.13	0.297
		South Africa	0.13	0.384
		France	-0.38	0.119
Organize more meetings and social gatherings so that people from different racial groups can get to know one another as individuals.	United States	Germany	-0.10	0.325
		Spain	0.01	0.951
		South Africa	0.04	0.737
		France	-0.62	0.001
		Jordan	0.15	0.170
Organize more meetings and social gatherings so that people from different racial groups can get to know one another as individuals.	Germany	United States	0.10	0.325
		Spain	0.10	0.258
		South Africa	0.13	0.209
		France	-0.52	0.006
		Jordan	0.25	0.019
Organize more meetings and social gatherings so that people from different racial groups can get to know one another as individuals.	Spain	United States	-0.01	0.951
		Germany	-0.10	0.258
		South Africa	0.03	0.764
		France	-0.62	0.001
		Jordan	0.15	0.160
Organize more meetings and social gatherings so that people from different racial groups can get to know one another as individuals.	South Africa	United States	-0.04	0.737
		Germany	-0.13	0.209

## Leadership across Differences

		Spain	-0.03	0.764
		France	-0.65	0.001
		Jordan	0.11	0.333
Organize more meetings and social gatherings so that people from different racial groups can get to know one another as individuals.	France	United States	0.62	0.001
		Germany	0.52	0.006
		Spain	0.62	0.001
		South Africa	0.65	0.001
		Jordan	0.77	0.000
Organize more meetings and social gatherings so that people from different racial groups can get to know one another as individuals.	Jordan	United States	-0.15	0.170
		Germany	-0.25	0.019
		Spain	-0.15	0.160
		South Africa	-0.11	0.333
		France	-0.77	0.000
Showcase areas of the organization where people from different racial groups work together effectively.	United States	Germany	-0.14	0.434
		Spain	0.31	0.004
		South Africa	0.30	0.014
		France	-0.06	0.761
		Jordan	0.34	0.005
Showcase areas of the organization where people from different racial groups work together effectively.	Germany	United States	0.14	0.434
		Spain	0.45	0.012
		South Africa	0.44	0.018
		France	0.08	0.753
		Jordan	0.48	0.010
Showcase areas of the organization where people from different racial groups work together effectively.	Spain	United States	-0.31	0.004
		Germany	-0.45	0.012
		South Africa	0.00	0.970
		France	-0.37	0.071
		Jordan	0.03	0.773
Showcase areas of the organization where people from	South Africa	United States	-0.30	0.014

## Leadership across Differences

different racial groups work together effectively.

Germany	-0.44	0.018
Spain	0.00	0.970
France	-0.37	0.087
Jordan	0.04	0.775

Showcase areas of the organization where people from different racial groups work together effectively.

France	United States	0.06	0.761
	Germany	-0.08	0.753
	Spain	0.37	0.071
	South Africa	0.37	0.087
	Jordan	0.40	0.059

Showcase areas of the organization where people from different racial groups work together effectively.

Jordan	United States	-0.34	0.005
	Germany	-0.48	0.010
	Spain	-0.03	0.773
	South Africa	-0.04	0.775
	France	-0.40	0.059

Establish a reward system for high-performing work groups where differences between racial groups don't get in the way.

United States	Germany	0.44	0.001
	Spain	-0.10	0.410
	South Africa	0.35	0.016
	France	0.07	0.793
	Jordan	0.99	0.000

Establish a reward system for high-performing work groups where differences between racial groups don't get in the way.

Germany	United States	-0.44	0.001
	Spain	-0.54	0.000
	South Africa	-0.08	0.555
	France	-0.37	0.132
	Jordan	0.56	0.000

Establish a reward system for high-performing work groups where differences between racial groups don't get in the way.

Spain	United States	0.10	0.410
	Germany	0.54	0.000
	South Africa	0.46	0.001
	France	0.17	0.489
	Jordan	1.10	0.000

Establish a reward system for

South Africa	United States	-0.35	0.016
--------------	---------------	-------	-------



## Leadership across Differences

high-performing work groups  
where differences between racial  
groups don't get in the way.

Germany	0.08	0.555
Spain	-0.46	0.001
France	-0.29	0.260
Jordan	0.64	0.000

Establish a reward system for  
high-performing work groups  
where differences between racial  
groups don't get in the way.

France United States -0.07 0.793

Germany	0.37	0.132
Spain	-0.17	0.489
South Africa	0.29	0.260
Jordan	0.93	0.000

Establish a reward system for  
high-performing work groups  
where differences between racial  
groups don't get in the way.

Jordan United States -0.99 0.000

Germany	-0.56	0.000
Spain	-1.10	0.000
South Africa	-0.64	0.000
France	-0.93	0.000

Make sure that all supervisors and  
managers are treating people from  
all racial groups with respect on a  
daily basis.

United States Germany -0.12 0.103

Spain	-0.18	0.014
South Africa	-0.02	0.785
France	-0.03	0.821
Jordan	-0.35	0.000

Make sure that all supervisors and  
managers are treating people from  
all racial groups with respect on a  
daily basis.

Germany United States 0.12 0.103

Spain	-0.06	0.404
South Africa	0.10	0.223
France	0.09	0.529
Jordan	-0.22	0.005

Make sure that all supervisors and  
managers are treating people from  
all racial groups with respect on a  
daily basis.

Spain United States 0.18 0.014

Germany	0.06	0.404
South Africa	0.16	0.049
France	0.15	0.297
Jordan	-0.17	0.033

## Leadership across Differences

Make sure that all supervisors and managers are treating people from all racial groups with respect on a daily basis.	South Africa	United States	0.02	0.785
		Germany	-0.10	0.223
		Spain	-0.16	0.049
		France	-0.01	0.948
		Jordan	-0.32	0.000
Make sure that all supervisors and managers are treating people from all racial groups with respect on a daily basis.	France	United States	0.03	0.821
		Germany	-0.09	0.529
		Spain	-0.15	0.297
		South Africa	0.01	0.948
		Jordan	-0.31	0.032
Make sure that all supervisors and managers are treating people from all racial groups with respect on a daily basis.	Jordan	United States	0.35	0.000
		Germany	0.22	0.005
		Spain	0.17	0.033
		South Africa	0.32	0.000
		France	0.31	0.032
Develop policies and procedures to insure that members of different racial groups are treated equally.	United States	Germany	-0.35	0.000
		Spain	-0.19	0.009
		South Africa	-0.04	0.637
		France	-0.34	0.016
		Jordan	-0.25	0.002
Develop policies and procedures to insure that members of different racial groups are treated equally.	Germany	United States	0.35	0.000
		Spain	0.16	0.021
		South Africa	0.31	0.000
		France	0.00	0.974
		Jordan	0.10	0.224
Develop policies and procedures to insure that members of different racial groups are treated equally.	Spain	United States	0.19	0.009
		Germany	-0.16	0.021
		South Africa	0.15	0.059
		France	-0.15	0.270
		Jordan	-0.06	0.422
Develop policies and procedures to insure that members of different	South Africa	United States	0.04	0.637

## Leadership across Differences

racial groups are treated equally.

Germany	-0.31	0.000
Spain	-0.15	0.059
France	-0.30	0.038
Jordan	-0.21	0.017

Develop policies and procedures to insure that members of different racial groups are treated equally. France

United States	0.34	0.016
Germany	0.00	0.974
Spain	0.15	0.270
South Africa	0.30	0.038
Jordan	0.09	0.527

Develop policies and procedures to insure that members of different racial groups are treated equally. Jordan

United States	0.25	0.002
Germany	-0.10	0.224
Spain	0.06	0.422
South Africa	0.21	0.017
France	-0.09	0.527

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization. United States

Germany	-0.50	0.000
Spain	-0.21	0.026
South Africa	-0.13	0.248
France	-0.36	0.050
Jordan	-0.26	0.016

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization. Germany

United States	0.50	0.000
Spain	0.29	0.001
South Africa	0.37	0.000
France	0.14	0.454
Jordan	0.24	0.018

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization. Spain

United States	0.21	0.026
Germany	-0.29	0.001
South Africa	0.08	0.416
France	-0.15	0.393
Jordan	-0.05	0.629

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization. South Africa

United States	0.13	0.248
---------------	------	-------

## Leadership across Differences

	Germany	-0.37	0.000	
	Spain	-0.08	0.416	
	France	-0.24	0.210	
	Jordan	-0.13	0.251	
Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	United States	0.36	0.050	
	Germany	-0.14	0.454	
	Spain	0.15	0.393	
	South Africa	0.24	0.210	
	Jordan	0.11	0.573	
Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	United States	0.26	0.016	
	Germany	-0.24	0.018	
	Spain	0.05	0.629	
	South Africa	0.13	0.251	
	France	-0.11	0.573	
Privately warn the organizer of the party that this is unacceptable behavior.	United States	Germany	-1.08	0.000
		Spain	0.36	0.006
		South Africa	-0.13	0.406
		France	0.55	0.034
		Jordan	0.52	0.000
Privately warn the organizer of the party that this is unacceptable behavior.	United States	Germany	1.08	0.000
		Spain	1.44	0.000
		South Africa	0.95	0.000
		France	1.63	0.000
		Jordan	1.60	0.000
Privately warn the organizer of the party that this is unacceptable behavior.	United States	Spain	-0.36	0.006
		Germany	-1.44	0.000
		South Africa	-0.49	0.001
		France	0.19	0.450
		Jordan	0.16	0.247
Privately warn the organizer of the party that this is unacceptable behavior.	United States	South Africa	0.13	0.406
		Germany	-0.95	0.000
		Spain	0.49	0.001
		France	0.68	0.011

## Leadership across Differences

		Jordan	0.65	0.000
Privately warn the organizer of the party that this is unacceptable behavior.	France	United States	-0.55	0.034
		Germany	-1.63	0.000
		Spain	-0.19	0.450
		South Africa	-0.68	0.011
		Jordan	-0.03	0.903
Privately warn the organizer of the party that this is unacceptable behavior.	Jordan	United States	-0.52	0.000
		Germany	-1.60	0.000
		Spain	-0.16	0.247
		South Africa	-0.65	0.000
		France	0.03	0.903
Educate employees that excluding people on the basis of race or ethnicity/ethnic background is unacceptable behavior in the workplace.	United States	Germany	-0.50	0.002
		Spain	-0.36	0.000
		South Africa	-0.07	0.509
		France	0.03	0.860
		Jordan	-0.19	0.078
Educate employees that excluding people on the basis of race or ethnicity/ethnic background is unacceptable behavior in the workplace.	Germany	United States	0.50	0.002
		Spain	0.14	0.358
		South Africa	0.43	0.008
		France	0.53	0.016
		Jordan	0.31	0.052
Educate employees that excluding people on the basis of race or ethnicity/ethnic background is unacceptable behavior in the workplace.	Spain	United States	0.36	0.000
		Germany	-0.14	0.358
		South Africa	0.29	0.004
		France	0.39	0.029
		Jordan	0.17	0.079
Educate employees that excluding people on the basis of race or ethnicity/ethnic background is unacceptable behavior in the workplace.	South Africa	United States	0.07	0.509

## Leadership across Differences

		Germany	-0.43	0.008
		Spain	-0.29	0.004
		France	0.10	0.582
		Jordan	-0.11	0.308
Educate employees that excluding people on the basis of race or ethnicity/ethnic background is unacceptable behavior in the workplace.	France	United States	-0.03	0.860
		Germany	-0.53	0.016
		Spain	-0.39	0.029
		South Africa	-0.10	0.582
		Jordan	-0.22	0.241
Educate employees that excluding people on the basis of race or ethnicity/ethnic background is unacceptable behavior in the workplace.	Jordan	United States	0.19	0.078
		Germany	-0.31	0.052
		Spain	-0.17	0.079
		South Africa	0.11	0.308
		France	0.22	0.241

*Note.* Only participants from the United States, Germany, Spain, South Africa, France, and Jordan responded to this scenario.

### *Who Should Be Involved*

Respondents provided ratings of the extent to which different groups or individuals should be involved in addressing a situation similar to that presented in the scenario. Ratings were made on a five-point scale where 1 = To a very great extent, 2 = To a great extent, 3 = To some extent, 4 = To a little extent, and 5 = Not at all. Table 18 provides the mean rating and standard deviation overall as well as for each country. Also included in the table is the F-statistic for each response (\* indicates  $p < 0.05$ , \*\* indicates  $p < 0.01$ , \*\*\* indicates  $p < 0.001$ ), indicating whether or not the differences between the ratings from each country are statistically significant.

**Table 18. Descriptive Statistics and ANOVA Test of Whom to Involve Responses of Race Scenario**

Whom to Involve	Country	N	Mean	sd	<i>F</i>
Human resources	Total	603	1.90	1.25	15.40***
	United States	140	2.12	1.34	
	Germany	34	1.62	1.02	
	Spain	190	1.48	0.79	
	South Africa	105	1.76	1.12	
	France	24	1.54	0.88	
	Jordan	110	2.64	1.60	
Senior executives	Total	601	2.51	1.32	6.70***
	United States	140	2.46	1.40	
	Germany	34	3.47	1.21	
	Spain	189	2.26	1.17	
	South Africa	104	2.70	1.41	
	France	24	1.96	0.95	
	Jordan	110	2.63	1.31	
Immediate supervisor(s)	Total	601	1.73	1.03	11.57***
	United States	140	1.56	0.95	
	Germany	34	2.94	1.54	
	Spain	189	1.62	0.89	
	South Africa	104	1.70	1.02	
	France	24	1.67	0.76	
	Jordan	110	1.78	1.00	
A spokesperson for Tom's racial group	Total	598	3.14	1.41	10.47***
	United States	138	3.79	1.37	
	Germany	34	3.09	1.52	
	Spain	189	2.85	1.29	
	South Africa	104	3.16	1.49	
	France	24	3.50	1.41	
	Jordan	109	2.72	1.25	
A spokesperson for John's racial group	Total	598	3.12	1.40	8.51***
	United States	139	3.71	1.39	
	Germany	34	3.09	1.52	
	Spain	189	2.83	1.28	
	South Africa	104	3.09	1.47	
	France	24	3.50	1.41	
	Jordan	108	2.82	1.26	
Others in the organization	Total	597	3.55	1.21	3.36**
	United States	137	3.50	1.37	
	Germany	34	4.18	1.03	
	Spain	188	3.38	1.12	

## Leadership across Differences

	South Africa	104	3.64	1.22	
	France	24	3.96	1.27	
	Jordan	110	3.54	1.11	
The union	Total	591	3.81	1.32	7.05***
	United States	136	4.01	1.34	
	Germany	34	4.29	1.14	
	Spain	187	3.42	1.26	
	South Africa	104	3.76	1.33	
	France	23	4.61	0.72	
	Jordan	107	3.94	1.37	
An external consultant	Total	599	3.98	1.23	1.4
	United States	140	3.91	1.35	
	Germany	34	3.97	1.34	
	Spain	187	4.00	1.06	
	South Africa	104	3.79	1.29	
	France	24	4.33	1.13	
	Jordan	110	4.15	1.27	
The government	Total	598	4.51	1.00	3.34**
	United States	138	4.62	0.84	
	Germany	33	4.91	0.29	
	Spain	189	4.47	0.98	
	South Africa	104	4.54	1.00	
	France	24	4.71	0.81	
	Jordan	110	4.24	1.30	
An advocacy group	Total	597	4.23	1.10	6.23***
	United States	137	4.39	1.02	
	Germany	34	4.18	1.06	
	Spain	189	3.93	1.17	
	South Africa	104	4.49	0.91	
	France	23	4.83	0.58	
	Jordan	110	4.20	1.18	
A professional organization for the power plant employees	Total	596	3.92	1.24	4.58***
	United States	138	4.03	1.28	
	Germany	33	3.97	1.33	
	Spain	188	3.95	1.10	
	South Africa	104	3.91	1.32	
	France	24	4.71	0.62	
	Jordan	109	3.52	1.30	
Respected community leaders	Total	597	4.02	1.22	8.19***
	United States	138	4.36	1.00	
	Germany	34	4.47	0.86	
	Spain	187	3.91	1.14	
	South Africa	104	4.21	1.24	
	France	24	3.67	1.37	



## Leadership across Differences

	Jordan	110	3.54	1.46	
A mediator	Total	598	3.42	1.38	3.75**
	United States	136	3.42	1.50	
	Germany	34	3.68	1.43	
	Spain	189	3.25	1.26	
	South Africa	105	3.17	1.34	
	France	24	3.46	1.38	
	Jordan	110	3.85	1.33	
The board	Total	594	3.38	1.42	14.44***
	United States	135	3.56	1.42	
	Germany	34	4.41	0.99	
	Spain	187	3.47	1.25	
	South Africa	104	3.56	1.45	
	France	24	1.96	1.20	
	Jordan	110	2.81	1.40	
Tom and other members of his racial group	Total	591	2.69	1.39	0.64
	United States	134	2.83	1.50	
	Germany	33	2.76	1.54	
	Spain	188	2.59	1.28	
	South Africa	103	2.76	1.43	
	France	24	2.71	1.33	
	Jordan	109	2.59	1.34	
John and other members of his racial group	Total	597	2.61	1.38	0.77
	United States	137	2.78	1.48	
	Germany	34	2.79	1.53	
	Spain	189	2.52	1.29	
	South Africa	104	2.56	1.41	
	France	23	2.65	1.37	
	Jordan	110	2.55	1.32	
The individuals directly involved in the situation	Total	600	1.78	1.11	3.07**
	United States	138	1.59	1.02	
	Germany	34	1.76	1.07	
	Spain	190	1.86	1.04	
	South Africa	104	1.62	1.09	
	France	24	1.67	0.82	
	Jordan	110	2.07	1.33	
A respected religious leader	Total	597	4.28	1.11	10.54***
	United States	137	4.47	1.01	
	Germany	34	4.50	0.75	
	Spain	188	4.40	0.94	
	South Africa	104	4.44	0.97	
	France	24	4.25	1.26	

## Leadership across Differences

	Jordan	110	3.62	1.42	
A lawyer, legal office, or legal counsel	Total	599	4.06	1.20	9.61***
	United States	139	3.48	1.43	
	Germany	33	4.45	0.87	
	Spain	189	4.22	1.01	
	South Africa	104	4.30	1.04	
	France	24	4.33	1.13	
	Jordan	110	4.14	1.21	

In order to further explore country-level differences, we conducted post hoc tests using the least squared differences method. The results from these comparisons are presented in Table 19.

**Table 19. Post Hoc Tests of Race Scenario Whom to Involve between Countries**

Whom to Involve	Country (I)	Comparison Country (J)	Mean	Sig.
			Difference (I-J)	
Human resources	United States	Germany	0.50	0.026
		Spain	0.64	0.000
		South Africa	0.36	0.019
		France	0.58	0.026
		Jordan	-0.51	0.001
Human resources	Germany	United States	-0.50	0.026
		Spain	0.13	0.544
		South Africa	-0.14	0.536
		France	0.08	0.809
		Jordan	-1.02	0.000
Human resources	Spain	United States	-0.64	0.000
		Germany	-0.13	0.544
		South Africa	-0.28	0.053
		France	-0.06	0.822
		Jordan	-1.15	0.000
Human resources	South Africa	United States	-0.36	0.019
		Germany	0.14	0.536
		Spain	0.28	0.053
		France	0.22	0.410
		Jordan	-0.87	0.000
Human resources	France	United States	-0.58	0.026
		Germany	-0.08	0.809

## Leadership across Differences

		Spain	0.06	0.822
		South Africa	-0.22	0.410
		Jordan	-1.09	0.000
Human resources	Jordan	United States	0.51	0.001
		Germany	1.02	0.000
		Spain	1.15	0.000
		South Africa	0.87	0.000
		France	1.09	0.000
Senior executives	United States	Germany	-1.01	0.000
		Spain	0.19	0.181
		South Africa	-0.24	0.143
		France	0.50	0.081
		Jordan	-0.17	0.301
Senior executives	Germany	United States	1.01	0.000
		Spain	1.21	0.000
		South Africa	0.77	0.003
		France	1.51	0.000
		Jordan	0.84	0.001
Senior executives	Spain	United States	-0.19	0.181
		Germany	-1.21	0.000
		South Africa	-0.44	0.006
		France	0.31	0.274
		Jordan	-0.36	0.019
Senior executives	South Africa	United States	0.24	0.143
		Germany	-0.77	0.003
		Spain	0.44	0.006
		France	0.74	0.011
		Jordan	0.07	0.672
Senior executives	France	United States	-0.50	0.081
		Germany	-1.51	0.000
		Spain	-0.31	0.274
		South Africa	-0.74	0.011
		Jordan	-0.67	0.022
Senior executives	Jordan	United States	0.17	0.301
		Germany	-0.84	0.001
		Spain	0.36	0.019
		South Africa	-0.07	0.672
		France	0.67	0.022
Immediate supervisor(s)	United States	Germany	-1.38	0.000
		Spain	-0.07	0.543
		South Africa	-0.14	0.259
		France	-0.11	0.617

## Leadership across Differences

		Jordan	-0.22	0.075
Immediate supervisor(s)	Germany	United States	1.38	0.000
		Spain	1.32	0.000
		South Africa	1.24	0.000
		France	1.27	0.000
		Jordan	1.16	0.000
Immediate supervisor(s)	Spain	United States	0.07	0.543
		Germany	-1.32	0.000
		South Africa	-0.08	0.521
		France	-0.04	0.844
		Jordan	-0.16	0.185
Immediate supervisor(s)	South Africa	United States	0.14	0.259
		Germany	-1.24	0.000
		Spain	0.08	0.521
		France	0.04	0.875
		Jordan	-0.08	0.555
Immediate supervisor(s)	France	United States	0.11	0.617
		Germany	-1.27	0.000
		Spain	0.04	0.844
		South Africa	-0.04	0.875
		Jordan	-0.12	0.606
Immediate supervisor(s)	Jordan	United States	0.22	0.075
		Germany	-1.16	0.000
		Spain	0.16	0.185
		South Africa	0.08	0.555
		France	0.12	0.606
A spokesperson for Tom's racial group	United States	Germany	0.70	0.007
		Spain	0.94	0.000
		South Africa	0.63	0.000
		France	0.29	0.335
		Jordan	1.07	0.000
A spokesperson for Tom's racial group	Germany	United States	-0.70	0.007
		Spain	0.24	0.340
		South Africa	-0.08	0.779
		France	-0.41	0.256
		Jordan	0.36	0.174
A spokesperson for Tom's racial group	Spain	United States	-0.94	0.000
		Germany	-0.24	0.340
		South Africa	-0.32	0.056
		France	-0.65	0.027

## Leadership across Differences

		Jordan	0.12	0.456
A spokesperson for Tom's racial group	South Africa	United States	-0.63	0.000
		Germany	0.08	0.779
		Spain	0.32	0.056
		France	-0.34	0.274
		Jordan	0.44	0.019
A spokesperson for Tom's racial group	France	United States	-0.29	0.335
		Germany	0.41	0.256
		Spain	0.65	0.027
		South Africa	0.34	0.274
		Jordan	0.78	0.012
A spokesperson for Tom's racial group	Jordan	United States	-1.07	0.000
		Germany	-0.36	0.174
		Spain	-0.12	0.456
		South Africa	-0.44	0.019
		France	-0.78	0.012
A spokesperson for John's racial group	United States	Germany	0.62	0.016
		Spain	0.89	0.000
		South Africa	0.63	0.000
		France	0.21	0.479
		Jordan	0.89	0.000
A spokesperson for John's racial group	Germany	United States	-0.62	0.016
		Spain	0.26	0.298
		South Africa	0.00	0.995
		France	-0.41	0.255
		Jordan	0.26	0.322
A spokesperson for John's racial group	Spain	United States	-0.89	0.000
		Germany	-0.26	0.298
		South Africa	-0.26	0.115
		France	-0.67	0.022
		Jordan	0.00	0.994
A spokesperson for John's racial group	South Africa	United States	-0.63	0.000
		Germany	0.00	0.995
		Spain	0.26	0.115
		France	-0.41	0.179
		Jordan	0.26	0.159
A spokesperson for John's racial group	France	United States	-0.21	0.479

## Leadership across Differences

group		Germany	0.41	0.255
		Spain	0.67	0.022
		South Africa	0.41	0.179
		Jordan	0.68	0.028
A spokesperson for John's racial group	Jordan	United States	-0.89	0.000
		Germany	-0.26	0.322
		Spain	0.00	0.994
		South Africa	-0.26	0.159
		France	-0.68	0.028
Others in the organization	United States	Germany	-0.68	0.003
		Spain	0.12	0.380
		South Africa	-0.15	0.344
		France	-0.46	0.083
		Jordan	-0.04	0.795
Others in the organization	Germany	United States	0.68	0.003
		Spain	0.80	0.000
		South Africa	0.53	0.025
		France	0.22	0.496
		Jordan	0.64	0.007
Others in the organization	Spain	United States	-0.12	0.380
		Germany	-0.80	0.000
		South Africa	-0.27	0.070
		France	-0.58	0.026
		Jordan	-0.16	0.272
Others in the organization	South Africa	United States	0.15	0.344
		Germany	-0.53	0.025
		Spain	0.27	0.070
		France	-0.31	0.249
		Jordan	0.11	0.512
Others in the organization	France	United States	0.46	0.083
		Germany	-0.22	0.496
		Spain	0.58	0.026
		South Africa	0.31	0.249
		Jordan	0.42	0.120
Others in the organization	Jordan	United States	0.04	0.795
		Germany	-0.64	0.007
		Spain	0.16	0.272
		South Africa	-0.11	0.512
		France	-0.42	0.120
The union	United States	Germany	-0.28	0.259
		Spain	0.59	0.000

## Leadership across Differences

		South Africa	0.26	0.129
		France	-0.59	0.041
		Jordan	0.07	0.671
The union	Germany	United States	0.28	0.259
		Spain	0.87	0.000
		South Africa	0.53	0.036
		France	-0.31	0.367
		Jordan	0.35	0.168
The union	Spain	United States	-0.59	0.000
		Germany	-0.87	0.000
		South Africa	-0.34	0.033
		France	-1.19	0.000
		Jordan	-0.52	0.001
The union	South Africa	United States	-0.26	0.129
		Germany	-0.53	0.036
		Spain	0.34	0.033
		France	-0.85	0.004
		Jordan	-0.18	0.300
The union	France	United States	0.59	0.041
		Germany	0.31	0.367
		Spain	1.19	0.000
		South Africa	0.85	0.004
		Jordan	0.66	0.025
The union	Jordan	United States	-0.07	0.671
		Germany	-0.35	0.168
		Spain	0.52	0.001
		South Africa	0.18	0.300
		France	-0.66	0.025
An external consultant	United States	Germany	-0.06	0.788
		Spain	-0.09	0.500
		South Africa	0.12	0.457
		France	-0.43	0.118
		Jordan	-0.24	0.129
An external consultant	Germany	United States	0.06	0.788
		Spain	-0.03	0.898
		South Africa	0.18	0.454
		France	-0.36	0.270
		Jordan	-0.17	0.470
An external consultant	Spain	United States	0.09	0.500
		Germany	0.03	0.898
		South Africa	0.21	0.161
		France	-0.33	0.212

## Leadership across Differences

		Jordan	-0.15	0.326
An external consultant	South Africa	United States	-0.12	0.457
		Germany	-0.18	0.454
		Spain	-0.21	0.161
		France	-0.54	0.051
		Jordan	-0.36	0.034
An external consultant	France	United States	0.43	0.118
		Germany	0.36	0.270
		Spain	0.33	0.212
		South Africa	0.54	0.051
		Jordan	0.19	0.499
An external consultant	Jordan	United States	0.24	0.129
		Germany	0.17	0.470
		Spain	0.15	0.326
		South Africa	0.36	0.034
		France	-0.19	0.499
The government	United States	Germany	-0.29	0.128
		Spain	0.15	0.177
		South Africa	0.08	0.548
		France	-0.09	0.674
		Jordan	0.38	0.003
The government	Germany	United States	0.29	0.128
		Spain	0.44	0.018
		South Africa	0.37	0.062
		France	0.20	0.451
		Jordan	0.67	0.001
The government	Spain	United States	-0.15	0.177
		Germany	-0.44	0.018
		South Africa	-0.07	0.548
		France	-0.24	0.259
		Jordan	0.23	0.055
The government	South Africa	United States	-0.08	0.548
		Germany	-0.37	0.062
		Spain	0.07	0.548
		France	-0.17	0.450
		Jordan	0.30	0.026
The government	France	United States	0.09	0.674
		Germany	-0.20	0.451
		Spain	0.24	0.259
		South Africa	0.17	0.450
		Jordan	0.47	0.035



## Leadership across Differences

The government	Jordan	United States	-0.38	0.003
		Germany	-0.67	0.001
		Spain	-0.23	0.055
		South Africa	-0.30	0.026
		France	-0.47	0.035
An advocacy group	United States	Germany	0.22	0.291
		Spain	0.46	0.000
		South Africa	-0.10	0.491
		France	-0.43	0.075
		Jordan	0.19	0.159
An advocacy group	Germany	United States	-0.22	0.291
		Spain	0.25	0.221
		South Africa	-0.31	0.140
		France	-0.65	0.026
		Jordan	-0.02	0.911
An advocacy group	Spain	United States	-0.46	0.000
		Germany	-0.25	0.221
		South Africa	-0.56	0.000
		France	-0.89	0.000
		Jordan	-0.27	0.037
An advocacy group	South Africa	United States	0.10	0.491
		Germany	0.31	0.140
		Spain	0.56	0.000
		France	-0.34	0.176
		Jordan	0.29	0.049
An advocacy group	France	United States	0.43	0.075
		Germany	0.65	0.026
		Spain	0.89	0.000
		South Africa	0.34	0.176
		Jordan	0.63	0.011
An advocacy group	Jordan	United States	-0.19	0.159
		Germany	0.02	0.911
		Spain	0.27	0.037
		South Africa	-0.29	0.049
		France	-0.63	0.011
A professional organization for the power plant employees	United States	Germany	0.06	0.802
		Spain	0.08	0.574
		South Africa	0.12	0.466
		France	-0.68	0.012
		Jordan	0.51	0.001
A professional organization for the power plant employees	Germany	United States	-0.06	0.802

## Leadership across Differences

		Spain	0.02	0.939
		South Africa	0.06	0.817
		France	-0.74	0.024
		Jordan	0.45	0.065
A professional organization for the power plant employees	Spain	United States	-0.08	0.574
		Germany	-0.02	0.939
		South Africa	0.04	0.795
		France	-0.76	0.004
		Jordan	0.43	0.004
A professional organization for the power plant employees	South Africa	United States	-0.12	0.466
		Germany	-0.06	0.817
		Spain	-0.04	0.795
		France	-0.79	0.004
		Jordan	0.39	0.020
A professional organization for the power plant employees	France	United States	0.68	0.012
		Germany	0.74	0.024
		Spain	0.76	0.004
		South Africa	0.79	0.004
		Jordan	1.19	0.000
A professional organization for the power plant employees	Jordan	United States	-0.51	0.001
		Germany	-0.45	0.065
		Spain	-0.43	0.004
		South Africa	-0.39	0.020
		France	-1.19	0.000
Respected community leaders	United States	Germany	-0.11	0.635
		Spain	0.45	0.001
		South Africa	0.15	0.329
		France	0.70	0.008
		Jordan	0.83	0.000
Respected community leaders	Germany	United States	0.11	0.635
		Spain	0.56	0.012
		South Africa	0.26	0.271
		France	0.80	0.011
		Jordan	0.93	0.000
Respected community leaders	Spain	United States	-0.45	0.001
		Germany	-0.56	0.012
		South Africa	-0.30	0.038
		France	0.24	0.348
		Jordan	0.37	0.009

## Leadership across Differences

Respected community leaders	South Africa	United States	-0.15	0.329
		Germany	-0.26	0.271
		Spain	0.30	0.038
		France	0.54	0.044
		Jordan	0.68	0.000
Respected community leaders	France	United States	-0.70	0.008
		Germany	-0.80	0.011
		Spain	-0.24	0.348
		South Africa	-0.54	0.044
		Jordan	0.13	0.627
Respected community leaders	Jordan	United States	-0.83	0.000
		Germany	-0.93	0.000
		Spain	-0.37	0.009
		South Africa	-0.68	0.000
		France	-0.13	0.627
A mediator	United States	Germany	-0.26	0.325
		Spain	0.17	0.281
		South Africa	0.25	0.162
		France	-0.04	0.897
		Jordan	-0.44	0.013
A mediator	Germany	United States	0.26	0.325
		Spain	0.42	0.096
		South Africa	0.51	0.061
		France	0.22	0.548
		Jordan	-0.18	0.505
A mediator	Spain	United States	-0.17	0.281
		Germany	-0.42	0.096
		South Africa	0.08	0.619
		France	-0.20	0.489
		Jordan	-0.60	0.000
A mediator	South Africa	United States	-0.25	0.162
		Germany	-0.51	0.061
		Spain	-0.08	0.619
		France	-0.29	0.352
		Jordan	-0.68	0.000
A mediator	France	United States	0.04	0.897
		Germany	-0.22	0.548
		Spain	0.20	0.489
		South Africa	0.29	0.352
		Jordan	-0.40	0.197
A mediator	Jordan	United States	0.44	0.013
		Germany	0.18	0.505

## Leadership across Differences

		Spain	0.60	0.000
		South Africa	0.68	0.000
		France	0.40	0.197
The board	United States	Germany	-0.85	0.001
		Spain	0.09	0.542
		South Africa	0.01	0.976
		France	1.60	0.000
		Jordan	0.75	0.000
The board	Germany	United States	0.85	0.001
		Spain	0.94	0.000
		South Africa	0.85	0.001
		France	2.45	0.000
		Jordan	1.60	0.000
The board	Spain	United States	-0.09	0.542
		Germany	-0.94	0.000
		South Africa	-0.09	0.596
		France	1.51	0.000
		Jordan	0.66	0.000
The board	South Africa	United States	-0.01	0.976
		Germany	-0.85	0.001
		Spain	0.09	0.596
		France	1.60	0.000
		Jordan	0.75	0.000
The board	France	United States	-1.60	0.000
		Germany	-2.45	0.000
		Spain	-1.51	0.000
		South Africa	-1.60	0.000
		Jordan	-0.85	0.005
The board	Jordan	United States	-0.75	0.000
		Germany	-1.60	0.000
		Spain	-0.66	0.000
		South Africa	-0.75	0.000
		France	0.85	0.005
Tom and other members of his racial group	United States	Germany	0.07	0.793
		Spain	0.24	0.130
		South Africa	0.07	0.696
		France	0.12	0.697
		Jordan	0.24	0.178
Tom and other members of his racial group	Germany	United States	-0.07	0.793
		Spain	0.17	0.524
		South Africa	0.00	0.999

## Leadership across Differences

		France	0.05	0.895
		Jordan	0.17	0.537
Tom and other members of his racial group	Spain	United States	-0.24	0.130
		Germany	-0.17	0.524
		South Africa	-0.17	0.327
		France	-0.12	0.695
		Jordan	0.00	0.984
Tom and other members of his racial group	South Africa	United States	-0.07	0.696
		Germany	0.00	0.999
		Spain	0.17	0.327
		France	0.05	0.876
		Jordan	0.17	0.373
Tom and other members of his racial group	France	United States	-0.12	0.697
		Germany	-0.05	0.895
		Spain	0.12	0.695
		South Africa	-0.05	0.876
		Jordan	0.12	0.699
Tom and other members of his racial group	Jordan	United States	-0.24	0.178
		Germany	-0.17	0.537
		Spain	0.00	0.984
		South Africa	-0.17	0.373
		France	-0.12	0.699
John and other members of his racial group	United States	Germany	-0.01	0.960
		Spain	0.26	0.097
		South Africa	0.22	0.213
		France	0.13	0.678
		Jordan	0.24	0.182
John and other members of his racial group	Germany	United States	0.01	0.960
		Spain	0.27	0.293
		South Africa	0.24	0.385
		France	0.14	0.703
		Jordan	0.25	0.358
John and other members of his racial group	Spain	United States	-0.26	0.097
		Germany	-0.27	0.293
		South Africa	-0.03	0.840
		France	-0.13	0.673
		Jordan	-0.02	0.896

## Leadership across Differences

John and other members of his racial group	South Africa	United States	-0.22	0.213
		Germany	-0.24	0.385
		Spain	0.03	0.840
		France	-0.09	0.766
		Jordan	0.01	0.948
John and other members of his racial group	France	United States	-0.13	0.678
		Germany	-0.14	0.703
		Spain	0.13	0.673
		South Africa	0.09	0.766
		Jordan	0.11	0.736
John and other members of his racial group	Jordan	United States	-0.24	0.182
		Germany	-0.25	0.358
		Spain	0.02	0.896
		South Africa	-0.01	0.948
		France	-0.11	0.736
The individuals directly involved in the situation	United States	Germany	-0.17	0.417
		Spain	-0.26	0.032
		South Africa	-0.02	0.882
		France	-0.07	0.765
		Jordan	-0.48	0.001
The individuals directly involved in the situation	Germany	United States	0.17	0.417
		Spain	-0.09	0.648
		South Africa	0.15	0.491
		France	0.10	0.737
		Jordan	-0.31	0.153
The individuals directly involved in the situation	Spain	United States	0.26	0.032
		Germany	0.09	0.648
		South Africa	0.24	0.070
		France	0.19	0.421
		Jordan	-0.21	0.102
The individuals directly involved in the situation	South Africa	United States	0.02	0.882
		Germany	-0.15	0.491
		Spain	-0.24	0.070
		France	-0.05	0.836
		Jordan	-0.46	0.002
The individuals directly involved in the situation	France	United States	0.07	0.765
		Germany	-0.10	0.737

## Leadership across Differences

		Spain	-0.19	0.421
		South Africa	0.05	0.836
		Jordan	-0.41	0.101
The individuals directly involved in the situation	Jordan	United States	0.48	0.001
		Germany	0.31	0.153
		Spain	0.21	0.102
		South Africa	0.46	0.002
		France	0.41	0.101
A respected religious leader	United States	Germany	-0.03	0.873
		Spain	0.06	0.601
		South Africa	0.02	0.858
		France	0.22	0.359
		Jordan	0.85	0.000
A respected religious leader	Germany	United States	0.03	0.873
		Spain	0.10	0.631
		South Africa	0.06	0.785
		France	0.25	0.381
		Jordan	0.88	0.000
A respected religious leader	Spain	United States	-0.06	0.601
		Germany	-0.10	0.631
		South Africa	-0.04	0.771
		France	0.15	0.506
		Jordan	0.79	0.000
A respected religious leader	South Africa	United States	-0.02	0.858
		Germany	-0.06	0.785
		Spain	0.04	0.771
		France	0.19	0.427
		Jordan	0.82	0.000
A respected religious leader	France	United States	-0.22	0.359
		Germany	-0.25	0.381
		Spain	-0.15	0.506
		South Africa	-0.19	0.427
		Jordan	0.63	0.009
A respected religious leader	Jordan	United States	-0.85	0.000
		Germany	-0.88	0.000
		Spain	-0.79	0.000
		South Africa	-0.82	0.000
		France	-0.63	0.009
A lawyer, legal office, or legal counsel	United States	Germany	-0.97	0.000
		Spain	-0.73	0.000
		South Africa	-0.82	0.000

## Leadership across Differences

		France	-0.85	0.001
		Jordan	-0.65	0.000
A lawyer, legal office, or legal counsel	Germany	United States	0.97	0.000
		Spain	0.24	0.278
		South Africa	0.16	0.500
		France	0.12	0.697
		Jordan	0.32	0.167
A lawyer, legal office, or legal counsel	Spain	United States	0.73	0.000
		Germany	-0.24	0.278
		South Africa	-0.08	0.567
		France	-0.12	0.643
		Jordan	0.08	0.562
A lawyer, legal office, or legal counsel	South Africa	United States	0.82	0.000
		Germany	-0.16	0.500
		Spain	0.08	0.567
		France	-0.04	0.893
		Jordan	0.16	0.308
A lawyer, legal office, or legal counsel	France	United States	0.85	0.001
		Germany	-0.12	0.697
		Spain	0.12	0.643
		South Africa	0.04	0.893
		Jordan	0.20	0.451
A lawyer, legal office, or legal counsel	Jordan	United States	0.65	0.000
		Germany	-0.32	0.167
		Spain	-0.08	0.562
		South Africa	-0.16	0.308
		France	-0.20	0.451

*Note.* Only participants from the United States, Germany, Spain, South Africa, France, and Jordan responded to these questions.

## Immigration/Language Scenario

Data collected in response to the immigration/language scenario can be organized into three categories: 1) the seriousness of the situation, 2) ratings of various responses in terms of how helpful or harmful they would be, and 3) ratings of the degree to which different types of



## Leadership across Differences

people should get involved in the situation. The results shared in this section are in response to following 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.*

### Seriousness

The mean ratings of how serious the situation could become and whether or not action should be taken are provided in Table 20. The table also includes the standard deviation and the F-statistic (\* indicates  $p < 0.05$ , \*\* indicates  $p < 0.01$ , \*\*\* indicates  $p < 0.001$ ), which in this case indicates that there is a statistically significant difference between the ratings from the different countries. All seriousness ratings were made on a three-point scale where 1 = Not very serious, 2 = Possibly serious, and 3 = Very serious. Ratings of whether or not action should be taken were also made on a three-point scale with textual anchors as follows: 1 = No action is needed, 2 = Possibly take action, and 3 = Definitely take action.

**Table 20. Mean Ratings of Seriousness and Whether Action Should Be Taken**

Question	Country	N	Mean	sd	F
How serious do you think this situation could become?	TOTAL	910	2.14	0.63	7.83**
	United States	139	2.24	0.65	
	Germany	167	2.24	0.55	
	Spain	191	1.97	0.64	
	South Africa	105	2.33	0.63	
	France	24	1.88	0.68	
	India	174	2.01	0.60	
	Jordan	110	2.21	0.65	

## Leadership across Differences

Please tell us if you think any action should be taken.

TOTAL	908	2.30	0.61	2.28*
United States	139	2.34	0.65	
Germany	167	2.37	0.57	
Spain	190	2.24	0.54	
South Africa	105	2.41	0.58	
France	23	2.13	0.63	
India	174	2.21	0.69	
Jordan	110	2.29	0.55	

In order to further explore country-level differences, we conducted post hoc tests using the least squared differences method. The results from these comparisons are presented in Table 21.

**Table 21. Post Hoc Tests of Immigration Scenario Seriousness Questions between Countries**

Question	Country (I)	Comparison Country (J)	Mean Difference (I-J)	Sig.
How serious do you think this situation could become?	United States	Germany	0.01	0.943
		Spain	0.28	0.000
		South Africa	-0.09	0.269
		France	0.37	0.007
		India	0.24	0.001
		Jordan	0.04	0.654
		How serious do you think this situation could become?	Germany	United States
Spain	0.27			0.000
South Africa	-0.09			0.225
France	0.36			0.007
India	0.23			0.001
Jordan	0.03			0.689
How serious do you think this situation could become?	Spain			United States
		Germany	-0.27	0.000
		South Africa	-0.36	0.000
		France	0.09	0.486
		India	-0.04	0.567
		Jordan	-0.24	0.001
		How serious do you think this situation could become?	South Africa	United States
Germany	0.09			0.225

## Leadership across Differences

		Spain	0.36	0.000
		France	0.46	0.001
		India	0.33	0.000
		Jordan	0.12	0.142
How serious do you think this situation could become?	France	United States	-0.37	0.007
		Germany	-0.36	0.007
		Spain	-0.09	0.486
		South Africa	-0.46	0.001
		India	-0.13	0.333
		Jordan	-0.33	0.017
How serious do you think this situation could become?	India	United States	-0.24	0.001
		Germany	-0.23	0.001
		Spain	0.04	0.567
		South Africa	-0.33	0.000
		France	0.13	0.333
		Jordan	-0.20	0.007
How serious do you think this situation could become?	Jordan	United States	-0.04	0.654
		Germany	-0.03	0.689
		Spain	0.24	0.001
		South Africa	-0.12	0.142
		France	0.33	0.017
		India	0.20	0.007
Please tell us if you think any action should be taken.	United States	Germany	-0.03	0.695
		Spain	0.10	0.154
		South Africa	-0.07	0.360
		France	0.21	0.127
		India	0.13	0.056
		Jordan	0.05	0.540
Please tell us if you think any action should be taken.	Germany	United States	0.03	0.695
		Spain	0.12	0.055
		South Africa	-0.04	0.556
		France	0.23	0.080
		India	0.16	0.016
		Jordan	0.07	0.316
Please tell us if you think any action should be taken.	Spain	United States	-0.10	0.154
		Germany	-0.12	0.055
		South Africa	-0.17	0.023
		France	0.11	0.402
		India	0.04	0.578
		Jordan	-0.05	0.500

## Leadership across Differences

Please tell us if you think any action should be taken.	South Africa	United States	0.07	0.360
		Germany	0.04	0.556
		Spain	0.17	0.023
		France	0.28	0.045
		India	0.20	0.007
		Jordan	0.12	0.150
		Please tell us if you think any action should be taken.	France	United States
Germany	-0.23			0.080
Spain	-0.11			0.402
South Africa	-0.28			0.045
India	-0.08			0.568
Jordan	-0.16			0.246
Please tell us if you think any action should be taken.	India			United States
		Germany	-0.16	0.016
		Spain	-0.04	0.578
		South Africa	-0.20	0.007
		France	0.08	0.568
		Jordan	-0.08	0.253
		Please tell us if you think any action should be taken.	Jordan	United States
Germany	-0.07			0.316
Spain	0.05			0.500
South Africa	-0.12			0.150
France	0.16			0.246
India	0.08			0.253

---

### *Helpful and Harmful Responses*

The mean ratings of how helpful or harmful various responses to the situation would be are provided in Table 22. The table also includes the standard deviation and the F-statistic (\* indicates  $p < 0.05$ , \*\* indicates  $p < 0.01$ , \*\*\* indicates  $p < 0.001$ ), which in this case indicates that there is a statistically significant difference between ratings from the different countries. All ratings were made on a five-point scale where 1 = Very helpful, 2 = Somewhat helpful, 3 = Neither helpful nor harmful, 4 = Somewhat harmful, and 5 = Very harmful.

**Table 22. Descriptive Statistics and ANOVA Test of Helpful/Harmful Responses of Immigration Scenario**

Question	Country	N	Mean	sd	<i>F</i>
Conduct an investigation to determine exactly what happened.	TOTAL	897	2.20	1.16	21.97***
	United States	137	2.20	1.20	
	Germany	162	2.84	1.18	
	Spain	190	2.09	1.05	
	South Africa	105	1.54	0.92	
	France	23	1.74	0.75	
	India	170	2.49	1.11	
	Jordan	110	1.75	0.99	
Establish a task force to make recommendations for addressing the situation. <sup>a</sup>	TOTAL	594	2.50	1.13	6.85***
	United States	137	2.80	1.21	
	Germany	30	2.63	1.16	
	Spain	189	2.63	1.12	
	South Africa	105	2.36	1.13	
	France	23	2.22	0.85	
	Jordan	110	2.05	0.94	
	Call a meeting of the parties involved to get the facts.	TOTAL	900	2.01	1.10
United States		138	2.06	1.21	
Germany		163	1.99	1.06	
Spain		189	1.88	0.95	
South Africa		105	1.37	0.65	
France		23	1.96	0.88	
India		172	2.57	1.28	
Jordan		110	1.96	0.91	
Talk informally to a few people to find out more about what is going on.	TOTAL	897	2.39	1.12	2.40*
	United States	137	2.40	1.22	
	Germany	163	2.53	1.16	
	Spain	189	2.37	1.08	
	South Africa	105	2.25	1.05	
	France	22	2.55	1.06	
	India	171	2.51	1.17	
	Jordan	110	2.10	0.93	
Unify employees by reminding them of the shared goals of the organization.	TOTAL	895	2.25	1.02	6.87***
	United States	135	2.34	1.10	
	Germany	162	2.44	0.95	
	Spain	189	2.31	0.89	
	South Africa	105	2.05	0.93	

## Leadership across Differences

	France	23	1.74	0.81	
	India	171	2.39	1.19	
	Jordan	110	1.83	0.83	
Let the situation play itself out; do nothing.	TOTAL	898	4.11	1.10	14.25***
	United States	139	4.12	1.13	
	Germany	163	4.43	0.87	
	Spain	188	4.30	0.81	
	South Africa	105	4.49	0.79	
	France	23	4.13	1.06	
	India	170	3.62	1.34	
	Jordan	110	3.74	1.27	
Encourage anyone who is bothered by the situation to transfer to another part of the organization.	TOTAL	892	4.28	1.07	36.85***
	United States	137	4.66	0.77	
	Germany	163	4.62	0.62	
	Spain	189	4.54	0.73	
	South Africa	105	4.52	0.89	
	France	23	4.74	0.54	
	India	166	3.46	1.43	
	Jordan	109	3.76	1.15	
Punish anyone who disrupts the work in the aftermath of this situation.	TOTAL	896	3.62	1.31	52.72***
	United States	137	4.15	1.13	
	Germany	163	4.28	0.89	
	Spain	189	3.90	1.06	
	South Africa	105	3.96	1.33	
	France	23	3.04	1.33	
	India	169	2.96	1.25	
	Jordan	110	2.31	1.14	
Work with members of different nationality groups to surface the differences so that they can better understand one another's point of view.	TOTAL	895	2.00	1.01	6.42***
	United States	138	1.79	0.88	
	Germany	162	1.87	0.78	
	Spain	188	2.09	0.88	
	South Africa	105	1.81	0.80	
	France	23	1.87	0.69	
	India	169	2.37	1.44	
	Jordan	110	1.92	0.97	
Encourage debate and discussion about what happened. <sup>a</sup>	TOTAL	593	2.53	1.19	3.33**
	United States	137	2.58	1.28	
	Germany	30	2.50	1.14	

## Leadership across Differences

	Spain	188	2.57	1.12	
	South Africa	105	2.15	1.11	
	France	23	2.43	1.12	
	Jordan	110	2.79	1.24	
Discourage the immigrants from expressing dissatisfaction with the English-only policy.	TOTAL	894	3.76	1.25	29.38***
	United States	138	4.10	1.16	
	Germany	161	4.16	1.13	
	Spain	188	4.26	0.80	
	South Africa	105	3.50	1.25	
	France	23	3.91	1.08	
	India	169	3.34	1.41	
	Jordan	110	2.77	1.14	
Ask co-workers of the upset employees to try to get them to calm down.	TOTAL	900	2.87	1.15	31.47***
	United States	138	3.75	1.18	
	Germany	165	3.11	1.13	
	Spain	188	2.64	0.96	
	South Africa	105	2.93	1.21	
	France	23	2.74	1.14	
	India	171	2.67	0.97	
	Jordan	110	2.05	0.81	
Inform the media about what is going on. <sup>a</sup>	TOTAL	545	4.60	0.78	8.40***
	United States	137	4.74	0.69	
	Germany	31	4.84	0.37	
	Spain	188	4.59	0.71	
	South Africa	57	4.84	0.62	
	France	23	4.78	0.60	
	Jordan	109	4.22	1.04	
Redesign the work so that the different nationality groups will no longer have to interact with one another.	TOTAL	896	4.23	1.14	35.52***
	United States	137	4.72	0.71	
	Germany	163	4.53	0.74	
	Spain	188	4.45	0.84	
	South Africa	105	4.52	0.90	
	France	23	4.74	0.54	
	India	170	3.37	1.55	
	Jordan	110	3.75	1.16	
Direct employees to stop the gossip and informal conversations.	TOTAL	893	3.12	1.25	26.42***
	United States	137	3.53	1.23	
	Germany	163	3.48	1.21	
	Spain	188	3.39	1.06	

## Leadership across Differences

	South Africa	105	3.03	1.30	
	France	23	3.57	1.16	
	India	168	2.86	1.15	
	Jordan	109	2.00	0.97	
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	TOTAL	894	1.93	0.97	12.42***
	United States	137	1.62	0.78	
	Germany	164	1.87	0.78	
	Spain	188	1.91	0.80	
	South Africa	104	1.63	0.69	
	France	23	2.22	0.90	
	India	169	2.41	1.42	
	Jordan	109	1.89	0.80	
Insist that the immigrants apologize to those who were offended.	TOTAL	775	3.04	1.22	12.02***
	United States	136	3.42	1.26	
	Germany	163	3.28	1.23	
	Spain	187	3.15	1.05	
	South Africa	105	2.97	1.27	
	France	22	2.45	0.86	
	India	53	2.83	1.20	
	Jordan	109	2.31	1.10	
Take legal action against those who do not follow the language policies. <sup>a</sup>	TOTAL	590	3.94	1.12	25.86***
	United States	138	4.46	0.91	
	Germany	29	4.17	1.10	
	Spain	189	3.94	0.90	
	South Africa	105	4.01	1.18	
	France	21	4.52	0.81	
	Jordan	108	3.04	1.18	
Apologize to the employees who were offended.	TOTAL	886	2.47	1.07	8.36***
	United States	138	2.50	1.20	
	Germany	161	2.83	1.02	
	Spain	188	2.52	0.99	
	South Africa	105	2.25	1.14	
	France	23	2.09	0.90	
	India	162	2.53	1.03	
	Jordan	109	2.00	0.90	
Appoint a qualified person from the immigrant group to a supervisory job. <sup>a</sup>	TOTAL	595	3.31	1.19	14.24***
	United States	139	3.27	1.30	



## Leadership across Differences

	Germany	30	3.27	1.26	
	Spain	188	3.39	0.94	
	South Africa	105	3.92	1.08	
	France	23	3.35	1.11	
	Jordan	110	2.64	1.20	
Initiate team-building exercises for members of different nationality groups.	TOTAL	895	1.99	1.06	4.13***
	United States	138	1.85	1.01	
	Germany	163	2.07	0.89	
	Spain	189	1.93	0.77	
	South Africa	105	2.01	1.11	
	France	23	1.78	0.74	
	India	168	2.28	1.49	
	Jordan	109	1.72	0.92	
Initiate coaching for the local employees.	TOTAL	779	2.54	1.08	11.29***
	United States	138	2.41	1.18	
	Germany	162	2.77	1.04	
	Spain	188	2.69	1.03	
	South Africa	105	2.35	1.13	
	France	23	2.48	0.90	
	India	53	3.17	0.83	
	Jordan	110	1.99	0.87	
Develop a policy that threatens anyone with immediate termination for violating the English-only policy.	TOTAL	778	3.80	1.26	40.11***
	United States	139	4.17	1.11	
	Germany	163	4.22	0.99	
	Spain	189	4.03	1.00	
	South Africa	105	3.84	1.20	
	France	22	3.55	1.06	
	India	52	1.85	1.06	
	Jordan	108	3.22	1.34	
Develop a policy that threatens anyone with legal action for violating the English-only policy in the workplace. <sup>a</sup>	TOTAL	547	3.96	1.18	14.73***
	United States	138	4.30	1.09	
	Germany	30	4.13	1.01	
	Spain	189	4.06	1.00	
	South Africa	57	4.25	1.06	
	France	23	4.00	1.13	
	Jordan	110	3.17	1.36	
Establish an independent office to handle such incidents.	TOTAL	885	2.89	1.20	19.60***
	United States	138	3.28	1.31	

## Leadership across Differences

	Germany	163	2.72	1.10	
	Spain	184	3.36	1.10	
	South Africa	105	3.12	1.27	
	France	23	3.00	1.24	
	India	164	2.48	0.99	
	Jordan	108	2.21	1.00	
Stop hiring so many immigrants. <sup>a</sup>	TOTAL	589	4.05	1.17	42.76***
	United States	137	4.69	0.72	
	Germany	30	4.27	0.83	
	Spain	185	4.38	0.87	
	South Africa	105	3.70	1.33	
	France	23	4.04	0.93	
	Jordan	109	2.98	1.20	
Conduct a best practices survey to develop recommendations based on what other organizations do.	TOTAL	895	2.16	1.00	2.01
	United States	137	2.07	1.00	
	Germany	161	2.04	0.94	
	Spain	189	2.24	1.07	
	South Africa	106	2.23	1.06	
	France	23	2.22	0.95	
	India	169	2.31	1.08	
	Jordan	110	1.99	0.76	
Hold training programs to teach members of different nationality groups how to work together without disruption.	TOTAL	896	1.83	0.97	10.38***
	United States	138	1.59	0.83	
	Germany	160	1.93	0.91	
	Spain	189	1.70	0.74	
	South Africa	106	1.57	0.68	
	France	23	1.83	0.65	
	India	170	2.28	1.37	
	Jordan	110	1.77	0.87	
Acknowledge the local employee's grievances. <sup>a</sup>	TOTAL	595	2.29	1.12	51.38***
	United States	137	1.85	0.99	
	Germany	30	2.33	0.99	
	Spain	189	3.15	1.03	
	South Africa	106	1.78	0.74	
	France	23	2.74	0.96	
	Jordan	110	1.76	0.87	
Redesign the work so that people from different nationality groups are working together on important tasks that require cooperation.	TOTAL	894	2.08	1.16	6.54***
	United States	137	2.20	1.19	
	Germany	157	1.64	0.88	

## Leadership across Differences

	Spain	190	2.01	0.97	
	South Africa	106	2.22	1.12	
	France	23	2.26	1.25	
	India	171	2.37	1.44	
	Jordan	110	2.06	1.13	
Organize more meetings and social gatherings so that members of different nationality groups can get to know one another as individuals.	TOTAL	899	1.94	1.02	4.79***
	United States	137	1.86	0.93	
	Germany	163	1.98	0.91	
	Spain	189	1.81	0.75	
	South Africa	106	1.82	0.83	
	France	23	2.35	1.11	
	India	171	2.23	1.48	
	Jordan	110	1.73	0.86	
Showcase areas of the organization where different nationality groups work together effectively. <sup>a</sup>	TOTAL	595	2.04	0.91	3.94**
	United States	137	2.20	1.00	
	Germany	30	2.37	1.00	
	Spain	189	1.89	0.76	
	South Africa	106	2.18	1.02	
	France	23	2.04	1.11	
	Jordan	110	1.87	0.80	
Establish a reward system for high-performing work groups where differences between nationality groups don't get in the way.	TOTAL	899	2.33	1.20	15.93***
	United States	137	2.55	1.18	
	Germany	162	2.14	1.13	
	Spain	189	2.79	1.19	
	South Africa	106	2.51	1.28	
	France	23	2.17	1.34	
	India	172	2.24	1.20	
	Jordan	110	1.55	0.70	
Make sure that all supervisors and managers are treating members of all nationality groups with respect on a daily basis.	TOTAL	897	1.52	0.96	35.25***
	United States	138	1.26	0.65	
	Germany	162	1.30	0.53	
	Spain	189	1.37	0.57	
	South Africa	106	1.24	0.47	
	France	22	1.18	0.50	
	India	170	2.38	1.57	

## Leadership across Differences

	Jordan	110	1.45	0.75	
Develop policies and procedures to insure that all nationality groups are treated equally.	TOTAL	893	1.63	1.01	19.27***
	United States	137	1.31	0.70	
	Germany	158	1.67	0.88	
	Spain	189	1.51	0.63	
	South Africa	106	1.33	0.75	
	France	23	1.30	0.76	
	India	171	2.29	1.58	
	Jordan	109	1.50	0.59	
Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	TOTAL	888	1.88	1.05	10.09***
	United States	135	1.55	0.90	
	Germany	160	2.08	0.97	
	Spain	189	1.79	0.83	
	South Africa	106	1.65	0.87	
	France	22	1.91	1.23	
	India	166	2.31	1.44	
	Jordan	110	1.67	0.86	
Privately warn the immigrant workers that this is unacceptable behavior.	TOTAL	776	3.07	1.35	35.36***
	United States	135	3.32	1.36	
	Germany	161	4.02	1.04	
	Spain	188	3.03	1.24	
	South Africa	107	2.86	1.30	
	France	23	2.04	0.82	
	India	53	2.72	1.26	
	Jordan	109	2.05	1.05	
Educate employees that speaking any language other than English is unacceptable behavior in the workplace. <sup>a</sup>	TOTAL	593	3.19	1.37	8.90***
	United States	134	3.35	1.47	
	Germany	31	3.58	1.31	
	Spain	189	3.53	1.16	
	South Africa	106	2.92	1.43	
	France	23	2.87	1.25	
	Jordan	110	2.61	1.32	

*Note.* Only participants from the United States, Germany, Spain, South Africa, France, India, and Jordan responded to Immigration Question.

<sup>a</sup> Participants from India did not respond to these items.

## Leadership across Differences

In order to further explore country-level differences, we conducted post hoc tests using the least squared differences method. The results from these comparisons are presented in Table 23.

**Table 23. Post Hoc Tests of Immigration Scenario Helpful and Harmful Responses between Countries**

Question	Country (I)	Comparison Country (J)	Mean Difference (I-J)	Sig.
Conduct an investigation to determine exactly what happened.	United States	Germany	-0.64	0.000
		Spain	0.11	0.344
		South Africa	0.66	0.000
		France	0.47	0.057
		India	-0.28	0.023
		Jordan	0.45	0.001
Conduct an investigation to determine exactly what happened.	Germany	United States	0.64	0.000
		Spain	0.75	0.000
		South Africa	1.30	0.000
		France	1.10	0.000
		India	0.35	0.003
		Jordan	1.08	0.000
Conduct an investigation to determine exactly what happened.	Spain	United States	-0.11	0.344
		Germany	-0.75	0.000
		South Africa	0.55	0.000
		France	0.35	0.143
		India	-0.40	0.001
		Jordan	0.33	0.010
Conduct an investigation to determine exactly what happened.	South Africa	United States	-0.66	0.000
		Germany	-1.30	0.000
		Spain	-0.55	0.000
		France	-0.20	0.432
		India	-0.95	0.000
		Jordan	-0.21	0.153
Conduct an investigation to determine exactly what happened.	France	United States	-0.47	0.057
		Germany	-1.10	0.000
		Spain	-0.35	0.143
		South Africa	0.20	0.432
		India	-0.75	0.002
		Jordan	-0.02	0.951

## Leadership across Differences

Conduct an investigation to determine exactly what happened.	India	United States	0.28	0.023
		Germany	-0.35	0.003
		Spain	0.40	0.001
		South Africa	0.95	0.000
		France	0.75	0.002
		Jordan	0.73	0.000
Conduct an investigation to determine exactly what happened.	Jordan	United States	-0.45	0.001
		Germany	-1.08	0.000
		Spain	-0.33	0.010
		South Africa	0.21	0.153
		France	0.02	0.951
		India	-0.73	0.000
Establish a task force to make recommendations for addressing the situation. <sup>a</sup>	United States	Germany	0.16	0.466
		Spain	0.16	0.194
		South Africa	0.43	0.003
		France	0.58	0.020
		Jordan	0.74	0.000
Establish a task force to make recommendations for addressing the situation. <sup>a</sup>	Germany	United States	-0.16	0.466
		Spain	0.00	0.994
		South Africa	0.27	0.235
		France	0.42	0.174
		Jordan	0.58	0.011
Establish a task force to make recommendations for addressing the situation. <sup>a</sup>	Spain	United States	-0.16	0.194
		Germany	0.00	0.994
		South Africa	0.27	0.042
		France	0.42	0.087
		Jordan	0.58	0.000
Establish a task force to make recommendations for addressing the situation. <sup>a</sup>	South Africa	United States	-0.43	0.003
		Germany	-0.27	0.235
		Spain	-0.27	0.042
		France	0.14	0.569
		Jordan	0.31	0.041
Establish a task force to make recommendations for addressing the situation. <sup>a</sup>	France	United States	-0.58	0.020
		Germany	-0.42	0.174

## Leadership across Differences

		Spain	-0.42	0.087
		South Africa	-0.14	0.569
		Jordan	0.16	0.520
Establish a task force to make recommendations for addressing the situation. <sup>a</sup>	Jordan	United States	-0.74	0.000
		Germany	-0.58	0.011
		Spain	-0.58	0.000
		South Africa	-0.31	0.041
		France	-0.16	0.520
Call a meeting of the parties involved to get the facts.	United States	Germany	0.06	0.598
		Spain	0.17	0.139
		South Africa	0.69	0.000
		France	0.10	0.668
		India	-0.51	0.000
		Jordan	0.09	0.483
Call a meeting of the parties involved to get the facts.	Germany	United States	-0.06	0.598
		Spain	0.11	0.326
		South Africa	0.62	0.000
		France	0.04	0.873
		India	-0.58	0.000
		Jordan	0.03	0.816
Call a meeting of the parties involved to get the facts.	Spain	United States	-0.17	0.139
		Germany	-0.11	0.326
		South Africa	0.51	0.000
		France	-0.07	0.753
		India	-0.69	0.000
		Jordan	-0.08	0.525
Call a meeting of the parties involved to get the facts.	South Africa	United States	-0.69	0.000
		Germany	-0.62	0.000
		Spain	-0.51	0.000
		France	-0.59	0.016
		India	-1.20	0.000
		Jordan	-0.59	0.000
Call a meeting of the parties involved to get the facts.	France	United States	-0.10	0.668
		Germany	-0.04	0.873
		Spain	0.07	0.753
		South Africa	0.59	0.016
		India	-0.61	0.009
		Jordan	-0.01	0.976
Call a meeting of the parties	India	United States	0.51	0.000

## Leadership across Differences

involved to get the facts.

Germany	0.58	0.000
Spain	0.69	0.000
South Africa	1.20	0.000
France	0.61	0.009
Jordan	0.61	0.000

Call a meeting of the parties  
involved to get the facts.

Jordan	United States	-0.09	0.483
	Germany	-0.03	0.816
	Spain	0.08	0.525
	South Africa	0.59	0.000
	France	0.01	0.976
	India	-0.61	0.000

Talk informally to a few people to  
find out more about what is going  
on.

United States	Germany	-0.13	0.305
	Spain	0.03	0.803
	South Africa	0.15	0.286
	France	-0.14	0.573
	India	-0.11	0.400
	Jordan	0.30	0.034

Talk informally to a few people to  
find out more about what is going  
on.

Germany	United States	0.13	0.305
	Spain	0.16	0.169
	South Africa	0.29	0.040
	France	-0.01	0.963
	India	0.02	0.837
	Jordan	0.43	0.002

Talk informally to a few people to  
find out more about what is going  
on.

Spain	United States	-0.03	0.803
	Germany	-0.16	0.169
	South Africa	0.12	0.364
	France	-0.18	0.485
	India	-0.14	0.238
	Jordan	0.27	0.043

Talk informally to a few people to  
find out more about what is going  
on.

South Africa	United States	-0.15	0.286
	Germany	-0.29	0.040
	Spain	-0.12	0.364
	France	-0.30	0.253
	India	-0.26	0.058
	Jordan	0.15	0.331

Talk informally to a few people to  
find out more about what is going

France	United States	0.14	0.573
--------	---------------	------	-------



## Leadership across Differences

on.		Germany	0.01	0.963
		Spain	0.18	0.485
		South Africa	0.30	0.253
		India	0.04	0.884
		Jordan	0.45	0.086
Talk informally to a few people to find out more about what is going on.	India	United States	0.11	0.400
		Germany	-0.02	0.837
		Spain	0.14	0.238
		South Africa	0.26	0.058
		France	-0.04	0.884
		Jordan	0.41	0.003
Talk informally to a few people to find out more about what is going on.	Jordan	United States	-0.30	0.034
		Germany	-0.43	0.002
		Spain	-0.27	0.043
		South Africa	-0.15	0.331
		France	-0.45	0.086
		India	-0.41	0.003
Unify employees by reminding them of the shared goals of the organization.	United States	Germany	-0.10	0.401
		Spain	0.03	0.799
		South Africa	0.29	0.024
		France	0.60	0.008
		India	-0.05	0.656
		Jordan	0.51	0.000
Unify employees by reminding them of the shared goals of the organization.	Germany	United States	0.10	0.401
		Spain	0.13	0.238
		South Africa	0.39	0.002
		France	0.70	0.002
		India	0.05	0.671
		Jordan	0.61	0.000
Unify employees by reminding them of the shared goals of the organization.	Spain	United States	-0.03	0.799
		Germany	-0.13	0.238
		South Africa	0.26	0.029
		France	0.57	0.009
		India	-0.08	0.449
		Jordan	0.48	0.000
Unify employees by reminding	South Africa	United States	-0.29	0.024

## Leadership across Differences

them of the shared goals of the organization.

		Germany	-0.39	0.002
		Spain	-0.26	0.029
		France	0.31	0.179
		India	-0.34	0.005
		Jordan	0.22	0.106
Unify employees by reminding them of the shared goals of the organization.	France	United States	-0.60	0.008
		Germany	-0.70	0.002
		Spain	-0.57	0.009
		South Africa	-0.31	0.179
		India	-0.65	0.003
		Jordan	-0.09	0.700
Unify employees by reminding them of the shared goals of the organization.	India	United States	0.05	0.656
		Germany	-0.05	0.671
		Spain	0.08	0.449
		South Africa	0.34	0.005
		France	0.65	0.003
		Jordan	0.56	0.000
Unify employees by reminding them of the shared goals of the organization.	Jordan	United States	-0.51	0.000
		Germany	-0.61	0.000
		Spain	-0.48	0.000
		South Africa	-0.22	0.106
		France	0.09	0.700
		India	-0.56	0.000
Let the situation play itself out; do nothing.	United States	Germany	-0.31	0.012
		Spain	-0.18	0.136
		South Africa	-0.36	0.008
		France	-0.01	0.973
		India	0.50	0.000
		Jordan	0.39	0.004
Let the situation play itself out; do nothing.	Germany	United States	0.31	0.012
		Spain	0.13	0.243
		South Africa	-0.06	0.669
		France	0.30	0.202
		India	0.81	0.000
		Jordan	0.69	0.000
Let the situation play itself out; do nothing.	Spain	United States	0.18	0.136

## Leadership across Differences

	Germany	-0.13	0.243
	South Africa	-0.19	0.143
	France	0.17	0.472
	India	0.68	0.000
	Jordan	0.56	0.000
Let the situation play itself out; do nothing.	South Africa		
	United States	0.36	0.008
	Germany	0.06	0.669
	Spain	0.19	0.143
	France	0.36	0.143
	India	0.87	0.000
	Jordan	0.75	0.000
Let the situation play itself out; do nothing.	France		
	United States	0.01	0.973
	Germany	-0.30	0.202
	Spain	-0.17	0.472
	South Africa	-0.36	0.143
	India	0.51	0.029
	Jordan	0.39	0.103
Let the situation play itself out; do nothing.	India		
	United States	-0.50	0.000
	Germany	-0.81	0.000
	Spain	-0.68	0.000
	South Africa	-0.87	0.000
	France	-0.51	0.029
	Jordan	-0.12	0.357
Let the situation play itself out; do nothing.	Jordan		
	United States	-0.39	0.004
	Germany	-0.69	0.000
	Spain	-0.56	0.000
	South Africa	-0.75	0.000
	France	-0.39	0.103
	India	0.12	0.357
Encourage anyone who is bothered by the situation to transfer to another part of the organization.	United States		
	Germany	0.04	0.688
	Spain	0.12	0.247
	South Africa	0.14	0.259
	France	-0.07	0.729
	India	1.20	0.000
	Jordan	0.90	0.000
Encourage anyone who is bothered by the situation to transfer to another part of the organization.	Germany		
	United States	-0.04	0.688
	Spain	0.08	0.435
	South Africa	0.10	0.424
	France	-0.12	0.575

## Leadership across Differences

		India	1.16	0.000
		Jordan	0.86	0.000
Encourage anyone who is bothered by the situation to transfer to another part of the organization.	Spain	United States	-0.12	0.247
		Germany	-0.08	0.435
		South Africa	0.02	0.892
		France	-0.20	0.346
		India	1.08	0.000
		Jordan	0.78	0.000
Encourage anyone who is bothered by the situation to transfer to another part of the organization.	South Africa	United States	-0.14	0.259
		Germany	-0.10	0.424
		Spain	-0.02	0.892
		France	-0.22	0.329
		India	1.06	0.000
		Jordan	0.76	0.000
Encourage anyone who is bothered by the situation to transfer to another part of the organization.	France	United States	0.07	0.729
		Germany	0.12	0.575
		Spain	0.20	0.346
		South Africa	0.22	0.329
		India	1.28	0.000
		Jordan	0.98	0.000
Encourage anyone who is bothered by the situation to transfer to another part of the organization.	India	United States	-1.20	0.000
		Germany	-1.16	0.000
		Spain	-1.08	0.000
		South Africa	-1.06	0.000
		France	-1.28	0.000
		Jordan	-0.30	0.012
Encourage anyone who is bothered by the situation to transfer to another part of the organization.	Jordan	United States	-0.90	0.000
		Germany	-0.86	0.000
		Spain	-0.78	0.000
		South Africa	-0.76	0.000
		France	-0.98	0.000
		India	0.30	0.012
Punish anyone who disrupts the work in the aftermath of this situation.	United States	Germany	-0.13	0.321
		Spain	0.24	0.058
		South Africa	0.18	0.210

## Leadership across Differences

		France	1.10	0.000
		India	1.18	0.000
		Jordan	1.84	0.000
Punish anyone who disrupts the work in the aftermath of this situation.	Germany	United States	0.13	0.321
		Spain	0.37	0.002
		South Africa	0.31	0.027
		France	1.23	0.000
		India	1.31	0.000
		Jordan	1.97	0.000
Punish anyone who disrupts the work in the aftermath of this situation.	Spain	United States	-0.24	0.058
		Germany	-0.37	0.002
		South Africa	-0.06	0.678
		France	0.86	0.001
		India	0.94	0.000
		Jordan	1.60	0.000
Punish anyone who disrupts the work in the aftermath of this situation.	South Africa	United States	-0.18	0.210
		Germany	-0.31	0.027
		Spain	0.06	0.678
		France	0.92	0.000
		India	1.00	0.000
		Jordan	1.65	0.000
Punish anyone who disrupts the work in the aftermath of this situation.	France	United States	-1.10	0.000
		Germany	-1.23	0.000
		Spain	-0.86	0.001
		South Africa	-0.92	0.000
		India	0.08	0.754
		Jordan	0.73	0.005
Punish anyone who disrupts the work in the aftermath of this situation.	India	United States	-1.18	0.000
		Germany	-1.31	0.000
		Spain	-0.94	0.000
		South Africa	-1.00	0.000
		France	-0.08	0.754
		Jordan	0.66	0.000
Punish anyone who disrupts the work in the aftermath of this situation.	Jordan	United States	-1.84	0.000
		Germany	-1.97	0.000

## Leadership across Differences

		Spain	-1.60	0.000
		South Africa	-1.65	0.000
		France	-0.73	0.005
		India	-0.66	0.000
Work with members of different nationality groups to surface the differences so that they can better understand one another's point of view.	United States	Germany	-0.08	0.484
		Spain	-0.30	0.007
		South Africa	-0.02	0.879
		France	-0.08	0.722
		India	-0.58	0.000
		Jordan	-0.13	0.313
Work with members of different nationality groups to surface the differences so that they can better understand one another's point of view.	Germany	United States	0.08	0.484
		Spain	-0.22	0.039
		South Africa	0.06	0.625
		France	0.00	0.997
		India	-0.50	0.000
		Jordan	-0.05	0.697
Work with members of different nationality groups to surface the differences so that they can better understand one another's point of view.	Spain	United States	0.30	0.007
		Germany	0.22	0.039
		South Africa	0.28	0.021
		France	0.22	0.315
		India	-0.28	0.009
		Jordan	0.17	0.149
Work with members of different nationality groups to surface the differences so that they can better understand one another's point of view.	South Africa	United States	0.02	0.879
		Germany	-0.06	0.625
		Spain	-0.28	0.021
		France	-0.06	0.793
		India	-0.56	0.000
		Jordan	-0.11	0.423
Work with members of different nationality groups to surface the differences so that they can better understand one another's point of view.	France	United States	0.08	0.722

## Leadership across Differences

		Germany	0.00	0.997
		Spain	-0.22	0.315
		South Africa	0.06	0.793
		India	-0.50	0.025
		Jordan	-0.05	0.831
Work with members of different nationality groups to surface the differences so that they can better understand one another's point of view.	India	United States	0.58	0.000
		Germany	0.50	0.000
		Spain	0.28	0.009
		South Africa	0.56	0.000
		France	0.50	0.025
		Jordan	0.45	0.000
Work with members of different nationality groups to surface the differences so that they can better understand one another's point of view.	Jordan	United States	0.13	0.313
		Germany	0.05	0.697
		Spain	-0.17	0.149
		South Africa	0.11	0.423
		France	0.05	0.831
		India	-0.45	0.000
Encourage debate and discussion about what happened. <sup>a</sup>	United States	Germany	0.08	0.748
		Spain	0.01	0.955
		South Africa	0.42	0.006
		France	0.14	0.595
		Jordan	-0.21	0.157
Encourage debate and discussion about what happened. <sup>a</sup>	Germany	United States	-0.08	0.748
		Spain	-0.07	0.766
		South Africa	0.35	0.156
		France	0.07	0.842
		Jordan	-0.29	0.233
Encourage debate and discussion about what happened. <sup>a</sup>	Spain	United States	-0.01	0.955
		Germany	0.07	0.766
		South Africa	0.42	0.004
		France	0.13	0.607
		Jordan	-0.22	0.119
Encourage debate and discussion about what happened. <sup>a</sup>	South Africa	United States	-0.42	0.006
		Germany	-0.35	0.156
		Spain	-0.42	0.004

## Leadership across Differences

		France	-0.28	0.300
		Jordan	-0.64	0.000
Encourage debate and discussion about what happened. <sup>a</sup>	France	United States	-0.14	0.595
		Germany	-0.07	0.842
		Spain	-0.13	0.607
		South Africa	0.28	0.300
		Jordan	-0.36	0.189
Encourage debate and discussion about what happened. <sup>a</sup>	Jordan	United States	0.21	0.157
		Germany	0.29	0.233
		Spain	0.22	0.119
		South Africa	0.64	0.000
		France	0.36	0.189
Discourage the immigrants from expressing dissatisfaction with the English-only policy.	United States	Germany	-0.05	0.686
		Spain	-0.16	0.217
		South Africa	0.61	0.000
		France	0.19	0.467
		India	0.76	0.000
		Jordan	1.33	0.000
Discourage the immigrants from expressing dissatisfaction with the English-only policy.	Germany	United States	0.05	0.686
		Spain	-0.11	0.393
		South Africa	0.66	0.000
		France	0.24	0.345
		India	0.81	0.000
		Jordan	1.38	0.000
Discourage the immigrants from expressing dissatisfaction with the English-only policy.	Spain	United States	0.16	0.217
		Germany	0.11	0.393
		South Africa	0.77	0.000
		France	0.35	0.171
		India	0.92	0.000
		Jordan	1.49	0.000
Discourage the immigrants from expressing dissatisfaction with the English-only policy.	South Africa	United States	-0.61	0.000
		Germany	-0.66	0.000
		Spain	-0.77	0.000
		France	-0.42	0.115
		India	0.15	0.287
		Jordan	0.72	0.000



## Leadership across Differences

Discourage the immigrants from expressing dissatisfaction with the English-only policy.	France	United States	-0.19	0.467
		Germany	-0.24	0.345
		Spain	-0.35	0.171
		South Africa	0.42	0.115
		India	0.57	0.026
		Jordan	1.14	0.000
Discourage the immigrants from expressing dissatisfaction with the English-only policy.	India	United States	-0.76	0.000
		Germany	-0.81	0.000
		Spain	-0.92	0.000
		South Africa	-0.15	0.287
		France	-0.57	0.026
		Jordan	0.57	0.000
Discourage the immigrants from expressing dissatisfaction with the English-only policy.	Jordan	United States	-1.33	0.000
		Germany	-1.38	0.000
		Spain	-1.49	0.000
		South Africa	-0.72	0.000
		France	-1.14	0.000
		India	-0.57	0.000
Ask co-workers of the upset employees to try to get them to calm down.	United States	Germany	0.64	0.000
		Spain	1.12	0.000
		South Africa	0.82	0.000
		France	1.01	0.000
		India	1.08	0.000
		Jordan	1.70	0.000
Ask co-workers of the upset employees to try to get them to calm down.	Germany	United States	-0.64	0.000
		Spain	0.47	0.000
		South Africa	0.18	0.180
		France	0.37	0.114
		India	0.44	0.000
		Jordan	1.05	0.000
Ask co-workers of the upset employees to try to get them to calm down.	Spain	United States	-1.12	0.000
		Germany	-0.47	0.000
		South Africa	-0.30	0.021
		France	-0.10	0.664
		India	-0.03	0.758
		Jordan	0.58	0.000

## Leadership across Differences

Ask co-workers of the upset employees to try to get them to calm down.	South Africa	United States	-0.82	0.000
		Germany	-0.18	0.180
		Spain	0.30	0.021
		France	0.19	0.422
		India	0.26	0.045
		Jordan	0.88	0.000
Ask co-workers of the upset employees to try to get them to calm down.	France	United States	-1.01	0.000
		Germany	-0.37	0.114
		Spain	0.10	0.664
		South Africa	-0.19	0.422
		India	0.07	0.775
		Jordan	0.68	0.005
Ask co-workers of the upset employees to try to get them to calm down.	India	United States	-1.08	0.000
		Germany	-0.44	0.000
		Spain	0.03	0.758
		South Africa	-0.26	0.045
		France	-0.07	0.775
		Jordan	0.62	0.000
Ask co-workers of the upset employees to try to get them to calm down.	Jordan	United States	-1.70	0.000
		Germany	-1.05	0.000
		Spain	-0.58	0.000
		South Africa	-0.88	0.000
		France	-0.68	0.005
		India	-0.62	0.000
Inform the media about what is going on. <sup>a</sup>	United States	Germany	-0.10	0.502
		Spain	0.15	0.086
		South Africa	-0.10	0.381
		France	-0.05	0.791
		Jordan	0.52	0.000
Inform the media about what is going on. <sup>a</sup>	Germany	United States	0.10	0.502
		Spain	0.25	0.092
		South Africa	0.00	0.984
		France	0.06	0.788
		Jordan	0.62	0.000
Inform the media about what is going on. <sup>a</sup>	Spain	United States	-0.15	0.086

## Leadership across Differences

		Germany	-0.25	0.092
		South Africa	-0.25	0.029
		France	-0.19	0.252
		Jordan	0.37	0.000
Inform the media about what is going on. <sup>a</sup>	South Africa	United States	0.10	0.381
		Germany	0.00	0.984
		Spain	0.25	0.029
		France	0.06	0.751
		Jordan	0.62	0.000
Inform the media about what is going on. <sup>a</sup>	France	United States	0.05	0.791
		Germany	-0.06	0.788
		Spain	0.19	0.252
		South Africa	-0.06	0.751
		Jordan	0.56	0.001
Inform the media about what is going on. <sup>a</sup>	Jordan	United States	-0.52	0.000
		Germany	-0.62	0.000
		Spain	-0.37	0.000
		South Africa	-0.62	0.000
		France	-0.56	0.001
Redesign the work so that the different nationality groups will no longer have to interact with one another.	United States	Germany	0.18	0.126
		Spain	0.26	0.022
		South Africa	0.19	0.149
		France	-0.02	0.918
		India	1.34	0.000
		Jordan	0.97	0.000
Redesign the work so that the different nationality groups will no longer have to interact with one another.	Germany	United States	-0.18	0.126
		Spain	0.08	0.456
		South Africa	0.01	0.938
		France	-0.21	0.368
		India	1.16	0.000
		Jordan	0.79	0.000
Redesign the work so that the different nationality groups will no longer have to interact with one another.	Spain	United States	-0.26	0.022
		Germany	-0.08	0.456
		South Africa	-0.07	0.565
		France	-0.29	0.204

## Leadership across Differences

		India	1.08	0.000
		Jordan	0.71	0.000
Redesign the work so that the different nationality groups will no longer have to interact with one another.	South Africa	United States	-0.19	0.149
		Germany	-0.01	0.938
		Spain	0.07	0.565
		France	-0.22	0.361
		India	1.15	0.000
		Jordan	0.78	0.000
Redesign the work so that the different nationality groups will no longer have to interact with one another.	France	United States	0.02	0.918
		Germany	0.21	0.368
		Spain	0.29	0.204
		South Africa	0.22	0.361
		India	1.37	0.000
		Jordan	0.99	0.000
Redesign the work so that the different nationality groups will no longer have to interact with one another.	India	United States	-1.34	0.000
		Germany	-1.16	0.000
		Spain	-1.08	0.000
		South Africa	-1.15	0.000
		France	-1.37	0.000
		Jordan	-0.37	0.003
Redesign the work so that the different nationality groups will no longer have to interact with one another.	Jordan	United States	-0.97	0.000
		Germany	-0.79	0.000
		Spain	-0.71	0.000
		South Africa	-0.78	0.000
		France	-0.99	0.000
		India	0.37	0.003
Direct employees to stop the gossip and informal conversations.	United States	Germany	0.05	0.719
		Spain	0.14	0.266
		South Africa	0.50	0.001
		France	-0.03	0.901
		India	0.67	0.000
		Jordan	1.53	0.000
Direct employees to stop the gossip and informal conversations.	Germany	United States	-0.05	0.719

## Leadership across Differences

		Spain	0.10	0.436
		South Africa	0.46	0.002
		France	-0.08	0.754
		India	0.62	0.000
		Jordan	1.48	0.000
Direct employees to stop the gossip and informal conversations.	Spain	United States	-0.14	0.266
		Germany	-0.10	0.436
		South Africa	0.36	0.011
		France	-0.18	0.489
		India	0.53	0.000
		Jordan	1.39	0.000
Direct employees to stop the gossip and informal conversations.	South Africa	United States	-0.50	0.001
		Germany	-0.46	0.002
		Spain	-0.36	0.011
		France	-0.54	0.044
		India	0.17	0.250
		Jordan	1.03	0.000
Direct employees to stop the gossip and informal conversations.	France	United States	0.03	0.901
		Germany	0.08	0.754
		Spain	0.18	0.489
		South Africa	0.54	0.044
		India	0.70	0.006
		Jordan	1.57	0.000
Direct employees to stop the gossip and informal conversations.	India	United States	-0.67	0.000
		Germany	-0.62	0.000
		Spain	-0.53	0.000
		South Africa	-0.17	0.250
		France	-0.70	0.006
		Jordan	0.86	0.000
Direct employees to stop the gossip and informal conversations.	Jordan	United States	-1.53	0.000
		Germany	-1.48	0.000
		Spain	-1.39	0.000
		South Africa	-1.03	0.000
		France	-1.57	0.000
		India	-0.86	0.000
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	United States	Germany	-0.25	0.024
		Spain	-0.29	0.005
		South Africa	0.00	0.970

## Leadership across Differences

		France	-0.60	0.005
		India	-0.79	0.000
		Jordan	-0.27	0.025
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	Germany	United States	0.25	0.024
		Spain	-0.05	0.624
		South Africa	0.24	0.040
		France	-0.35	0.092
		India	-0.55	0.000
		Jordan	-0.02	0.835
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	Spain	United States	0.29	0.005
		Germany	0.05	0.624
		South Africa	0.29	0.011
		France	-0.30	0.144
		India	-0.50	0.000
		Jordan	0.02	0.824
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	South Africa	United States	0.00	0.970
		Germany	-0.24	0.040
		Spain	-0.29	0.011
		France	-0.59	0.006
		India	-0.79	0.000
		Jordan	-0.26	0.039
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	France	United States	0.60	0.005
		Germany	0.35	0.092
		Spain	0.30	0.144
		South Africa	0.59	0.006
		India	-0.20	0.344
		Jordan	0.33	0.127
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	India	United States	0.79	0.000
		Germany	0.55	0.000

## Leadership across Differences

		Spain	0.50	0.000
		South Africa	0.79	0.000
		France	0.20	0.344
		Jordan	0.52	0.000
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	Jordan	United States	0.27	0.025
		Germany	0.02	0.835
		Spain	-0.02	0.824
		South Africa	0.26	0.039
		France	-0.33	0.127
		India	-0.52	0.000
Insist that the immigrants apologize to those who were offended.	United States	Germany	0.14	0.294
		Spain	0.27	0.042
		South Africa	0.45	0.003
		France	0.96	0.000
		India	0.59	0.002
		Jordan	1.11	0.000
Insist that the immigrants apologize to those who were offended.	Germany	United States	-0.14	0.294
		Spain	0.13	0.315
		South Africa	0.30	0.038
		France	0.82	0.002
		India	0.45	0.016
		Jordan	0.96	0.000
Insist that the immigrants apologize to those who were offended.	Spain	United States	-0.27	0.042
		Germany	-0.13	0.315
		South Africa	0.18	0.213
		France	0.70	0.009
		India	0.32	0.080
		Jordan	0.84	0.000
Insist that the immigrants apologize to those who were offended.	South Africa	United States	-0.45	0.003
		Germany	-0.30	0.038
		Spain	-0.18	0.213
		France	0.52	0.060
		India	0.14	0.475
		Jordan	0.66	0.000
Insist that the immigrants	France	United States	-0.96	0.000

## Leadership across Differences

apologize to those who were offended.

Germany	-0.82	0.002
Spain	-0.70	0.009
South Africa	-0.52	0.060
India	-0.38	0.207
Jordan	0.14	0.603

Insist that the immigrants apologize to those who were offended.

India	United States	-0.59	0.002
	Germany	-0.45	0.016
	Spain	-0.32	0.080
	South Africa	-0.14	0.475
	France	0.38	0.207
	Jordan	0.52	0.008

Insist that the immigrants apologize to those who were offended.

Jordan	United States	-1.11	0.000
	Germany	-0.96	0.000
	Spain	-0.84	0.000
	South Africa	-0.66	0.000
	France	-0.14	0.603
	India	-0.52	0.008

Take legal action against those who do not follow the language policies.<sup>a</sup>

United States	Germany	0.28	0.173
	Spain	0.52	0.000
	South Africa	0.45	0.001
	France	-0.07	0.778
	Jordan	1.42	0.000

Take legal action against those who do not follow the language policies.<sup>a</sup>

Germany	United States	-0.28	0.173
	Spain	0.24	0.246
	South Africa	0.16	0.446
	France	-0.35	0.229
	Jordan	1.14	0.000

Take legal action against those who do not follow the language policies.<sup>a</sup>

Spain	United States	-0.52	0.000
	Germany	-0.24	0.246
	South Africa	-0.07	0.556
	France	-0.59	0.012
	Jordan	0.90	0.000

Take legal action against those who do not follow the language policies.<sup>a</sup>

South Africa	United States	-0.45	0.001
--------------	---------------	-------	-------



## Leadership across Differences

		Germany	-0.16	0.446
		Spain	0.07	0.556
		France	-0.51	0.035
		Jordan	0.97	0.000
Take legal action against those who do not follow the language policies. <sup>a</sup>	France	United States	0.07	0.778
		Germany	0.35	0.229
		Spain	0.59	0.012
		South Africa	0.51	0.035
		Jordan	1.49	0.000
Take legal action against those who do not follow the language policies. <sup>a</sup>	Jordan	United States	-1.42	0.000
		Germany	-1.14	0.000
		Spain	-0.90	0.000
		South Africa	-0.97	0.000
		France	-1.49	0.000
Apologize to the employees who were offended.	United States	Germany	-0.33	0.006
		Spain	-0.02	0.856
		South Africa	0.25	0.063
		France	0.41	0.080
		India	-0.03	0.799
		Jordan	0.50	0.000
Apologize to the employees who were offended.	Germany	United States	0.33	0.006
		Spain	0.31	0.006
		South Africa	0.58	0.000
		France	0.75	0.001
		India	0.30	0.010
		Jordan	0.83	0.000
Apologize to the employees who were offended.	Spain	United States	0.02	0.856
		Germany	-0.31	0.006
		South Africa	0.27	0.032
		France	0.43	0.061
		India	-0.01	0.932
		Jordan	0.52	0.000
Apologize to the employees who were offended.	South Africa	United States	-0.25	0.063
		Germany	-0.58	0.000
		Spain	-0.27	0.032
		France	0.16	0.505
		India	-0.28	0.031
		Jordan	0.25	0.084

## Leadership across Differences

Apologize to the employees who were offended.	France	United States	-0.41	0.080
		Germany	-0.75	0.001
		Spain	-0.43	0.061
		South Africa	-0.16	0.505
		India	-0.44	0.057
		Jordan	0.09	0.717
Apologize to the employees who were offended.	India	United States	0.03	0.799
		Germany	-0.30	0.010
		Spain	0.01	0.932
		South Africa	0.28	0.031
		France	0.44	0.057
		Jordan	0.53	0.000
Apologize to the employees who were offended.	Jordan	United States	-0.50	0.000
		Germany	-0.83	0.000
		Spain	-0.52	0.000
		South Africa	-0.25	0.084
		France	-0.09	0.717
		India	-0.53	0.000
Appoint a qualified person from the immigrant group to a supervisory job. <sup>a</sup>	United States	Germany	0.01	0.976
		Spain	-0.11	0.364
		South Africa	-0.65	0.000
		France	-0.07	0.770
		Jordan	0.64	0.000
Appoint a qualified person from the immigrant group to a supervisory job. <sup>a</sup>	Germany	United States	-0.01	0.976
		Spain	-0.12	0.584
		South Africa	-0.66	0.005
		France	-0.08	0.796
		Jordan	0.63	0.007
Appoint a qualified person from the immigrant group to a supervisory job. <sup>a</sup>	Spain	United States	0.11	0.364
		Germany	0.12	0.584
		South Africa	-0.54	0.000
		France	0.04	0.871
		Jordan	0.75	0.000
Appoint a qualified person from the immigrant group to a supervisory job. <sup>a</sup>	South Africa	United States	0.65	0.000
		Germany	0.66	0.005
		Spain	0.54	0.000

## Leadership across Differences

		France	0.58	0.027
		Jordan	1.29	0.000
Appoint a qualified person from the immigrant group to a supervisory job. <sup>a</sup>	France	United States	0.07	0.770
		Germany	0.08	0.796
		Spain	-0.04	0.871
		South Africa	-0.58	0.027
		Jordan	0.71	0.006
Appoint a qualified person from the immigrant group to a supervisory job. <sup>a</sup>	Jordan	United States	-0.64	0.000
		Germany	-0.63	0.007
		Spain	-0.75	0.000
		South Africa	-1.29	0.000
		France	-0.71	0.006
Initiate team-building exercises for members of different nationality groups.	United States	Germany	-0.23	0.064
		Spain	-0.08	0.479
		South Africa	-0.16	0.235
		France	0.07	0.783
		India	-0.43	0.000
		Jordan	0.12	0.361
Initiate team-building exercises for members of different nationality groups.	Germany	United States	0.23	0.064
		Spain	0.14	0.205
		South Africa	0.06	0.626
		France	0.29	0.214
		India	-0.21	0.075
		Jordan	0.35	0.007
Initiate team-building exercises for members of different nationality groups.	Spain	United States	0.08	0.479
		Germany	-0.14	0.205
		South Africa	-0.08	0.541
		France	0.15	0.522
		India	-0.35	0.002
		Jordan	0.21	0.103
Initiate team-building exercises for members of different nationality groups.	South Africa	United States	0.16	0.235
		Germany	-0.06	0.626
		Spain	0.08	0.541
		France	0.23	0.349
		India	-0.27	0.039

## Leadership across Differences

		Jordan	0.28	0.048
Initiate team-building exercises for France members of different nationality groups.		United States	-0.07	0.783
		Germany	-0.29	0.214
		Spain	-0.15	0.522
		South Africa	-0.23	0.349
		India	-0.50	0.034
		Jordan	0.06	0.811
Initiate team-building exercises for India members of different nationality groups.		United States	0.43	0.000
		Germany	0.21	0.075
		Spain	0.35	0.002
		South Africa	0.27	0.039
		France	0.50	0.034
		Jordan	0.55	0.000
Initiate team-building exercises for Jordan members of different nationality groups.		United States	-0.12	0.361
		Germany	-0.35	0.007
		Spain	-0.21	0.103
		South Africa	-0.28	0.048
		France	-0.06	0.811
		India	-0.55	0.000
Initiate coaching for the local employees.	United States	Germany	-0.36	0.003
		Spain	-0.27	0.019
		South Africa	0.06	0.652
		France	-0.07	0.780
		India	-0.76	0.000
		Jordan	0.42	0.002
Initiate coaching for the local employees.	Germany	United States	0.36	0.003
		Spain	0.09	0.443
		South Africa	0.42	0.001
		France	0.29	0.205
		India	-0.40	0.015
		Jordan	0.78	0.000
Initiate coaching for the local employees.	Spain	United States	0.27	0.019
		Germany	-0.09	0.443
		South Africa	0.33	0.008
		France	0.21	0.365
		India	-0.48	0.003
		Jordan	0.70	0.000

## Leadership across Differences

Initiate coaching for the local employees.	South Africa	United States	-0.06	0.652
		Germany	-0.42	0.001
		Spain	-0.33	0.008
		France	-0.13	0.598
		India	-0.82	0.000
		Jordan	0.36	0.011
Initiate coaching for the local employees.	France	United States	0.07	0.780
		Germany	-0.29	0.205
		Spain	-0.21	0.365
		South Africa	0.13	0.598
		India	-0.69	0.008
		Jordan	0.49	0.041
Initiate coaching for the local employees.	India	United States	0.76	0.000
		Germany	0.40	0.015
		Spain	0.48	0.003
		South Africa	0.82	0.000
		France	0.69	0.008
		Jordan	1.18	0.000
Initiate coaching for the local employees.	Jordan	United States	-0.42	0.002
		Germany	-0.78	0.000
		Spain	-0.70	0.000
		South Africa	-0.36	0.011
		France	-0.49	0.041
		India	-1.18	0.000
Develop a policy that threatens anyone with immediate termination for violating the English-only policy.	United States	Germany	-0.05	0.706
		Spain	0.15	0.237
		South Africa	0.33	0.019
		France	0.63	0.014
		India	2.33	0.000
		Jordan	0.95	0.000
Develop a policy that threatens anyone with immediate termination for violating the English-only policy.	Germany	United States	0.05	0.706
		Spain	0.19	0.100
		South Africa	0.38	0.006
		France	0.68	0.007
		India	2.37	0.000
		Jordan	1.00	0.000
Develop a policy that threatens	Spain	United States	-0.15	0.237

## Leadership across Differences

anyone with immediate termination for violating the English-only policy.

Germany	-0.19	0.100
South Africa	0.19	0.162
France	0.48	0.054
India	2.18	0.000
Jordan	0.80	0.000

Develop a policy that threatens anyone with immediate termination for violating the English-only policy.

South Africa

United States -0.33 0.019

Germany	-0.38	0.006
Spain	-0.19	0.162
France	0.29	0.259
India	1.99	0.000
Jordan	0.62	0.000

Develop a policy that threatens anyone with immediate termination for violating the English-only policy.

France

United States -0.63 0.014

Germany	-0.68	0.007
Spain	-0.48	0.054
South Africa	-0.29	0.259
India	1.70	0.000
Jordan	0.32	0.212

Develop a policy that threatens anyone with immediate termination for violating the English-only policy.

India

United States -2.33 0.000

Germany	-2.37	0.000
Spain	-2.18	0.000
South Africa	-1.99	0.000
France	-1.70	0.000
Jordan	-1.38	0.000

Develop a policy that threatens anyone with immediate termination for violating the English-only policy.

Jordan

United States -0.95 0.000

Germany	-1.00	0.000
Spain	-0.80	0.000
South Africa	-0.62	0.000
France	-0.32	0.212
India	1.38	0.000

Develop a policy that threatens anyone with legal action for violating the English-only policy in the workplace.<sup>a</sup>

United States

Germany 0.16 0.466

Spain 0.23 0.062

## Leadership across Differences

		South Africa	0.05	0.769
		France	0.30	0.237
		Jordan	1.12	0.000
Develop a policy that threatens anyone with legal action for violating the English-only policy in the workplace. <sup>a</sup>	Germany	United States	-0.16	0.466
		Spain	0.07	0.750
		South Africa	-0.11	0.655
		France	0.13	0.666
		Jordan	0.96	0.000
Develop a policy that threatens anyone with legal action for violating the English-only policy in the workplace. <sup>a</sup>	Spain	United States	-0.23	0.062
		Germany	-0.07	0.750
		South Africa	-0.18	0.280
		France	0.06	0.797
		Jordan	0.89	0.000
Develop a policy that threatens anyone with legal action for violating the English-only policy in the workplace. <sup>a</sup>	South Africa	United States	-0.05	0.769
		Germany	0.11	0.655
		Spain	0.18	0.280
		France	0.25	0.373
		Jordan	1.07	0.000
Develop a policy that threatens anyone with legal action for violating the English-only policy in the workplace. <sup>a</sup>	France	United States	-0.30	0.237
		Germany	-0.13	0.666
		Spain	-0.06	0.797
		South Africa	-0.25	0.373
		Jordan	0.83	0.001
Develop a policy that threatens anyone with legal action for violating the English-only policy in the workplace. <sup>a</sup>	Jordan	United States	-1.12	0.000
		Germany	-0.96	0.000
		Spain	-0.89	0.000
		South Africa	-1.07	0.000
		France	-0.83	0.001
Establish an independent office to handle such incidents.	United States	Germany	0.56	0.000
		Spain	-0.08	0.550
		South Africa	0.16	0.278

## Leadership across Differences

		France	0.28	0.267
		India	0.81	0.000
		Jordan	1.07	0.000
Establish an independent office to handle such incidents.	Germany	United States	-0.56	0.000
		Spain	-0.64	0.000
		South Africa	-0.41	0.004
		France	-0.28	0.263
		India	0.24	0.053
		Jordan	0.50	0.000
Establish an independent office to handle such incidents.	Spain	United States	0.08	0.550
		Germany	0.64	0.000
		South Africa	0.23	0.090
		France	0.36	0.152
		India	0.88	0.000
		Jordan	1.15	0.000
Establish an independent office to handle such incidents.	South Africa	United States	-0.16	0.278
		Germany	0.41	0.004
		Spain	-0.23	0.090
		France	0.12	0.634
		India	0.65	0.000
		Jordan	0.91	0.000
Establish an independent office to handle such incidents.	France	United States	-0.28	0.267
		Germany	0.28	0.263
		Spain	-0.36	0.152
		South Africa	-0.12	0.634
		India	0.52	0.037
		Jordan	0.79	0.003
Establish an independent office to handle such incidents.	India	United States	-0.81	0.000
		Germany	-0.24	0.053
		Spain	-0.88	0.000
		South Africa	-0.65	0.000
		France	-0.52	0.037
		Jordan	0.26	0.061
Establish an independent office to handle such incidents.	Jordan	United States	-1.07	0.000
		Germany	-0.50	0.000
		Spain	-1.15	0.000
		South Africa	-0.91	0.000
		France	-0.79	0.003
		India	-0.26	0.061
Stop hiring so many immigrants. <sup>a</sup>	United States	Germany	0.43	0.036



## Leadership across Differences

		Spain	0.31	0.007
		South Africa	1.00	0.000
		France	0.65	0.004
		Jordan	1.71	0.000
Stop hiring so many immigrants. <sup>a</sup>	Germany	United States	-0.43	0.036
		Spain	-0.12	0.554
		South Africa	0.57	0.006
		France	0.22	0.424
		Jordan	1.29	0.000
Stop hiring so many immigrants. <sup>a</sup>	Spain	United States	-0.31	0.007
		Germany	0.12	0.554
		South Africa	0.69	0.000
		France	0.34	0.127
		Jordan	1.40	0.000
Stop hiring so many immigrants. <sup>a</sup>	South Africa	United States	-1.00	0.000
		Germany	-0.57	0.006
		Spain	-0.69	0.000
		France	-0.35	0.133
		Jordan	0.71	0.000
Stop hiring so many immigrants. <sup>a</sup>	France	United States	-0.65	0.004
		Germany	-0.22	0.424
		Spain	-0.34	0.127
		South Africa	0.35	0.133
		Jordan	1.06	0.000
Stop hiring so many immigrants. <sup>a</sup>	Jordan	United States	-1.71	0.000
		Germany	-1.29	0.000
		Spain	-1.40	0.000
		South Africa	-0.71	0.000
		France	-1.06	0.000
Conduct a best practices survey to develop recommendations based on what other organizations do.	United States	Germany	0.03	0.799
		Spain	-0.17	0.141
		South Africa	-0.15	0.235
		France	-0.14	0.521
		India	-0.24	0.036
		Jordan	0.08	0.521
Conduct a best practices survey to develop recommendations based on what other organizations do.	Germany	United States	-0.03	0.799
		Spain	-0.19	0.070
		South Africa	-0.18	0.144
		France	-0.17	0.435
		India	-0.27	0.014
		Jordan	0.05	0.671

## Leadership across Differences

Conduct a best practices survey to develop recommendations based on what other organizations do.	Spain	United States	0.17	0.141
		Germany	0.19	0.070
		South Africa	0.01	0.923
		France	0.02	0.925
		India	-0.08	0.475
		Jordan	0.25	0.039
Conduct a best practices survey to develop recommendations based on what other organizations do.	South Africa	United States	0.15	0.235
		Germany	0.18	0.144
		Spain	-0.01	0.923
		France	0.01	0.969
		India	-0.09	0.481
		Jordan	0.24	0.084
Conduct a best practices survey to develop recommendations based on what other organizations do.	France	United States	0.14	0.521
		Germany	0.17	0.435
		Spain	-0.02	0.925
		South Africa	-0.01	0.969
		India	-0.10	0.665
		Jordan	0.23	0.323
Conduct a best practices survey to develop recommendations based on what other organizations do.	India	United States	0.24	0.036
		Germany	0.27	0.014
		Spain	0.08	0.475
		South Africa	0.09	0.481
		France	0.10	0.665
		Jordan	0.32	0.009
Conduct a best practices survey to develop recommendations based on what other organizations do.	Jordan	United States	-0.08	0.521
		Germany	-0.05	0.671
		Spain	-0.25	0.039
		South Africa	-0.24	0.084
		France	-0.23	0.323
		India	-0.32	0.009
Hold training programs to teach members of different nationality groups how to work together without disruption.	United States	Germany	-0.34	0.002
		Spain	-0.12	0.269
		South Africa	0.02	0.864
		France	-0.24	0.260

## Leadership across Differences

		India	-0.70	0.000
		Jordan	-0.19	0.124
Hold training programs to teach members of different nationality groups how to work together without disruption.	Germany	United States	0.34	0.002
		Spain	0.23	0.025
		South Africa	0.37	0.002
		France	0.11	0.617
		India	-0.35	0.001
		Jordan	0.16	0.175
Hold training programs to teach members of different nationality groups how to work together without disruption.	Spain	United States	0.12	0.269
		Germany	-0.23	0.025
		South Africa	0.14	0.229
		France	-0.12	0.557
		India	-0.58	0.000
		Jordan	-0.07	0.542
Hold training programs to teach members of different nationality groups how to work together without disruption.	South Africa	United States	-0.02	0.864
		Germany	-0.37	0.002
		Spain	-0.14	0.229
		France	-0.26	0.231
		India	-0.72	0.000
		Jordan	-0.21	0.108
Hold training programs to teach members of different nationality groups how to work together without disruption.	France	United States	0.24	0.260
		Germany	-0.11	0.617
		Spain	0.12	0.557
		South Africa	0.26	0.231
		India	-0.46	0.030
		Jordan	0.05	0.805
Hold training programs to teach members of different nationality groups how to work together without disruption.	India	United States	0.70	0.000
		Germany	0.35	0.001
		Spain	0.58	0.000
		South Africa	0.72	0.000
		France	0.46	0.030
		Jordan	0.51	0.000

## Leadership across Differences

Hold training programs to teach members of different nationality groups how to work together without disruption.	Jordan	United States	0.19	0.124
		Germany	-0.16	0.175
		Spain	0.07	0.542
		South Africa	0.21	0.108
		France	-0.05	0.805
		India	-0.51	0.000
Acknowledge the local employee's grievances. <sup>a</sup>	United States	Germany	-0.48	0.012
		Spain	-1.29	0.000
		South Africa	0.07	0.560
		France	-0.89	0.000
		Jordan	0.09	0.454
Acknowledge the local employee's grievances. <sup>a</sup>	Germany	United States	0.48	0.012
		Spain	-0.81	0.000
		South Africa	0.55	0.005
		France	-0.41	0.120
		Jordan	0.57	0.003
Acknowledge the local employee's grievances. <sup>a</sup>	Spain	United States	1.29	0.000
		Germany	0.81	0.000
		South Africa	1.37	0.000
		France	0.41	0.050
		Jordan	1.38	0.000
Acknowledge the local employee's grievances. <sup>a</sup>	South Africa	United States	-0.07	0.560
		Germany	-0.55	0.005
		Spain	-1.37	0.000
		France	-0.96	0.000
		Jordan	0.02	0.880
Acknowledge the local employee's grievances. <sup>a</sup>	France	United States	0.89	0.000
		Germany	0.41	0.120
		Spain	-0.41	0.050
		South Africa	0.96	0.000
		Jordan	0.98	0.000
Acknowledge the local employee's grievances. <sup>a</sup>	Jordan	United States	-0.09	0.454
		Germany	-0.57	0.003
		Spain	-1.38	0.000
		South Africa	-0.02	0.880
		France	-0.98	0.000
Redesign the work so that people	United States	Germany	0.56	0.000

## Leadership across Differences

from different nationality groups are working together on important tasks that require cooperation.

Spain	0.19	0.133
South Africa	-0.02	0.892
France	-0.06	0.804
India	-0.17	0.189
Jordan	0.13	0.360

Redesign the work so that people from different nationality groups are working together on important tasks that require cooperation.

Germany	United States	-0.56	0.000
	Spain	-0.37	0.003
	South Africa	-0.58	0.000
	France	-0.62	0.014
	India	-0.73	0.000
	Jordan	-0.43	0.003

Redesign the work so that people from different nationality groups are working together on important tasks that require cooperation.

Spain	United States	-0.19	0.133
	Germany	0.37	0.003
	South Africa	-0.21	0.125
	France	-0.26	0.309
	India	-0.36	0.003
	Jordan	-0.06	0.669

Redesign the work so that people from different nationality groups are working together on important tasks that require cooperation.

South Africa	United States	0.02	0.892
	Germany	0.58	0.000
	Spain	0.21	0.125
	France	-0.04	0.867
	India	-0.15	0.282
	Jordan	0.15	0.322

Redesign the work so that people from different nationality groups are working together on important tasks that require cooperation.

France	United States	0.06	0.804
	Germany	0.62	0.014
	Spain	0.26	0.309
	South Africa	0.04	0.867
	India	-0.11	0.670
	Jordan	0.20	0.450

Redesign the work so that people from different nationality groups are working together on important tasks that require cooperation.

India	United States	0.17	0.189
	Germany	0.73	0.000

## Leadership across Differences

		Spain	0.36	0.003
		South Africa	0.15	0.282
		France	0.11	0.670
		Jordan	0.30	0.029
Redesign the work so that people from different nationality groups are working together on important tasks that require cooperation.	Jordan	United States	-0.13	0.360
		Germany	0.43	0.003
		Spain	0.06	0.669
		South Africa	-0.15	0.322
		France	-0.20	0.450
		India	-0.30	0.029
Organize more meetings and social gatherings so that members of different nationality groups can get to know one another as individuals.	United States	Germany	-0.12	0.303
		Spain	0.05	0.681
		South Africa	0.04	0.756
		France	-0.49	0.032
		India	-0.37	0.001
		Jordan	0.13	0.299
Organize more meetings and social gatherings so that members of different nationality groups can get to know one another as individuals.	Germany	United States	0.12	0.303
		Spain	0.17	0.122
		South Africa	0.16	0.201
		France	-0.37	0.103
		India	-0.25	0.022
		Jordan	0.25	0.041
Organize more meetings and social gatherings so that members of different nationality groups can get to know one another as individuals.	Spain	United States	-0.05	0.681
		Germany	-0.17	0.122
		South Africa	-0.01	0.961
		France	-0.53	0.017
		India	-0.42	0.000
		Jordan	0.09	0.469
Organize more meetings and social gatherings so that members of different nationality groups can get to know one another as individuals.	South Africa	United States	-0.04	0.756
		Germany	-0.16	0.201

## Leadership across Differences

		Spain	0.01	0.961
		France	-0.53	0.023
		India	-0.41	0.001
		Jordan	0.09	0.496
Organize more meetings and social gatherings so that members of different nationality groups can get to know one another as individuals.	France	United States	0.49	0.032
		Germany	0.37	0.103
		Spain	0.53	0.017
		South Africa	0.53	0.023
		India	0.11	0.611
		Jordan	0.62	0.007
Organize more meetings and social gatherings so that members of different nationality groups can get to know one another as individuals.	India	United States	0.37	0.001
		Germany	0.25	0.022
		Spain	0.42	0.000
		South Africa	0.41	0.001
		France	-0.11	0.611
		Jordan	0.51	0.000
Organize more meetings and social gatherings so that members of different nationality groups can get to know one another as individuals.	Jordan	United States	-0.13	0.299
		Germany	-0.25	0.041
		Spain	-0.09	0.469
		South Africa	-0.09	0.496
		France	-0.62	0.007
		India	-0.51	0.000
Showcase areas of the organization where different nationality groups work together effectively. <sup>a</sup>	United States	Germany	-0.16	0.373
		Spain	0.31	0.002
		South Africa	0.03	0.830
		France	0.16	0.429
		Jordan	0.33	0.004
Showcase areas of the organization where different nationality groups work together effectively. <sup>a</sup>	Germany	United States	0.16	0.373
		Spain	0.47	0.008
		South Africa	0.19	0.316
		France	0.32	0.197

## Leadership across Differences

		Jordan	0.49	0.008
Showcase areas of the organization where different nationality groups work together effectively. <sup>a</sup>	Spain	United States	-0.31	0.002
		Germany	-0.47	0.008
		South Africa	-0.29	0.009
		France	-0.15	0.454
		Jordan	0.02	0.843
Showcase areas of the organization where different nationality groups work together effectively. <sup>a</sup>	South Africa	United States	-0.03	0.830
		Germany	-0.19	0.316
		Spain	0.29	0.009
		France	0.14	0.513
		Jordan	0.31	0.013
Showcase areas of the organization where different nationality groups work together effectively. <sup>a</sup>	France	United States	-0.16	0.429
		Germany	-0.32	0.197
		Spain	0.15	0.454
		South Africa	-0.14	0.513
		Jordan	0.17	0.410
Showcase areas of the organization where different nationality groups work together effectively. <sup>a</sup>	Jordan	United States	-0.33	0.004
		Germany	-0.49	0.008
		Spain	-0.02	0.843
		South Africa	-0.31	0.013
		France	-0.17	0.410
Establish a reward system for high-performing work groups where differences between nationality groups don't get in the way.	United States	Germany	0.41	0.002
		Spain	-0.24	0.061
		South Africa	0.04	0.798
		France	0.37	0.148
		India	0.31	0.019
		Jordan	1.00	0.000
Establish a reward system for high-performing work groups where differences between nationality groups don't get in the way.	Germany	United States	-0.41	0.002



## Leadership across Differences

		Spain	-0.65	0.000
		South Africa	-0.37	0.009
		France	-0.04	0.881
		India	-0.10	0.414
		Jordan	0.59	0.000
Establish a reward system for high-performing work groups where differences between nationality groups don't get in the way.	Spain	United States	0.24	0.061
		Germany	0.65	0.000
		South Africa	0.28	0.045
		France	0.61	0.015
		India	0.55	0.000
		Jordan	1.24	0.000
Establish a reward system for high-performing work groups where differences between nationality groups don't get in the way.	South Africa	United States	-0.04	0.798
		Germany	0.37	0.009
		Spain	-0.28	0.045
		France	0.34	0.203
		India	0.27	0.056
		Jordan	0.96	0.000
Establish a reward system for high-performing work groups where differences between nationality groups don't get in the way.	France	United States	-0.37	0.148
		Germany	0.04	0.881
		Spain	-0.61	0.015
		South Africa	-0.34	0.203
		India	-0.06	0.800
		Jordan	0.63	0.017
Establish a reward system for high-performing work groups where differences between nationality groups don't get in the way.	India	United States	-0.31	0.019
		Germany	0.10	0.414
		Spain	-0.55	0.000
		South Africa	-0.27	0.056
		France	0.06	0.800
		Jordan	0.69	0.000
Establish a reward system for high-performing work groups where differences between nationality groups don't get in the way.	Jordan	United States	-1.00	0.000

## Leadership across Differences

way.

		Germany	-0.59	0.000
		Spain	-1.24	0.000
		South Africa	-0.96	0.000
		France	-0.63	0.017
		India	-0.69	0.000
Make sure that all supervisors and managers are treating members of all nationality groups with respect on a daily basis.	United States	Germany	-0.04	0.725
		Spain	-0.11	0.261
		South Africa	0.03	0.824
		France	0.08	0.692
		India	-1.12	0.000
		Jordan	-0.18	0.097
Make sure that all supervisors and managers are treating members of all nationality groups with respect on a daily basis.	Germany	United States	0.04	0.725
		Spain	-0.07	0.426
		South Africa	0.06	0.578
		France	0.11	0.562
		India	-1.09	0.000
		Jordan	-0.15	0.165
Make sure that all supervisors and managers are treating members of all nationality groups with respect on a daily basis.	Spain	United States	0.11	0.261
		Germany	0.07	0.426
		South Africa	0.13	0.202
		France	0.19	0.336
		India	-1.01	0.000
		Jordan	-0.08	0.471
Make sure that all supervisors and managers are treating members of all nationality groups with respect on a daily basis.	South Africa	United States	-0.03	0.824
		Germany	-0.06	0.578
		Spain	-0.13	0.202
		France	0.05	0.791
		India	-1.15	0.000
		Jordan	-0.21	0.077
Make sure that all supervisors and managers are treating members of all nationality groups with respect on a daily basis.	France	United States	-0.08	0.692
		Germany	-0.11	0.562
		Spain	-0.19	0.336

## Leadership across Differences

		South Africa	-0.05	0.791
		India	-1.20	0.000
		Jordan	-0.26	0.194
Make sure that all supervisors and managers are treating members of all nationality groups with respect on a daily basis.	India	United States	1.12	0.000
		Germany	1.09	0.000
		Spain	1.01	0.000
		South Africa	1.15	0.000
		France	1.20	0.000
		Jordan	0.94	0.000
Make sure that all supervisors and managers are treating members of all nationality groups with respect on a daily basis.	Jordan	United States	0.18	0.097
		Germany	0.15	0.165
		Spain	0.08	0.471
		South Africa	0.21	0.077
		France	0.26	0.194
		India	-0.94	0.000
Develop policies and procedures to insure that all nationality groups are treated equally.	United States	Germany	-0.36	0.001
		Spain	-0.19	0.069
		South Africa	-0.02	0.894
		France	0.01	0.965
		India	-0.97	0.000
		Jordan	-0.19	0.118
Develop policies and procedures to insure that all nationality groups are treated equally.	Germany	United States	0.36	0.001
		Spain	0.16	0.112
		South Africa	0.34	0.004
		France	0.37	0.084
		India	-0.62	0.000
		Jordan	0.17	0.160
Develop policies and procedures to insure that all nationality groups are treated equally.	Spain	United States	0.19	0.069
		Germany	-0.16	0.112
		South Africa	0.18	0.123
		France	0.20	0.332
		India	-0.78	0.000
		Jordan	0.00	0.977
Develop policies and procedures to insure that all nationality groups	South Africa	United States	0.02	0.894

## Leadership across Differences

are treated equally.

Germany	-0.34	0.004
Spain	-0.18	0.123
France	0.03	0.906
India	-0.96	0.000
Jordan	-0.17	0.178

Develop policies and procedures to insure that all nationality groups are treated equally. France

United States	-0.01	0.965
---------------	-------	-------

Germany	-0.37	0.084
Spain	-0.20	0.332
South Africa	-0.03	0.906
India	-0.98	0.000
Jordan	-0.20	0.358

Develop policies and procedures to insure that all nationality groups are treated equally. India

United States	0.97	0.000
---------------	------	-------

Germany	0.62	0.000
Spain	0.78	0.000
South Africa	0.96	0.000
France	0.98	0.000
Jordan	0.78	0.000

Develop policies and procedures to insure that all nationality groups are treated equally. Jordan

United States	0.19	0.118
---------------	------	-------

Germany	-0.17	0.160
Spain	0.00	0.977
South Africa	0.17	0.178
France	0.20	0.358
India	-0.78	0.000

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization. United States

Germany	-0.53	0.000
---------	-------	-------

Spain	-0.25	0.033
South Africa	-0.10	0.439
France	-0.36	0.125
India	-0.76	0.000
Jordan	-0.12	0.343

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization. Germany

United States	0.53	0.000
---------------	------	-------

Spain	0.29	0.009
South Africa	0.43	0.001
France	0.17	0.459
India	-0.23	0.046
Jordan	0.41	0.001

## Leadership across Differences

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	Spain	United States	0.25	0.033
		Germany	-0.29	0.009
		South Africa	0.14	0.251
		France	-0.12	0.617
		India	-0.51	0.000
		Jordan	0.12	0.325
Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	South Africa	United States	0.10	0.439
		Germany	-0.43	0.001
		Spain	-0.14	0.251
		France	-0.26	0.282
		India	-0.66	0.000
		Jordan	-0.02	0.876
Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	France	United States	0.36	0.125
		Germany	-0.17	0.459
		Spain	0.12	0.617
		South Africa	0.26	0.282
		India	-0.40	0.087
		Jordan	0.24	0.323
Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	India	United States	0.76	0.000
		Germany	0.23	0.046
		Spain	0.51	0.000
		South Africa	0.66	0.000
		France	0.40	0.087
		Jordan	0.63	0.000
Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	Jordan	United States	0.12	0.343
		Germany	-0.41	0.001
		Spain	-0.12	0.325
		South Africa	0.02	0.876
		France	-0.24	0.323
		India	-0.63	0.000
Privately warn the immigrant workers that this is unacceptable behavior.	United States	Germany	-0.71	0.000

## Leadership across Differences

		Spain	0.29	0.034
		South Africa	0.46	0.003
		France	1.28	0.000
		India	0.60	0.002
		Jordan	1.27	0.000
Privately warn the immigrant workers that this is unacceptable behavior.	Germany	United States	0.71	0.000
		Spain	0.99	0.000
		South Africa	1.17	0.000
		France	1.98	0.000
		India	1.31	0.000
		Jordan	1.98	0.000
Privately warn the immigrant workers that this is unacceptable behavior.	Spain	United States	-0.29	0.034
		Germany	-0.99	0.000
		South Africa	0.17	0.236
		France	0.99	0.000
		India	0.31	0.092
		Jordan	0.99	0.000
Privately warn the immigrant workers that this is unacceptable behavior.	South Africa	United States	-0.46	0.003
		Germany	-1.17	0.000
		Spain	-0.17	0.236
		France	0.82	0.003
		India	0.14	0.479
		Jordan	0.81	0.000
Privately warn the immigrant workers that this is unacceptable behavior.	France	United States	-1.28	0.000
		Germany	-1.98	0.000
		Spain	-0.99	0.000
		South Africa	-0.82	0.003
		India	-0.67	0.025
		Jordan	0.00	0.993
Privately warn the immigrant workers that this is unacceptable behavior.	India	United States	-0.60	0.002
		Germany	-1.31	0.000
		Spain	-0.31	0.092
		South Africa	-0.14	0.479
		France	0.67	0.025
		Jordan	0.67	0.001
Privately warn the immigrant workers that this is unacceptable behavior.	Jordan	United States	-1.27	0.000

## Leadership across Differences

behavior.

		Germany	-1.98	0.000
		Spain	-0.99	0.000
		South Africa	-0.81	0.000
		France	0.00	0.993
		India	-0.67	0.001
Educate employees that speaking any language other than English is unacceptable behavior in the workplace. <sup>a</sup>	United States	Germany	-0.23	0.384
		Spain	-0.18	0.220
		South Africa	0.44	0.012
		France	0.48	0.108
		Jordan	0.74	0.000
Educate employees that speaking any language other than English is unacceptable behavior in the workplace. <sup>a</sup>	Germany	United States	0.23	0.384
		Spain	0.05	0.857
		South Africa	0.67	0.014
		France	0.71	0.052
		Jordan	0.97	0.000
Educate employees that speaking any language other than English is unacceptable behavior in the workplace. <sup>a</sup>	Spain	United States	0.18	0.220
		Germany	-0.05	0.857
		South Africa	0.62	0.000
		France	0.66	0.023
		Jordan	0.93	0.000
Educate employees that speaking any language other than English is unacceptable behavior in the workplace. <sup>a</sup>	South Africa	United States	-0.44	0.012
		Germany	-0.67	0.014
		Spain	-0.62	0.000
		France	0.05	0.881
		Jordan	0.31	0.090
Educate employees that speaking any language other than English is unacceptable behavior in the workplace. <sup>a</sup>	France	United States	-0.48	0.108
		Germany	-0.71	0.052
		Spain	-0.66	0.023
		South Africa	-0.05	0.881
		Jordan	0.26	0.391
Educate employees that speaking	Jordan	United States	-0.74	0.000

## Leadership across Differences

any language other than English is unacceptable behavior in the workplace.<sup>a</sup>

Germany	-0.97	0.000
Spain	-0.93	0.000
South Africa	-0.31	0.090
France	-0.26	0.391

*Note.* Only participants from the United States, Germany, Spain, South Africa, France, India, and Jordan responded to Immigration Question.

<sup>a</sup>Participants from India did not respond to these items.

### *Who Should Be Involved*

Respondents provided ratings of the extent to which different groups or individuals should be involved in addressing a situation similar to that presented in the scenario. Ratings were made on a five-point scale where 1 = To a very great extent, 2 = To a great extent, 3 = To some extent, 4 = To a little extent, and 5 = Not at all. Table 24 provides the mean rating and standard deviation overall as well as for each country. Also included in the table is the F-statistic for each response (\* indicates  $p < 0.05$ , \*\* indicates  $p < 0.01$ , \*\*\* indicates  $p < 0.001$ ), indicating whether or not the differences between the ratings from each country are statistically significant.

**Table 24. Descriptive Statistics and ANOVA Test of Whom to Involve Responses of Immigration Scenario**

Whom to Involve	Country	N	Mean	sd	F
Human resources	TOTAL	597	1.85	1.21	14.98***
	United States	139	2.14	1.38	
	Germany	32	1.38	0.49	
	Spain	189	1.52	0.81	
	South Africa	104	1.59	1.01	
	France	23	1.52	0.85	
	Jordan	110	2.52	1.55	
	Senior executives	TOTAL	594	2.68	1.36
United States		138	2.80	1.48	
Germany		32	3.53	1.14	
Spain		188	2.48	1.24	
South Africa		104	2.85	1.41	
France		22	2.05	1.05	
Jordan		110	2.56	1.32	
Immediate supervisor(s)		TOTAL	598	1.68	0.99



## Leadership across Differences

	United States	139	1.60	1.00	
	Germany	33	2.88	1.63	
	Spain	189	1.61	0.78	
	South Africa	104	1.53	0.82	
	France	23	1.70	0.76	
	Jordan	110	1.65	1.02	
A spokesperson for the local employees	TOTAL	598	2.73	1.38	8.95***
	United States	139	3.32	1.41	
	Germany	33	3.03	1.74	
	Spain	189	2.52	1.21	
	South Africa	104	2.58	1.35	
	France	23	2.87	1.39	
	Jordan	110	2.34	1.29	
A spokesperson for the immigrants	TOTAL	598	2.69	1.39	5.34***
	United States	139	3.18	1.46	
	Germany	33	2.73	1.63	
	Spain	189	2.48	1.20	
	South Africa	104	2.65	1.41	
	France	23	2.87	1.39	
	Jordan	110	2.43	1.40	
Others in the department	TOTAL	596	3.53	1.22	2.46*
	United States	139	3.52	1.36	
	Germany	33	4.12	0.93	
	Spain	189	3.38	1.07	
	South Africa	104	3.51	1.26	
	France	22	3.82	1.10	
	Jordan	109	3.57	1.29	
The union	TOTAL	596	3.73	1.33	5.48***
	United States	138	3.89	1.36	
	Germany	32	4.25	1.24	
	Spain	189	3.37	1.28	
	South Africa	104	3.70	1.35	
	France	23	4.30	1.06	
	Jordan	110	3.88	1.31	
An external consultant	TOTAL	593	3.93	1.23	1.63
	United States	137	3.72	1.38	
	Germany	33	3.82	1.45	
	Spain	187	3.98	1.10	
	South Africa	103	3.96	1.19	
	France	23	3.83	1.37	
	Jordan	110	4.14	1.16	
The government	TOTAL	594	4.48	1.01	5.47***
	United States	139	4.63	0.84	

## Leadership across Differences

	Germany	32	4.91	0.30	
	Spain	188	4.49	0.93	
	South Africa	103	4.50	0.98	
	France	23	4.65	0.78	
	Jordan	109	4.08	1.37	
An advocacy group	TOTAL	593	4.18	1.12	4.32**
	United States	138	4.29	1.11	
	Germany	32	4.19	1.20	
	Spain	187	4.02	1.08	
	South Africa	103	4.45	0.99	
	France	23	4.74	0.69	
	Jordan	110	3.96	1.27	
A professional organization for food processing employees	TOTAL	592	3.98	1.21	10.49***
	United States	137	4.11	1.23	
	Germany	33	4.00	1.15	
	Spain	187	4.14	0.99	
	South Africa	103	4.07	1.24	
	France	23	4.65	0.78	
	Jordan	109	3.28	1.35	
Respected community leaders	TOTAL	596	3.99	1.23	5.88***
	United States	139	4.16	1.19	
	Germany	33	4.64	0.55	
	Spain	188	3.94	1.15	
	South Africa	103	4.18	1.22	
	France	23	3.52	1.56	
	Jordan	110	3.62	1.34	
A mediator	TOTAL	590	3.38	1.39	1.06
	United States	136	3.46	1.46	
	Germany	33	3.52	1.56	
	Spain	188	3.31	1.32	
	South Africa	104	3.27	1.38	
	France	22	3.00	1.54	
	Jordan	107	3.56	1.37	
The board	TOTAL	592	3.46	1.40	15.28***
	United States	136	3.74	1.38	
	Germany	33	4.33	0.92	
	Spain	189	3.57	1.28	
	South Africa	103	3.67	1.35	
	France	23	2.39	1.37	
	Jordan	108	2.69	1.39	
The English speaking employees	TOTAL	589	2.81	1.40	1.11
	United States	136	2.73	1.47	
	Germany	33	3.15	1.58	
	Spain	188	2.72	1.32	

## Leadership across Differences

	South Africa	103	2.97	1.47	
	France	22	3.09	1.54	
	Jordan	107	2.77	1.30	
The non-English speaking employees	TOTAL	594	2.83	1.43	2.85*
	United States	136	2.65	1.46	
	Germany	33	3.00	1.58	
	Spain	189	2.65	1.33	
	South Africa	103	3.22	1.48	
	France	23	3.04	1.52	
	Jordan	110	2.90	1.38	
The individuals directly involved in the situation	TOTAL	590	1.75	1.07	2.02
	United States	136	1.73	1.15	
	Germany	33	1.58	1.03	
	Spain	188	1.78	1.04	
	South Africa	103	1.54	0.94	
	France	22	1.73	0.70	
	Jordan	108	1.98	1.17	
A respected religious leader	TOTAL	593	4.30	1.13	10.60***
	United States	138	4.44	1.07	
	Germany	33	4.64	0.82	
	Spain	188	4.38	1.00	
	South Africa	103	4.53	0.96	
	France	23	4.48	1.04	
	Jordan	108	3.63	1.41	
A lawyer, legal office, or legal counsel	TOTAL	590	4.16	1.14	6.77***
	United States	138	3.70	1.39	
	Germany	32	4.53	0.84	
	Spain	185	4.35	0.95	
	South Africa	103	4.27	1.05	
	France	23	4.26	1.18	
	Jordan	109	4.19	1.08	

In order to further explore country-level differences, we conducted post hoc tests using the least squared differences method. The results from these comparisons are presented in Table 25.

**Table 25. Post Hoc Tests of Immigration Scenario Whom to Involve between Countries**

Whom to Involve	Country (I)	Comparison Country (J)	Mean Difference (I-J)	Sig.
Human resources	United States	Germany	0.77	0.001
		Spain	0.62	0.000
		South Africa	0.56	0.000
		France	0.62	0.016
		Jordan	-0.37	0.011
Human resources	Germany	United States	-0.77	0.001
		Spain	-0.15	0.497
		South Africa	-0.21	0.361
		France	-0.15	0.639
		Jordan	-1.14	0.000
Human resources	Spain	United States	-0.62	0.000
		Germany	0.15	0.497
		South Africa	-0.06	0.654
		France	0.00	0.993
		Jordan	-0.99	0.000
Human resources	South Africa	United States	-0.56	0.000
		Germany	0.21	0.361
		Spain	0.06	0.654
		France	0.06	0.806
		Jordan	-0.93	0.000
Human resources	France	United States	-0.62	0.016
		Germany	0.15	0.639
		Spain	0.00	0.993
		South Africa	-0.06	0.806
		Jordan	-1.00	0.000
Human resources	Jordan	United States	0.37	0.011
		Germany	1.14	0.000
		Spain	0.99	0.000
		South Africa	0.93	0.000
		France	1.00	0.000
Senior executives	United States	Germany	-0.73	0.006
		Spain	0.32	0.033
		South Africa	-0.04	0.809
		France	0.76	0.013
		Jordan	0.24	0.159
Senior executives	Germany	United States	0.73	0.006
		Spain	1.05	0.000
		South Africa	0.69	0.011
		France	1.49	0.000

## Leadership across Differences

		Jordan	0.97	0.000
Senior executives	Spain	United States	-0.32	0.033
		Germany	-1.05	0.000
		South Africa	-0.36	0.027
		France	0.44	0.145
		Jordan	-0.08	0.619
Senior executives	South Africa	United States	0.04	0.809
		Germany	-0.69	0.011
		Spain	0.36	0.027
		France	0.80	0.011
		Jordan	0.28	0.122
Senior executives	France	United States	-0.76	0.013
		Germany	-1.49	0.000
		Spain	-0.44	0.145
		South Africa	-0.80	0.011
		Jordan	-0.52	0.097
Senior executives	Jordan	United States	-0.24	0.159
		Germany	-0.97	0.000
		Spain	0.08	0.619
		South Africa	-0.28	0.122
		France	0.52	0.097
Immediate supervisor(s)	United States	Germany	-1.27	0.000
		Spain	0.00	0.969
		South Africa	0.08	0.539
		France	-0.09	0.669
		Jordan	-0.05	0.678
Immediate supervisor(s)	Germany	United States	1.27	0.000
		Spain	1.27	0.000
		South Africa	1.35	0.000
		France	1.18	0.000
		Jordan	1.22	0.000
Immediate supervisor(s)	Spain	United States	0.00	0.969
		Germany	-1.27	0.000
		South Africa	0.08	0.492
		France	-0.09	0.677
		Jordan	-0.05	0.685
Immediate supervisor(s)	South Africa	United States	-0.08	0.539
		Germany	-1.35	0.000
		Spain	-0.08	0.492
		France	-0.17	0.445
		Jordan	-0.13	0.332
Immediate supervisor(s)	France	United States	0.09	0.669

## Leadership across Differences

		Germany	-1.18	0.000
		Spain	0.09	0.677
		South Africa	0.17	0.445
		Jordan	0.04	0.850
Immediate supervisor(s)	Jordan	United States	0.05	0.678
		Germany	-1.22	0.000
		Spain	0.05	0.685
		South Africa	0.13	0.332
		France	-0.04	0.850
A spokesperson for the local employees	United States	Germany	0.29	0.257
		Spain	0.80	0.000
		South Africa	0.75	0.000
		France	0.45	0.132
		Jordan	0.99	0.000
A spokesperson for the local employees	Germany	United States	-0.29	0.257
		Spain	0.51	0.045
		South Africa	0.45	0.090
		France	0.16	0.658
		Jordan	0.69	0.009
A spokesperson for the local employees	Spain	United States	-0.80	0.000
		Germany	-0.51	0.045
		South Africa	-0.05	0.745
		France	-0.35	0.242
		Jordan	0.19	0.243
A spokesperson for the local employees	South Africa	United States	-0.75	0.000
		Germany	-0.45	0.090
		Spain	0.05	0.745
		France	-0.29	0.342
		Jordan	0.24	0.189
A spokesperson for the local employees	France	United States	-0.45	0.132
		Germany	-0.16	0.658
		Spain	0.35	0.242
		South Africa	0.29	0.342
		Jordan	0.53	0.082
A spokesperson for the local employees	Jordan	United States	-0.99	0.000
		Germany	-0.69	0.009
		Spain	-0.19	0.243
		South Africa	-0.24	0.189
		France	-0.53	0.082

## Leadership across Differences

A spokesperson for the immigrants	United States	Germany	0.45	0.089
		Spain	0.70	0.000
		South Africa	0.53	0.003
		France	0.31	0.315
		Jordan	0.75	0.000
A spokesperson for the immigrants	Germany	United States	-0.45	0.089
		Spain	0.25	0.342
		South Africa	0.07	0.789
		France	-0.14	0.702
		Jordan	0.30	0.270
A spokesperson for the immigrants	Spain	United States	-0.70	0.000
		Germany	-0.25	0.342
		South Africa	-0.17	0.303
		France	-0.39	0.200
		Jordan	0.05	0.742
A spokesperson for the immigrants	South Africa	United States	-0.53	0.003
		Germany	-0.07	0.789
		Spain	0.17	0.303
		France	-0.22	0.495
		Jordan	0.23	0.227
A spokesperson for the immigrants	France	United States	-0.31	0.315
		Germany	0.14	0.702
		Spain	0.39	0.200
		South Africa	0.22	0.495
		Jordan	0.44	0.160
A spokesperson for the immigrants	Jordan	United States	-0.75	0.000
		Germany	-0.30	0.270
		Spain	-0.05	0.742
		South Africa	-0.23	0.227
		France	-0.44	0.160
Others in the department	United States	Germany	-0.60	0.010
		Spain	0.14	0.294
		South Africa	0.01	0.958
		France	-0.30	0.281
		Jordan	-0.05	0.743
Others in the department	Germany	United States	0.60	0.010
		Spain	0.75	0.001
		South Africa	0.61	0.012
		France	0.30	0.365
		Jordan	0.55	0.022
Others in the department	Spain	United States	-0.14	0.294
		Germany	-0.75	0.001

## Leadership across Differences

		South Africa	-0.13	0.366
		France	-0.44	0.106
		Jordan	-0.19	0.186
Others in the department	South Africa	United States	-0.01	0.958
		Germany	-0.61	0.012
		Spain	0.13	0.366
		France	-0.31	0.279
		Jordan	-0.06	0.722
Others in the department	France	United States	0.30	0.281
		Germany	-0.30	0.365
		Spain	0.44	0.106
		South Africa	0.31	0.279
		Jordan	0.25	0.380
Others in the department	Jordan	United States	0.05	0.743
		Germany	-0.55	0.022
		Spain	0.19	0.186
		South Africa	0.06	0.722
		France	-0.25	0.380
The union	United States	Germany	-0.36	0.163
		Spain	0.52	0.000
		South Africa	0.19	0.265
		France	-0.41	0.161
		Jordan	0.01	0.955
The union	Germany	United States	0.36	0.163
		Spain	0.88	0.000
		South Africa	0.55	0.039
		France	-0.05	0.879
		Jordan	0.37	0.162
The union	Spain	United States	-0.52	0.000
		Germany	-0.88	0.000
		South Africa	-0.33	0.038
		France	-0.93	0.001
		Jordan	-0.51	0.001
The union	South Africa	United States	-0.19	0.265
		Germany	-0.55	0.039
		Spain	0.33	0.038
		France	-0.60	0.046
		Jordan	-0.18	0.315
The union	France	United States	0.41	0.161
		Germany	0.05	0.879
		Spain	0.93	0.001
		South Africa	0.60	0.046
		Jordan	0.42	0.159



## Leadership across Differences

The union	Jordan	United States	-0.01	0.955
		Germany	-0.37	0.162
		Spain	0.51	0.001
		South Africa	0.18	0.315
		France	-0.42	0.159
An external consultant	United States	Germany	-0.10	0.665
		Spain	-0.26	0.056
		South Africa	-0.25	0.124
		France	-0.11	0.688
		Jordan	-0.42	0.007
An external consultant	Germany	United States	0.10	0.665
		Spain	-0.16	0.488
		South Africa	-0.14	0.560
		France	-0.01	0.981
		Jordan	-0.32	0.191
An external consultant	Spain	United States	0.26	0.056
		Germany	0.16	0.488
		South Africa	0.02	0.908
		France	0.15	0.573
		Jordan	-0.16	0.284
An external consultant	South Africa	United States	0.25	0.124
		Germany	0.14	0.560
		Spain	-0.02	0.908
		France	0.14	0.633
		Jordan	-0.18	0.297
An external consultant	France	United States	0.11	0.688
		Germany	0.01	0.981
		Spain	-0.15	0.573
		South Africa	-0.14	0.633
		Jordan	-0.31	0.270
An external consultant	Jordan	United States	0.42	0.007
		Germany	0.32	0.191
		Spain	0.16	0.284
		South Africa	0.18	0.297
		France	0.31	0.270
The government	United States	Germany	-0.28	0.149
		Spain	0.13	0.236
		South Africa	0.12	0.347
		France	-0.03	0.906
		Jordan	0.54	0.000
The government	Germany	United States	0.28	0.149
		Spain	0.41	0.030

## Leadership across Differences

		South Africa	0.40	0.045
		France	0.25	0.348
		Jordan	0.82	0.000
The government	Spain	United States	-0.13	0.236
		Germany	-0.41	0.030
		South Africa	-0.01	0.933
		France	-0.16	0.471
		Jordan	0.41	0.001
The government	South Africa	United States	-0.12	0.347
		Germany	-0.40	0.045
		Spain	0.01	0.933
		France	-0.15	0.519
		Jordan	0.42	0.002
The government	France	United States	0.03	0.906
		Germany	-0.25	0.348
		Spain	0.16	0.471
		South Africa	0.15	0.519
		Jordan	0.57	0.012
The government	Jordan	United States	-0.54	0.000
		Germany	-0.82	0.000
		Spain	-0.41	0.001
		South Africa	-0.42	0.002
		France	-0.57	0.012
An advocacy group	United States	Germany	0.10	0.637
		Spain	0.27	0.028
		South Africa	-0.16	0.276
		France	-0.45	0.071
		Jordan	0.33	0.021
An advocacy group	Germany	United States	-0.10	0.637
		Spain	0.17	0.417
		South Africa	-0.26	0.247
		France	-0.55	0.068
		Jordan	0.22	0.313
An advocacy group	Spain	United States	-0.27	0.028
		Germany	-0.17	0.417
		South Africa	-0.43	0.002
		France	-0.72	0.003
		Jordan	0.05	0.693
An advocacy group	South Africa	United States	0.16	0.276
		Germany	0.26	0.247
		Spain	0.43	0.002
		France	-0.29	0.251
		Jordan	0.48	0.002

## Leadership across Differences

An advocacy group	France	United States	0.45	0.071
		Germany	0.55	0.068
		Spain	0.72	0.003
		South Africa	0.29	0.251
		Jordan	0.78	0.002
An advocacy group	Jordan	United States	-0.33	0.021
		Germany	-0.22	0.313
		Spain	-0.05	0.693
		South Africa	-0.48	0.002
		France	-0.78	0.002
A professional organization for food processing employees	United States	Germany	0.11	0.628
		Spain	-0.03	0.790
		South Africa	0.04	0.785
		France	-0.54	0.039
		Jordan	0.83	0.000
A professional organization for food processing employees	Germany	United States	-0.11	0.628
		Spain	-0.14	0.512
		South Africa	-0.07	0.771
		France	-0.65	0.040
		Jordan	0.72	0.002
A professional organization for food processing employees	Spain	United States	0.03	0.790
		Germany	0.14	0.512
		South Africa	0.08	0.593
		France	-0.51	0.049
		Jordan	0.86	0.000
A professional organization for food processing employees	South Africa	United States	-0.04	0.785
		Germany	0.07	0.771
		Spain	-0.08	0.593
		France	-0.58	0.030
		Jordan	0.78	0.000
A professional organization for food processing employees	France	United States	0.54	0.039
		Germany	0.65	0.040
		Spain	0.51	0.049
		South Africa	0.58	0.030
		Jordan	1.37	0.000
A professional organization for food processing employees	Jordan	United States	-0.83	0.000
		Germany	-0.72	0.002
		Spain	-0.86	0.000

## Leadership across Differences

		South Africa	-0.78	0.000
		France	-1.37	0.000
Respected community leaders	United States	Germany	-0.48	0.040
		Spain	0.22	0.099
		South Africa	-0.03	0.867
		France	0.64	0.019
		Jordan	0.54	0.000
Respected community leaders	Germany	United States	0.48	0.040
		Spain	0.70	0.002
		South Africa	0.45	0.060
		France	1.11	0.001
		Jordan	1.02	0.000
Respected community leaders	Spain	United States	-0.22	0.099
		Germany	-0.70	0.002
		South Africa	-0.25	0.092
		France	0.41	0.119
		Jordan	0.32	0.028
Respected community leaders	South Africa	United States	0.03	0.867
		Germany	-0.45	0.060
		Spain	0.25	0.092
		France	0.66	0.017
		Jordan	0.57	0.001
Respected community leaders	France	United States	-0.64	0.019
		Germany	-1.11	0.001
		Spain	-0.41	0.119
		South Africa	-0.66	0.017
		Jordan	-0.10	0.726
Respected community leaders	Jordan	United States	-0.54	0.000
		Germany	-1.02	0.000
		Spain	-0.32	0.028
		South Africa	-0.57	0.001
		France	0.10	0.726
A mediator	United States	Germany	-0.05	0.848
		Spain	0.15	0.342
		South Africa	0.19	0.286
		France	0.46	0.149
		Jordan	-0.10	0.589
A mediator	Germany	United States	0.05	0.848
		Spain	0.20	0.445
		South Africa	0.25	0.378
		France	0.52	0.180
		Jordan	-0.05	0.870

## Leadership across Differences

A mediator	Spain	United States	-0.15	0.342
		Germany	-0.20	0.445
		South Africa	0.04	0.794
		France	0.31	0.318
		Jordan	-0.25	0.144
A mediator	South Africa	United States	-0.19	0.286
		Germany	-0.25	0.378
		Spain	-0.04	0.794
		France	0.27	0.411
		Jordan	-0.29	0.129
A mediator	France	United States	-0.46	0.149
		Germany	-0.52	0.180
		Spain	-0.31	0.318
		South Africa	-0.27	0.411
		Jordan	-0.56	0.086
A mediator	Jordan	United States	0.10	0.589
		Germany	0.05	0.870
		Spain	0.25	0.144
		South Africa	0.29	0.129
		France	0.56	0.086
The board	United States	Germany	-0.60	0.020
		Spain	0.16	0.271
		South Africa	0.07	0.705
		France	1.34	0.000
		Jordan	1.05	0.000
The board	Germany	United States	0.60	0.020
		Spain	0.76	0.002
		South Africa	0.66	0.012
		France	1.94	0.000
		Jordan	1.65	0.000
The board	Spain	United States	-0.16	0.271
		Germany	-0.76	0.002
		South Africa	-0.10	0.543
		France	1.18	0.000
		Jordan	0.89	0.000
The board	South Africa	United States	-0.07	0.705
		Germany	-0.66	0.012
		Spain	0.10	0.543
		France	1.28	0.000
		Jordan	0.98	0.000
The board	France	United States	-1.34	0.000
		Germany	-1.94	0.000
		Spain	-1.18	0.000

## Leadership across Differences

		South Africa	-1.28	0.000
		Jordan	-0.29	0.333
The board	Jordan	United States	-1.05	0.000
		Germany	-1.65	0.000
		Spain	-0.89	0.000
		South Africa	-0.98	0.000
		France	0.29	0.333
The English speaking employees	United States	Germany	-0.42	0.120
		Spain	0.01	0.950
		South Africa	-0.24	0.185
		France	-0.36	0.261
		Jordan	-0.04	0.832
The English speaking employees	Germany	United States	0.42	0.120
		Spain	0.43	0.102
		South Africa	0.18	0.520
		France	0.06	0.875
		Jordan	0.39	0.168
The English speaking employees	Spain	United States	-0.01	0.950
		Germany	-0.43	0.102
		South Africa	-0.25	0.142
		France	-0.37	0.239
		Jordan	-0.05	0.776
The English speaking employees	South Africa	United States	0.24	0.185
		Germany	-0.18	0.520
		Spain	0.25	0.142
		France	-0.12	0.716
		Jordan	0.20	0.291
The English speaking employees	France	United States	0.36	0.261
		Germany	-0.06	0.875
		Spain	0.37	0.239
		South Africa	0.12	0.716
		Jordan	0.32	0.323
The English speaking employees	Jordan	United States	0.04	0.832
		Germany	-0.39	0.168
		Spain	0.05	0.776
		South Africa	-0.20	0.291
		France	-0.32	0.323
The non-English speaking employees	United States	Germany	-0.35	0.210
		Spain	0.00	0.982
		South Africa	-0.57	0.002
		France	-0.39	0.225
		Jordan	-0.25	0.178

## Leadership across Differences

The non-English speaking employees	Germany	United States	0.35	0.210
		Spain	0.35	0.193
		South Africa	-0.22	0.432
		France	-0.04	0.910
		Jordan	0.10	0.723
The non-English speaking employees	Spain	United States	0.00	0.982
		Germany	-0.35	0.193
		South Africa	-0.57	0.001
		France	-0.39	0.211
		Jordan	-0.25	0.144
The non-English speaking employees	South Africa	United States	0.57	0.002
		Germany	0.22	0.432
		Spain	0.57	0.001
		France	0.18	0.583
		Jordan	0.32	0.097
The non-English speaking employees	France	United States	0.39	0.225
		Germany	0.04	0.910
		Spain	0.39	0.211
		South Africa	-0.18	0.583
		Jordan	0.14	0.660
The non-English speaking employees	Jordan	United States	0.25	0.178
		Germany	-0.10	0.723
		Spain	0.25	0.144
		South Africa	-0.32	0.097
		France	-0.14	0.660
The individuals directly involved in the situation	United States	Germany	0.15	0.461
		Spain	-0.05	0.684
		South Africa	0.18	0.185
		France	0.00	0.998
		Jordan	-0.25	0.065
The individuals directly involved in the situation	Germany	United States	-0.15	0.461
		Spain	-0.20	0.317
		South Africa	0.03	0.880
		France	-0.15	0.605
		Jordan	-0.41	0.055
The individuals directly involved in the situation	Spain	United States	0.05	0.684
		Germany	0.20	0.317
		South Africa	0.23	0.074

## Leadership across Differences

		France	0.05	0.837
		Jordan	-0.20	0.111
The individuals directly involved in the situation	South Africa	United States	-0.18	0.185
		Germany	-0.03	0.880
		Spain	-0.23	0.074
		France	-0.18	0.462
		Jordan	-0.44	0.003
The individuals directly involved in the situation	France	United States	0.00	0.998
		Germany	0.15	0.605
		Spain	-0.05	0.837
		South Africa	0.18	0.462
		Jordan	-0.25	0.307
The individuals directly involved in the situation	Jordan	United States	0.25	0.065
		Germany	0.41	0.055
		Spain	0.20	0.111
		South Africa	0.44	0.003
		France	0.25	0.307
A respected religious leader	United States	Germany	-0.19	0.357
		Spain	0.06	0.628
		South Africa	-0.09	0.516
		France	-0.04	0.882
		Jordan	0.81	0.000
A respected religious leader	Germany	United States	0.19	0.357
		Spain	0.25	0.218
		South Africa	0.10	0.638
		France	0.16	0.593
		Jordan	1.01	0.000
A respected religious leader	Spain	United States	-0.06	0.628
		Germany	-0.25	0.218
		South Africa	-0.15	0.258
		France	-0.10	0.692
		Jordan	0.75	0.000
A respected religious leader	South Africa	United States	0.09	0.516
		Germany	-0.10	0.638
		Spain	0.15	0.258
		France	0.06	0.824
		Jordan	0.90	0.000
A respected religious leader	France	United States	0.04	0.882
		Germany	-0.16	0.593
		Spain	0.10	0.692
		South Africa	-0.06	0.824



## Leadership across Differences

		Jordan	0.85	0.001
A respected religious leader	Jordan	United States	-0.81	0.000
		Germany	-1.01	0.000
		Spain	-0.75	0.000
		South Africa	-0.90	0.000
		France	-0.85	0.001
A lawyer, legal office, or legal counsel	United States	Germany	-0.83	0.000
		Spain	-0.65	0.000
		South Africa	-0.57	0.000
		France	-0.56	0.026
		Jordan	-0.49	0.001
A lawyer, legal office, or legal counsel	Germany	United States	0.83	0.000
		Spain	0.18	0.397
		South Africa	0.26	0.248
		France	0.27	0.373
		Jordan	0.34	0.130
A lawyer, legal office, or legal counsel	Spain	United States	0.65	0.000
		Germany	-0.18	0.397
		South Africa	0.08	0.560
		France	0.09	0.712
		Jordan	0.16	0.237
A lawyer, legal office, or legal counsel	South Africa	United States	0.57	0.000
		Germany	-0.26	0.248
		Spain	-0.08	0.560
		France	0.01	0.966
		Jordan	0.08	0.604
A lawyer, legal office, or legal counsel	France	United States	0.56	0.026
		Germany	-0.27	0.373
		Spain	-0.09	0.712
		South Africa	-0.01	0.966
		Jordan	0.07	0.789
A lawyer, legal office, or legal counsel	Jordan	United States	0.49	0.001
		Germany	-0.34	0.130
		Spain	-0.16	0.237
		South Africa	-0.08	0.604
		France	-0.07	0.789

*Note.* Only participants from the United States, Germany, Spain, South Africa, France, and Jordan responded to these questions.



**REFERENCES**

- Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations* (2nd ed.). Thousand Oaks, CA: SAGE Publications.
- House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.). (2004). *Culture, leadership, and organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: SAGE Publications.
- Schwartz, S. H. (1994). Beyond individualism/collectivism: New dimensions of values. In U. Kim, H. C. Triandis, C. Kagitcibasi, S. C. Choi, & G. Yoon (Eds.), *Individualism and Collectivism: Theory, Method, and Applications*. Newbury Park, CA: SAGE Publications.

## APPENDIX A. LONG VERSION OF THE SURVEY

### Leadership across Differences Questionnaire

This questionnaire asks you to consider four hypothetical situations describing tension in organizations. These scenarios represent the types of events that often occur in organizations. They deal with tension between groups stemming from differences due to gender, religion, race, and immigrant status. You are asked to evaluate a variety of possible actions for addressing the situation in the organization.

Your answers will contribute toward a study that will be conducted in organizations in North Carolina and other locations around the world. The purpose of the study is to gain a clearer idea of which actions are endorsed most strongly in different countries.

Because this questionnaire is being used in many different organizations around the world, you will find the list of possible actions is quite varied. We are not recommending one of these actions over another. We are simply asking you to indicate the extent to which you believe that these actions might help to remedy the situation. There are no right or wrong answers. Please answer these questions as best you can.

The results of the study will be used to help people from different backgrounds and traditions work more effectively together. Thank you for helping us with this important task.

#### **Situation 1**

##### **Part 1.1: The Situation**

**Please read the situation described below. Imagine you are a manager in the organization described and have been authorized to deal with this situation. Then answer the questions and record your responses on the answer sheet.**

**The Situation:**

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.

**Please answer the next questions in response to this situation.**

1. How serious do you think this situation could become for the charitable institution? Choose one.

- a. Not very serious                      b. Possibly serious                      c. Very serious

2. Please tell us if you think any action should be taken? Choose one.

- a. No action is needed                      b. Possibly take action                      c. Definitely take action

3. If you chose, “No action is needed”, please tell us why.

**Part 1.2: Possible Actions**

On this page and the next, you will find a list of possible actions that individuals or groups could take to address the situation. **Imagine that you are a manager in the organization described and that you are authorized to deal with this situation.** Please rate these possible actions on a five-point scale indicating the extent to which they could impact the situation in the organization, now or in the future.

You can assume:

- You know the organization well.
- No actions would necessarily be taken in isolation.
- You personally have the opportunity, skills, and authority to take the actions described.

**Leadership across Differences**

**Note: At the end of this section, you will have the opportunity to suggest additional action that we have not yet covered.**

<p><b>The Situation:</b>                      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.</p>	<p><b>Impact this action could have on this situation now or on similar issues in the future.</b></p>				
	Very helpful	Somewhat helpful	Neither helpful nor harmful	Somewhat harmful	Very harmful
4. Conduct an investigation to identify the men making the suggestive comments.	1	2	3	4	5
5. Establish a task force to make recommendations for addressing the situation.	1	2	3	4	5
6. Call a meeting of the parties involved to get the facts.	1	2	3	4	5
7. Talk informally to a few people to find out more about what is going on.	1	2	3	4	5
8. Unify employees by reminding them of the shared goals of the organization.	1	2	3	4	5
9. Let the situation play itself out; do nothing.	1	2	3	4	5
10. Encourage anyone who is bothered by the men's comments to transfer to another part of the organization.	1	2	3	4	5
11. Punish anyone who disrupts the work in response to the rumors.	1	2	3	4	5
12. Work with the men and women to surface the differences so that they can better understand one another's point of view.	1	2	3	4	5
13. Encourage debate and discussion about what happened.	1	2	3	4	5
14. Discourage women from expressing dissatisfaction with the situation.	1	2	3	4	5
15. Ask co-workers of the women who are upset to try to get them to calm down.	1	2	3	4	5
16. Redesign the work so that men and women will no longer have to interact with one another.	1	2	3	4	5
17. Direct employees to stop the gossip and informal conversations.	1	2	3	4	5
18. Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	1	2	3	4	5
19. Insist that the men in the department apologize to the women.	1	2	3	4	5
20. Take legal action against these men immediately.	1	2	3	4	5

**Leadership across Differences**

21. Apologize to those women who were offended.	1	2	3	4	5
22. Appoint a qualified woman to a supervisory job.	1	2	3	4	5
23. Initiate team-building exercises for men and women.	1	2	3	4	5
24. Initiate coaching for the men in this department.	1	2	3	4	5
25. Develop a policy that threatens anyone with immediate termination for making suggestive comments or inappropriate touching.	1	2	3	4	5
26. Establish an independent office to handle such incidents.	1	2	3	4	5
27. Stop hiring so many women.	1	2	3	4	5
28. Conduct a best practices survey to develop recommendations based on what other organizations do.	1	2	3	4	5
29. Hold training programs to teach men and women how to show respect to one another in the workplace.	1	2	3	4	5
30. Acknowledge the women's grievances.	1	2	3	4	5
<p><b>The Situation:</b>            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.</p>	<p><b>Impact this action could have on this situation now or on similar issues in the future.</b></p>				
	Very helpful	Somewhat helpful	Neither helpful nor harmful	Somewhat harmful	Very harmful
31. Redesign the work so that men and women are working together on important tasks that require cooperation.	1	2	3	4	5
32. Organize more meetings and social gatherings so that men and women can get to know one another as individuals.	1	2	3	4	5
33. Showcase areas of the organization where men and women are working well together.	1	2	3	4	5
34. Establish a reward system for high-performing work groups where differences between men and women don't get in the way.	1	2	3	4	5
35. Make sure that all supervisors and managers are treating both women and men with respect on a daily basis.	1	2	3	4	5
36. Develop policies and procedures to insure that men and women are treated equally.	1	2	3	4	5
37. Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	1	2	3	4	5
38. Privately warn the men that this is unacceptable behavior.	1	2	3	4	5
39. Educate employees that making suggestive comments is unacceptable in the workplace.	1	2	3	4	5

**40. If there is an action that you think should be taken that we have not listed, please describe it in the space provided on the answer sheet, and briefly explain, (a) who should take it; and (b) why you think it could lead to an improved outcome in the organization now or in the future.**

Part 1.3: Who, If Anyone, Should Be Involved?

<b>To what extent would you involve each party in addressing the situation?</b>					
<b>The Situation:</b> 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.	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
41. Human resources	1	2	3	4	5
42. Senior executives	1	2	3	4	5
43. Immediate supervisor(s)	1	2	3	4	5
44. A spokesperson for the men	1	2	3	4	5
45. A spokesperson for the women	1	2	3	4	5
46. Others in the department or the organization	1	2	3	4	5
47. The union	1	2	3	4	5
48. An external consultant	1	2	3	4	5
49. The government	1	2	3	4	5
50. An advocacy group	1	2	3	4	5
51. A professional organization for employees	1	2	3	4	5



<b>To what extent would you involve each party in addressing the situation?</b>					
<b>The Situation:</b> 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.	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
52. Respected community leaders	1	2	3	4	5
53. A mediator	1	2	3	4	5
54. The board	1	2	3	4	5
55. The men in the department	1	2	3	4	5
56. The women in the department	1	2	3	4	5
57. The individuals directly involved in the situation	1	2	3	4	5
58. A respected religious leader	1	2	3	4	5
59. A lawyer, legal office, or legal counsel	1	2	3	4	5
60. Other (name the party): _____	1	2	3	4	5

**Situation 2**

**Part 2.1: The Situation**

Please read the situation described below. Imagine you are a manager in the organization described and have been authorized to deal with this situation. Then answer the questions, recording your responses on the answer sheet.

**The Situation:**

**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.**

**Please answer the next questions in response to this situation.**

61. How serious do you think this situation could become for the financial institution? Choose one.

- a. Not very serious      b. Possibly serious      c. Very serious

62. Please tell us if you think any action should be taken? Choose one.

- a. No action is needed      b. Possibly take action      c. Definitely take action

63. If you chose, "No action is needed," please tell us why.

**Part 2.2: Possible Actions**

This page and the next one contain a list of possible actions that individuals or groups could take to address the situation. **Imagine that you are a manager in the organization described and that you are authorized to deal with this situation.** Please rate these possible actions on a five-point scale indicating the extent to which they could impact the situation in the organization, now or in the future.

You can assume:

- You know the organization well.
- No actions would necessarily be taken in isolation.

- You personally have the opportunity, skills, and authority to take the actions described.

**Note: We have left a place on the answer sheet for you to write in any other action(s) that you think should be taken that we have failed to include in the list.**

The Situation: 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.	Impact this action could have on this situation now or on similar issues in the future.				
	Very helpful	Somewhat helpful	Neither helpful nor harmful	Somewhat harmful	Very harmful
64. Conduct an investigation to identify the people who are creating the tension.	1	2	3	4	5
65. Establish a task force to make recommendations for addressing the situation.	1	2	3	4	5
66. Call a meeting of the parties involved to get the facts.	1	2	3	4	5
67. Talk informally to a few people to find out more about what is going on.	1	2	3	4	5
68. Unify employees by reminding them of the shared goals of the organization.	1	2	3	4	5
69. Let the situation play itself out; do nothing.	1	2	3	4	5
70. Encourage anyone who is bothered by the situation to transfer to another part of the organization.	1	2	3	4	5
71. Punish anyone who disrupts the work because of this situation.	1	2	3	4	5
72. Work with members of different religious groups to surface the differences so that they can better understand one another's point of view.	1	2	3	4	5
73. Encourage debate and discussion about what happened.	1	2	3	4	5
74. Discourage those who are disgruntled from expressing dissatisfaction with the situation.	1	2	3	4	5
75. Ask coworkers of the religious group members who are upset to try to get them to calm down.	1	2	3	4	5
76. Redesign the work so that members of different religious groups will no longer have to interact with one another.	1	2	3	4	5
77. Direct employees to stop the gossip and informal conversations.	1	2	3	4	5
78. Provide individuals with a regular opportunity to learn more about the feelings, history, and customs of those who are different from them.	1	2	3	4	5
79. Insist that this person apologize to those who received the e-mail.	1	2	3	4	5
80. Take legal action against the person who sent the e-mail immediately.	1	2	3	4	5

Leadership across Differences

81. Apologize to those who were offended.	1	2	3	4	5
82. Appoint a qualified person from this woman's religious group to a supervisory job.	1	2	3	4	5
83. Initiate team-building exercises for members of different religious groups.	1	2	3	4	5
84. Initiate coaching for the woman who sent the e-mail.	1	2	3	4	5
85. Develop a policy that threatens anyone with immediate termination for proselytizing.	1	2	3	4	5
86. Establish an independent office to handle such incidents.	1	2	3	4	5
87. Stop hiring so many people from this woman's religious group.	1	2	3	4	5
88. Conduct a best practices survey to develop recommendations based on what other organizations do.	1	2	3	4	5
89. Hold training programs to teach members of different religious groups how to show respect to one another in the workplace.	1	2	3	4	5
90. Acknowledge the grievances of those who were offended.	1	2	3	4	5
<b>The Situation:</b> <b>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.</b>	<b>Impact this action could have on this situation now or on similar issues in the future.</b>				
	Very helpful	Somewhat helpful	Neither helpful nor harmful	Somewhat harmful	Very harmful
91. Redesign the work so that members of different religious groups are working together on important tasks that require cooperation.	1	2	3	4	5
92. Organize more meetings and social gatherings so that members of different religious groups can get to know one another as individuals.	1	2	3	4	5
93. Showcase areas of the organization where members of different religious groups work together effectively.	1	2	3	4	5
94. Establish a reward system for high-performing work groups where differences between religious groups don't get in the way.	1	2	3	4	5
95. Make sure that all supervisors and managers are treating people from all religious groups with respect on a daily basis.	1	2	3	4	5
96. Develop policies and procedures to insure that all religious groups are treated equally.	1	2	3	4	5
97. Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	1	2	3	4	5
98. Privately warn the woman who sent the e-mail that this is unacceptable behavior.	1	2	3	4	5
99. Educate employees that religious proselytizing is unacceptable behavior in the workplace.	1	2	3	4	5

100. If there is an action that you think should be taken that we have not listed, please describe it on the separate answer sheet, and briefly explain, (a) who should take it; and (b) why you think it could lead to an improved outcome in the organization now or in the future.

**Part 2.3: Who, If Anyone, Should Be Involved?**

<b>To what extent would you involve each party in addressing the situation?</b>					
<b>The Situation:</b> 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.	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
101. Human resources	1	2	3	4	5
102. Senior executives	1	2	3	4	5
103. Immediate supervisor(s)	1	2	3	4	5
104. A spokesperson for the religious group of the person who sent the e-mail	1	2	3	4	5
105. A spokesperson for the other religious groups	1	2	3	4	5
106. Others in the organization	1	2	3	4	5
107. The union	1	2	3	4	5
108. An external consultant	1	2	3	4	5
109. The government	1	2	3	4	5
110. An advocacy group	1	2	3	4	5
111. A professional organization for these workers	1	2	3	4	5
112. Respected community leaders	1	2	3	4	5

113. A mediator	1	2	3	4	5
<b>To what extent would you involve each party in addressing the situation?</b>					
<p><b>The Situation:</b>  <b>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.</b></p>	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
114. The board	1	2	3	4	5
115. The employees with religious background different from the person who sent the e-mail	1	2	3	4	5
116. The employees who share the same religion as the person who sent the e-mail	1	2	3	4	5
117. The individuals directly involved in the situation	1	2	3	4	5
118. A respected religious leader	1	2	3	4	5
119. A lawyer, legal office, or legal counsel	1	2	3	4	5
120. Other (name the party): _____	1	2	3	4	5

### **Situation 3**

#### **Part 3.1: The Situation**

**Please read the situation described below. Imagine you are a manager in the organization described and have been authorized to deal with this situation. Then answer the questions, recording your responses on the answer sheet.**

The Situation:

Tom, a manager at the ABC power plant, has reached his 20<sup>th</sup> 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.

**Please answer the next questions in response to this situation.**

121. How serious do you think this situation could become for the power plant? Choose one.

- a. Not very serious      b. Possibly serious      c. Very serious

122. Please tell us if you think any action should be taken? Choose one.

- a. No action is needed      b. Possibly take action      c. Definitely take action

123. If you chose, "No action is needed", please tell us why.

### **Part 3.2: Possible Actions**

This page and the next one contain a list of possible actions that individuals or groups could take to address the situation. **Imagine that you are a manager in the organization described and that you are authorized to deal with this situation.** Please rate these possible actions on a five-point scale indicating the extent to which they could impact the situation in the organization, now or in the future.

You can assume:

- You know the organization well.
- No actions would necessarily be taken in isolation.

**Leadership across Differences**

- You personally have the opportunity, skills, and authority to take the actions described.

<p><b>The Situation:</b>  <b>Tom, a manager at the ABC power plant has reached his 20<sup>th</sup> 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 the racial background. The story starts to spread in the organization.</b></p>	<p><b>Impact this action could have on this situation now or on similar issues in the future.</b></p>				
	Very helpful	Somewhat helpful	Neither helpful nor harmful	Somewhat harmful	Very harmful
124. Conduct an investigation to identify why John was not invited to this event.	1	2	3	4	5
125. Establish a task force to make recommendations for addressing the situation.	1	2	3	4	5
126. Call a meeting of the parties involved to get the facts.	1	2	3	4	5
127. Talk informally to a few people to find out more about what is going on.	1	2	3	4	5
128. Unify employees by reminding them of the shared goals of the organization.	1	2	3	4	5
129. Let the situation play itself out; do nothing.	1	2	3	4	5
130. Encourage anyone who is bothered by the situation to transfer to another part of the organization.	1	2	3	4	5
131. Punish anyone who disrupts the work in response to the gossip.	1	2	3	4	5
132. Work with members of different racial groups to surface the differences so that they can better understand one another’s point of view.	1	2	3	4	5
133. Encourage debate and discussion about what happened.	1	2	3	4	5
134. Discourage John and other members of his racial group from expressing dissatisfaction with what happened.	1	2	3	4	5
135. Ask some of John’s co-workers to try to get everyone to calm down.	1	2	3	4	5
136. Redesign the work so that members of different racial groups will no longer have to interact with one another.	1	2	3	4	5
137. Direct employees to stop the gossip and informal conversations.	1	2	3	4	5
138. Provide individuals with a regular opportunity to learn more about the feelings, history, and customs of those who are different from them.	1	2	3	4	5
139. Insist that whomever left John out apologize to John.	1	2	3	4	5
140. Take legal action against whomever left John out.	1	2	3	4	5
141. Apologize to those who were offended.	1	2	3	4	5
142. Appoint a qualified person from John’s racial group to a supervisory job.	1	2	3	4	5



**Leadership across Differences**

143. Initiate team-building exercises for the members of Tom's and John's respective racial groups.	1	2	3	4	5
144. Initiate coaching for whomever organized the party.	1	2	3	4	5
145. Develop a policy that threatens anyone with immediate termination for excluding certain employees from company-sponsored events.	1	2	3	4	5
146. Establish an independent office to handle such incidents.	1	2	3	4	5
147. Stop hiring so many people from John's racial group.	1	2	3	4	5
148. Conduct a best practices survey to develop recommendations based on what other organizations do.	1	2	3	4	5
<p><b>The Situation:</b>  <b>Tom, a manager at the ABC power plant has reached his 20<sup>th</sup> 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 the racial background. The story starts to spread in the organization.</b></p>	<p><b>Impact this action could have on this situation now or on similar issues in the future.</b></p>				
	Very helpful	Somewhat helpful	Neither helpful nor harmful	Somewhat harmful	Very harmful
149. Hold training programs to teach people from different racial groups how to show respect to one another in the workplace.	1	2	3	4	5
150. Acknowledge the grievances of the members of John's racial group.	1	2	3	4	5
151. Redesign the work so that people from different racial groups are working together on important tasks that require cooperation.	1	2	3	4	5
152. Organize more meetings and social gatherings so that people from different racial groups can get to know one another as individuals.	1	2	3	4	5
153. Showcase areas of the organization where people from different racial groups work together effectively.	1	2	3	4	5
154. Establish a reward system for high-performing work groups where differences between racial groups don't get in the way.	1	2	3	4	5
155. Make sure that all supervisors and managers are treating people from all racial groups with respect on a daily basis.	1	2	3	4	5
156. Develop policies and procedures to insure that members of different racial groups are treated equally.	1	2	3	4	5
157. Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	1	2	3	4	5
158. Privately warn the organizer of the party that this is unacceptable behavior.	1	2	3	4	5

**Leadership across Differences**

159. Educate employees that excluding people on the basis of race or ethnicity/ethnic background is unacceptable behavior in the workplace.	1	2	3	4	5
---	---	---	---	---	---

**160. If there is an action that you think should be taken that we have not listed, please describe it on the separate answer sheet and briefly explain, (a) who should take it; and (b) why you think it could lead to an improved outcome in the organization now or in the future.**

**Part 3.3: Who, If Anyone, Should Be Involved?**

<b>To what extent would you involve each party in addressing the situation?</b>					
<b>The Situation:</b> Tom, a manager at the ABC power plant has reached his 20 <sup>th</sup> 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 the racial background. The story starts to spread in the organization.	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
161. Human resources	1	2	3	4	5
162. Senior executives	1	2	3	4	5
163. Immediate supervisor(s)	1	2	3	4	5
164. A spokesperson for Tom’s racial group	1	2	3	4	5
165. A spokesperson for John’s racial group	1	2	3	4	5
166. Others in the organization	1	2	3	4	5
167. The union	1	2	3	4	5
168. An external consultant	1	2	3	4	5
169. The government	1	2	3	4	5
170. An advocacy group	1	2	3	4	5

To what extent would you involve each party in addressing the situation?					
<b>The Situation:</b> Tom, a manager at the ABC power plant has reached his 20 <sup>th</sup> 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 the racial background. The story starts to spread in the organization.	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
171. A professional organization for the power plant employees	1	2	3	4	5
172. Respected community leaders	1	2	3	4	5
173. A mediator	1	2	3	4	5
174. The board	1	2	3	4	5
175. Tom and other members of his racial group	1	2	3	4	5
176. John and other members of his racial group	1	2	3	4	5
177. The individuals directly involved in the situation	1	2	3	4	5
178. A respected religious leader	1	2	3	4	5
179. A lawyer, legal office, or legal counsel	1	2	3	4	5
180. Other (name the party): _____	1	2	3	4	5

**Situation 4**

**Part 4.1: The Situation**

Please read the situation described below. Imagine you are a manager in the organization described and have been authorized to deal with this situation. Then answer the questions, recording your responses on the answer sheet.

**The Situation:**

**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.**

**Please answer the next questions in response to this situation.**

181. How serious do you think this situation could become for the food processing company? Choose one.

- a. Not very serious      b. Possibly serious      c. Very serious

182. Please tell us if you think any action should be taken? Choose one.

- a. No action is needed      b. Possibly take action      c. Definitely take action

183. If you chose, “No action is needed”, please tell us why. **(Please use space available in separate answer sheet booklet).**

**Part 4.2: Possible Actions**

This page and the next one contain a list of possible actions that individuals or groups could take to address the situation.

**Imagine that you are a manager in the organization described and that you are authorized to deal with this situation.** Please rate these possible actions on a five-point scale indicating the extent to which they could impact the situation in the organization, now or in the future.

You can assume

- You know the organization well.

**Leadership across Differences**

- No actions would necessarily be taken in isolation.
- You personally have the opportunity, skills, and authority to take the actions described.

**Note: We have left a place on the answer sheet for you to write in any other action(s) that you think should be taken that we have failed to include in the list.**

<p><b>The Situation:</b>                      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 rule 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.</p>	<p><b>Impact this action could have on this situation now or on similar issues in the future.</b></p>				
	Very helpful	Somewhat helpful	Neither helpful nor harmful	Somewhat harmful	Very harmful
184. Conduct an investigation to determine exactly what happened.	1	2	3	4	5
185. Establish a task force to make recommendations for addressing the situation.	1	2	3	4	5
186. Call a meeting of the parties involved to get the facts.	1	2	3	4	5
187. Talk informally to a few people to find out more about what is going on.	1	2	3	4	5
188. Unify employees by reminding them of the shared goals of the organization.	1	2	3	4	5
189. Let the situation play itself out; do nothing.	1	2	3	4	5
190. Encourage anyone who is bothered by the situation to transfer to another part of the organization.	1	2	3	4	5
191. Punish anyone who disrupts the work in the aftermath of this situation.	1	2	3	4	5
192. Work with members of different nationality groups to surface the differences so that they can better understand one another’s point of view.	1	2	3	4	5
193. Encourage debate and discussion about what happened.	1	2	3	4	5
194. Discourage the immigrants from expressing dissatisfaction with the English-only policy.	1	2	3	4	5
195. Ask co-workers of the upset employees to try to get them to calm down.	1	2	3	4	5
196. Redesign the work so that the different nationality groups will no longer have to interact with one another.	1	2	3	4	5
197. Direct employees to stop the gossip and informal conversations.	1	2	3	4	5
198. Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	1	2	3	4	5

## Leadership across Differences

199. Insist that the immigrants apologize to those who were offended.	1	2	3	4	5
200. Take legal action against those who do not follow the language policies.	1	2	3	4	5
201. Apologize to the employees who were offended.	1	2	3	4	5
202. Appoint a qualified person from the immigrant group to a supervisory job.	1	2	3	4	5
203. Initiate team-building exercises for members of different nationality groups.	1	2	3	4	5
204. Initiate coaching for the local employees.	1	2	3	4	5
205. Develop a policy that threatens anyone with immediate termination for violating the English-only policy.	1	2	3	4	5
206. Establish an independent office to handle such incidents.	1	2	3	4	5
207. Stop hiring so many immigrants.	1	2	3	4	5
208. Conduct a best practices survey to develop recommendations based on what other organizations do.	1	2	3	4	5
209. Hold training programs to teach members of different nationality groups how to show respect to one another in the workplace.	1	2	3	4	5
<p><b>The Situation:</b>            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 rule 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.</p>	<p><b>Impact this action could have on this situation now or on similar issues in the future.</b></p>				
	Very helpful	Somewhat helpful	Neither helpful nor harmful	Somewhat harmful	Very harmful
210. Acknowledge the local employee's grievances.	1	2	3	4	5
211. Redesign the work so that people from different nationality groups are working together on important tasks that require cooperation.	1	2	3	4	5
212. Organize more meetings and social gatherings so that members of different nationality groups can get to know one another as individuals.	1	2	3	4	5
213. Showcase areas of the organization where different nationality groups work together effectively.	1	2	3	4	5
214. Establish a reward system for high-performing work groups where differences between nationality groups don't get in the way.	1	2	3	4	5
215. Make sure that all supervisors and managers are treating members of all nationality groups with respect on a daily basis.	1	2	3	4	5
216. Develop policies and procedures to insure that all nationality groups are treated equally.	1	2	3	4	5
217. Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	1	2	3	4	5

**Leadership across Differences**

218. Privately warn the immigrant workers that this is unacceptable behavior.	1	2	3	4	5
219. Educate employees that speaking any language other than English is unacceptable behavior in the workplace.	1	2	3	4	5

**220. If there is an action that you think should be taken that we have not listed, please describe it on the separate answer sheet and briefly explain, (a) who should take it; and (b) why you think it could lead to an improved outcome in the organization now or in the future.**

**Part 4.3: Who, If Anyone, Should Be Involved?**

<b>To what extent would you involve each party in addressing the situation?</b>					
<b>The Situation:</b> 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 rule 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.	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
221. Human resources	1	2	3	4	5
222. Senior executives	1	2	3	4	5
223. Immediate supervisor(s)	1	2	3	4	5
224. A spokesperson for the local employees	1	2	3	4	5
225. A spokesperson for the immigrants	1	2	3	4	5
226. Others in the department	1	2	3	4	5
227. The union	1	2	3	4	5
228. An external consultant	1	2	3	4	5
229. The government	1	2	3	4	5
230. An advocacy group	1	2	3	4	5
231. A professional organization for food processing employees	1	2	3	4	5
232. Respected community leaders	1	2	3	4	5

Leadership across Differences

To what extent would you involve each party in addressing the situation?					
<b>The Situation:</b> 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 concern, primarily in low wage entry-level jobs. In this company there is a rule 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.	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
233. A mediator	1	2	3	4	5
234. The board	1	2	3	4	5
235. The English speaking employees	1	2	3	4	5
236. The non-English speaking employees	1	2	3	4	5
237. The individuals directly involved in the situation	1	2	3	4	5
238. A respected religious leader	1	2	3	4	5
239. A lawyer, legal office, or legal counsel	1	2	3	4	5
240. Other (name the party:)	1	2	3	4	5

**Background Information**

Finally, it would be helpful to have some background information about you.

241. Are you – (choose one)

- a. Male
- b. Female

242. What do you consider to be your home country? \_\_\_\_\_



**Leadership across Differences**

243. What is the highest educational level that you have attained?

- a. No formal education
- b. Incomplete primary school
- c. Complete primary school
- d. Incomplete secondary school (technical/vocational type)
- e. Complete secondary school (technical/vocational type)
- f. Incomplete secondary school (university-preparatory type)
- g. Complete secondary school (university-preparatory type)
- h. Some university-level education, without degree
- i. University-level education, with degree

244. Are you an immigrant?

- a. No
- b. Yes

If you answered yes, how long has it been since you immigrated to the country you live in now?

\_\_\_\_\_

245. Have you worked in any countries other than the current one for more than two years?

- a. No
- b. Yes

If you answered yes, which countries? \_\_\_\_\_

246. How old are you? \_\_\_\_\_

247. How long have you worked for this organization? \_\_\_\_\_

248. When you think about the different levels in you organization, where would you place your current job?

- a. Top level
- b. Management

**Leadership across Differences**

- c. Professional
- d. First-level supervision
- e. Hourly worker
- f. Clerical
- g. Contractual/temporary

249. Which religious denomination do you belong to, if any?

- a. Bahai Faith
- b. Buddhism
- c. Christianity
- d. Confucianism
- e. Hinduism
- f. Islam
- g. Jainism
- h. Judaism
- i. Shinto
- j. Sikhism
- k. Taoism
- l. Vodun
- m. None/not applicable
- n. Other \_\_\_\_\_

250. How strong is your identification with your religious group?

- a. Very weak
- b. Weak
- c. Medium
- d. Strong
- e. Very strong

251. What racial or ethnic group do you identify with, if any? \_\_\_\_\_

252. How strong is your identification with your racial or ethnic group?

- a. Very weak

## Leadership across Differences

- b. Weak
- c. Medium
- d. Strong
- e. Very strong

253. Have you ever experienced discrimination on the basis of your race or ethnicity/ethnic background?

- a. Never
- b. Once or twice
- c. A few times
- d. Many times
- e. I am not sure

254. Have you ever experienced discrimination on the basis of your gender?

- a. Never
- b. Once or twice
- c. A few times
- d. Many times
- e. I am not sure

255. Have you ever experienced discrimination the basis of your religion?

- a. Never
- b. Once or twice
- c. A few times
- d. Many times
- e. I am not sure

256. Have you ever experienced discrimination on the basis of your nationality?

- a. Never
- b. Once or twice
- c. A few times
- d. Many times
- e. I am not sure

## Leadership across Differences

257. When you think of your close friends, how many are from another country?

- a. None
- b. One
- c. Fewer than half
- d. About half
- e. More than half

258. When you think of your close friends, how many are of another race or ethnicity/ethnic background?

- a. None
- b. One
- c. Fewer than half
- d. About half
- e. More than half

259. When you think of your close friends, how many are of another religion?

- a. None
- b. One
- c. Fewer than half
- d. About half
- e. More than half

260. When you think of your close friends, how many are of the opposite gender?

- a. None
- b. One
- c. Fewer than half
- d. About half
- e. More than half

261. Please rate the extent to which you agree or disagree with the following statement:

I am similar to others in my organization in terms of outlook, perspective, and values.

- a. Strongly disagree
- b. Disagree
- c. Neither agree nor disagree

**Leadership across Differences**

- d. Agree
- e. Strongly agree

262. Please rate the extent to which you agree or disagree with the following statement:  
I am similar to others in my organization in terms of the way we handle problems.

- a. Strongly disagree
- b. Disagree
- c. Neither agree nor disagree
- d. Agree
- e. Strongly agree

<b>The following items refer to your organization and your experiences working there. To what extent...</b>	<b>Not at all</b>	<b>To a slight extent</b>	<b>To a moderate extent</b>	<b>To a great extent</b>	<b>To a very great extent</b>
263. ...do you comfortably “fit in” as a member of this organization?	1	2	3	4	5
264. ...does your supervisor treat you in a polite manner?	1	2	3	4	5
265. ...do you feel like you’re an important and valued member of this organization?	1	2	3	4	5
266. ...do you have to change the way you think and behave when you show up for work each day?	1	2	3	4	5
267. ...does your supervisor treat you with dignity?	1	2	3	4	5
268. ...does your work environment seem hostile?	1	2	3	4	5
269. ...does your supervisor treat you with respect?	1	2	3	4	5
270. ...are all members of the organization treated with respect	1	2	3	4	5

**Leadership across Differences**

and dignity?					
271. ...would you recommend this organization to someone like yourself as a good place to work?	1	2	3	4	5
272. ...does your supervisor refrain from improper remarks or comments?	1	2	3	4	5

**APPENDIX B. SHORT VERSION OF THE SURVEY**

**Leadership across Differences Questionnaire**

This questionnaire asks you to consider two hypothetical situations describing tension in organizations. These scenarios deal with tension between groups stemming from differences. You are asked to evaluate a variety of possible actions for addressing the situations in the organization.

Your answers will contribute toward a study that will be conducted in organizations around the world. The purpose of the study is to gain a clearer idea of which actions are endorsed most strongly in different countries. Your individual responses will not be shared with anyone except the people on the CCL research team. No one in your organization will have access to your responses.

Because this questionnaire is being used in many different organizations around the world, you will find the list of possible actions is quite varied. We are not recommending one of these actions over another. We are simply asking you to indicate the extent to which you believe that these actions might help to remedy the situation. There are no right or wrong answers. Please answer these questions as best you can.

The results of the study will be used to help people from different backgrounds and traditions work more effectively together. Thank you for helping us with this important task.

**Situation #1**

**Part 1.1: The Situation**

Please read the situation described below. **Imagine you are a manager in the organization described and have been authorized to deal with this situation.** Please answer the next questions in response to this situation.

**Situation #1:**  
 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.

- |   | Not very serious    | Possibly serious     | Very serious           |
|---|---------------------|----------------------|------------------------|
| 1 How serious do you think this situation could become for the charitable institution?          | 1                   | 2                    | 3                      |
|   | No action is needed | Possibly take action | Definitely take action |
| 2 Please tell us if you think any action should be taken?                                       | 1                   | 2                    | 3                      |
|   | Yes                 | No                   | Not sure               |
| 3 Do you think action would be taken if a similar situation were to occur in your organization? | 1                   | 2                    | 3                      |



### Part 1.2: Possible Actions

The next page contains a list of possible actions that individuals or groups could take to address the situation. **Imagine that you are a manager in the organization described and that you are authorized to deal with this situation.** Please rate these possible actions on a five-point scale indicating the extent to which they could impact the situation in the organization, now or in the future.

*You can assume:*

- You know the organization well.
- No actions would necessarily be taken in isolation.
- You personally have the opportunity, skills, and authority to take the actions described.
- Responses refer to the impact this action could have on this situation or on similar issues in the future.

Leadership across Differences

The following items refer to **Situation #1**, which you read on the previous page

		Very helpful	Somewhat helpful	Neither helpful nor harmful	Somewhat harmful	Very harmful
4	Conduct an investigation to identify the men making the suggestive comments	1	2	3	4	5
5	Call a meeting of the parties involved to get the facts	1	2	3	4	5
6	Talk informally to a few people to find out more about what is going on	1	2	3	4	5
7	Unify employees by reminding them of the shared goals of the organization	1	2	3	4	5
8	Let the situation play itself out; do nothing	1	2	3	4	5
9	Encourage anyone who is bothered by the men's comments to transfer to another part of the organization	1	2	3	4	5
10	Punish anyone who disrupts the work in response to the rumors	1	2	3	4	5
11	Work with the men and women to surface the differences so that they can better understand one another's point of view	1	2	3	4	5
12	Discourage women from expressing dissatisfaction with the situation	1	2	3	4	5
13	Ask co-workers of the women who are upset to try to get them to calm down	1	2	3	4	5
14	Redesign the work so that men and women will no longer have to interact with one another	1	2	3	4	5
15	Direct employees to stop the gossip and informal conversations	1	2	3	4	5
16	Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them	1	2	3	4	5
17	Insist that the men in the department apologize to the women	1	2	3	4	5
18	Apologize to those women who were offended	1	2	3	4	5
19	Initiate team-building exercises for men and women	1	2	3	4	5
20	Initiate coaching for the men in this department	1	2	3	4	5
21	Develop a policy that threatens anyone with immediate termination for making suggestive comments or inappropriate touching	1	2	3	4	5
22	Establish an independent office to handle such incidents	1	2	3	4	5

## Leadership across Differences

23	Conduct a best practices survey to develop recommendations based on what other organizations do	1	2	3	4	5
24	Hold training programs to teach men and women how to show respect to one another in the workplace	1	2	3	4	5
25	Redesign the work so that men and women are working together on important tasks that require cooperation	1	2	3	4	5
26	Organize more meetings and social gatherings so that men and women can get to know one another as individuals	1	2	3	4	5
27	Establish a reward system for high-performing work groups where differences between men and women don't get in the way	1	2	3	4	5
28	Make sure that all supervisors and managers are treating both women and men with respect on a daily basis	1	2	3	4	5
29	Develop policies and procedures to insure that men and women are treated equally	1	2	3	4	5
30	Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization	1	2	3	4	5
31	Privately warn the men that this is unacceptable behavior	1	2	3	4	5

32 If there is an action that you think should be taken that we have not listed, please describe it in the space provided on the answer sheet, and briefly explain, (a) who should take it; and (b) why you think it could lead to an improved outcome in the organization now or in the future.

**Situation #2**

**Part 2.1: The Situation**

Please read the situation described below. **Imagine you are a manager in the organization described and have been authorized to deal with this situation.** Then answer the questions and record your responses on the answer sheet. Please answer the next questions in response to this situation.

**Situation #2:**  
 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.

		Not very serious	Possibly serious	Very serious
33	How serious do you think this situation could become for the financial institution?	1	2	3
34	Please tell us if you think any action should be taken?	No action is needed 1	Possibly take action 2	Definitely take action 3
35	Do you think action would be taken if a similar situation were to occur in your organization?	Yes 1	No 2	Not sure 3

## Part 2.2: Possible Actions

The next page contains a list of possible actions that individuals or groups could take to address the situation. **Imagine that you are a manager in the organization described and that you are authorized to deal with this situation.** Please rate these possible actions on a five-point scale indicating the extent to which they could impact the situation in the organization, now or in the future.

*You can assume:*

- You know the organization well.
- No actions would necessarily be taken in isolation.
- You personally have the opportunity, skills, and authority to take the actions described.
- Responses refer to the impact this action could have on this situation or on similar issues in the future.

**Part 2.2: Possible Actions (continued)**

The following items refer to **Situation #2**, which you read on the previous page

	Very helpful	Somewhat helpful	Neither helpful nor harmful	Somewhat harmful	Very harmful
36 Conduct an investigation to identify the people who are creating the tension	1	2	3	4	5
37 Call a meeting of the parties involved to get the facts	1	2	3	4	5
38 Talk informally to a few people to find out more about what is going on	1	2	3	4	5
39 Unify employees by reminding them of the shared goals of the organization	1	2	3	4	5
40 Let the situation play itself out; do nothing	1	2	3	4	5
41 Encourage anyone who is bothered by the situation to transfer to another part of the organization	1	2	3	4	5
42 Punish anyone who disrupts the work because of this situation	1	2	3	4	5
43 Work with members of different religious groups to surface the differences so that they can better understand one another's point of view	1	2	3	4	5
44 Discourage those who are disgruntled from expressing dissatisfaction with the situation	1	2	3	4	5
45 Ask coworkers of the religious group members who are upset to try to get them to calm down	1	2	3	4	5
46 Redesign the work so that members of different religious groups will no longer have to interact with one another	1	2	3	4	5
47 Direct employees to stop the gossip and informal conversations	1	2	3	4	5
48 Provide individuals with a regular opportunity to learn more about the feelings, history, and customs of those who are different from them	1	2	3	4	5
49 Insist that this person apologize to those who received the e-mail	1	2	3	4	5
50 Apologize to those who were offended	1	2	3	4	5
51 Initiate team-building exercises for members of different religious groups	1	2	3	4	5
52 Initiate coaching for the woman who sent the e-mail	1	2	3	4	5
53 Develop a policy that threatens anyone with immediate termination for	1	2	3	4	5

## Leadership across Differences

	proselytizing								
54	Establish an independent office to handle such incidents	1	2	3	4	5			
55	Conduct a best practices survey to develop recommendations based on what other organizations do	1	2	3	4	5			
56	Hold training programs to teach members of different religious groups how to show respect to one another in the workplace	1	2	3	4	5			
57	Redesign the work so that members of different religious groups are working together on important tasks that require cooperation	1	2	3	4	5			
58	Organize more meetings and social gatherings so that members of different religious groups can get to know one another as individuals	1	2	3	4	5			
59	Establish a reward system for high-performing work groups where differences between religious groups don't get in the way	1	2	3	4	5			
60	Make sure that all supervisors and managers are treating people from all religious groups with respect on a daily basis	1	2	3	4	5			
61	Develop policies and procedures to insure that all religious groups are treated equally	1	2	3	4	5			
62	Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization	1	2	3	4	5			
63	Privately warn the woman who sent the e-mail that this is unacceptable behavior	1	2	3	4	5			
64	If there is an action that you think should be taken that we have not listed, please describe it in the space provided on the answer sheet, and briefly explain, (a) who should take it; and (b) why you think it could lead to an improved outcome in the organization now or in the future.								

**Part 3: Who, If Anyone, Should Be Involved?**

Listed below is a variety of groups and roles that may become involved in situations similar to those described in the two scenarios. In general, which party would you involve in addressing situations similar to ones described in the two scenarios?

<b>To what extent would you involve each party in addressing similar situations?</b>		To a very great extent	To a great extent	To some extent	To a little extent	Not at all
65	Human resources	1	2	3	4	5
66	Senior executives	1	2	3	4	5
67	Immediate supervisor(s)	1	2	3	4	5
68	A spokesperson for the dominant group	1	2	3	4	5
69	A spokesperson for the non-dominant group	1	2	3	4	5
70	Others in the department	1	2	3	4	5
71	The union	1	2	3	4	5
72	An external consultant	1	2	3	4	5
73	The government	1	2	3	4	5
74	An advocacy group	1	2	3	4	5
75	A professional organization for the employees	1	2	3	4	5
76	Respected community leaders	1	2	3	4	5
77	A mediator	1	2	3	4	5
78	The board	1	2	3	4	5
79	The employees in the dominant group	1	2	3	4	5
80	The employees in the non-dominant group	1	2	3	4	5
81	The individuals directly involved in the situation	1	2	3	4	5
82	A respected religious leader	1	2	3	4	5



**Leadership across Differences**

83 A lawyer, legal office, or legal counsel 1 2 3 4 5

84 Other (name the party): \_\_\_\_\_

**Part 4: Background Information**

This section focuses on relevant background information about you.

		Male	Female
85	What is your gender?	1	2
86	How long have you lived in this country? _____		
87	What do you consider to be your home country? _____		
88	In what country were you born? _____		
89	What is the highest educational level that you have attained? (choose one)	Yes	
	No formal education	a	
	Incomplete primary school	b	
	Complete primary school	c	
	Incomplete secondary school (technical/vocational type)	d	
	Complete secondary school (technical/vocational type)	e	
	Incomplete secondary school (university-preparatory type)	f	
	Complete secondary school (university-preparatory type)	g	
	Some university-level education, without degree	h	
	University-level education, with degree	i	
90	Are you an immigrant?	Yes 1	No 2
91	Have you worked in any countries other than the current one for	Yes 1	No 2

**Leadership across Differences**

more than two years?

If you answered yes, which countries?\_\_\_\_\_

92 How old are you?\_\_\_\_\_

93 How long have you worked for this organization?\_\_\_\_\_

94 When you think about the different levels in your organization, where would you place your current job?

Top level	a
Management	b
Professional	c
First-level supervision	d
Hourly worker	e
Clerical	f
Contractual/temporary	g

		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
95	<b>I am similar to others in my organization in terms of:</b> outlook, perspective, and values.	1	2	3	4	5
96	the way we handle problems.	1	2	3	4	5

**Leadership across Differences**

97	Which religious denomination do you belong to, if any?	Yes
	Bahai Faith	a
	Buddhism	b
	Christianity	c
	Confucianism	d
	Hinduism	e
	Islam	f
	Jainism	g
	Judaism	h
	Shinto	i
	Sikhism	j
	Taoism	k
	Vodun	l
	None/not applicable	m
	Other _____	n

98 What racial or ethnic group do you identify with, if any?  
\_\_\_\_\_

<b>How strong is your identification with:</b>		Very weak	Weak	Medium	Strong	Very strong
99	your racial or ethnic group?	1	2	3	4	5
100	other people from your home country?	1	2	3	4	5
101	your religious group?	1	2	3	4	5

<b>Have you ever experienced discrimination on the basis of:</b>		Never	Once or twice	A few times	Many times	I am not sure
102	your race or ethnicity/ethnic background?	1	2	3	4	5
103	your gender?	1	2	3	4	5
104	your religion?	1	2	3	4	5
105	your nationality?	1	2	3	4	5

**Leadership across Differences**

<b>When you think of your close friends, how many are:</b>		<b>None</b>	<b>One</b>	<b>Fewer than half</b>	<b>About half</b>	<b>More than half</b>
106	from another country?	1	2	3	4	5
107	of another race or ethnicity/ethnic background?	1	2	3	4	5
108	of another religion?	1	2	3	4	5
109	of the opposite gender?	1	2	3	4	5

**Part 5: Organizational Information**

Finally, we have some questions about your organization and your experiences working there.

<b>Do you think other people in this organization are treated differently on the basis of:</b>		Not at all	To a slight extent	To a moderate extent	To a great extent	To a very great extent
110	their gender?	1	2	3	4	5
111	their race or ethnicity/ethnic background?	1	2	3	4	5
112	their religion?	1	2	3	4	5
113	their nationality?	1	2	3	4	5
<b>Do people socialize together, either after work or during informal work activities, who differ in terms of:</b>		Not at all	To a slight extent	To a moderate extent	To a great extent	To a very great extent
114	their gender?	1	2	3	4	5
115	their race or ethnicity/ethnic background?	1	2	3	4	5
116	their religion?	1	2	3	4	5
117	their nationality?	1	2	3	4	5
<b>Do people work effectively together in this organization who are from:</b>		Not at all	To a slight extent	To a moderate extent	To a great extent	To a very great extent
118	different genders?	1	2	3	4	5
119	different religions?	1	2	3	4	5
120	different races?	1	2	3	4	5
121	different countries?	1	2	3	4	5
<b>To what extent...</b>		Not at all	To a slight	To a moderate	To a great	To a very

## Leadership across Differences

		1	2	3	4	5
			extent	great extent	extent	great extent
122	Would you recommend this organization to someone like yourself as a good place to work?	1	2	3	4	5
123	Do employees have a shared understanding about organizational goals?	1	2	3	4	5
124	Do employees have a shared motivation to reach organizational goals?	1	2	3	4	5
125	Do employees coordinate their work to reach organizational goals?	1	2	3	4	5
126	Do you think you could find another comparable job if you left this organization?	1	2	3	4	5
127	Do you consider yourself a leader?	1	2	3	4	5
128	Do you see yourself as part of the leadership of this organization?	1	2	3	4	5
129	Do you comfortably "fit in" as a member of this organization?	1	2	3	4	5
130	Does your supervisor treat you in a polite manner?	1	2	3	4	5
131	Do you feel like you're an important and valued member of this organization?	1	2	3	4	5
132	Do you have to change the way you think and behave when you show up for work each day?	1	2	3	4	5
133	Does your supervisor treat you with dignity?	1	2	3	4	5
134	Does your work environment seem hostile?	1	2	3	4	5
135	Does your supervisor treat you with respect?	1	2	3	4	5
136	Are all members of the organization treated with respect and dignity?	1	2	3	4	5

**Leadership across Differences**

	<b>To what degree do you agree or disagree with the following:</b>	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
137	Members of all social identity groups in this organization have a shared understanding of the goals of this organization.	1	2	3	4	5
138	Role and responsibilities within the organization are aligned, regardless of the demographic background of the individual employees.	1	2	3	4	5
139	Employees share a commitment to organizational goals, regardless of their demographic differences.	1	2	3	4	5
140	Despite their differences, employees from all social identity groups have a shared understanding of the organization's goals.	1	2	3	4	5
141	Employees from all social identity groups are united in their commitment to the goals of our organization.	1	2	3	4	5
142	Members of all social identity groups feel a common sense of commitment to the organization's goals.	1	2	3	4	5
143	Roles, responsibilities, and actions in this organization are aligned across members of all social identity groups in support of organizational goals.	1	2	3	4	5
144	Although employees are involved in a wide range of roles, responsibilities, and actions, these efforts are aligned in pursuit of organizational goals.	1	2	3	4	5
145	Employees share an understanding of organizational goals, even if they have different demographic backgrounds.	1	2	3	4	5

*\*Some items in this survey are copyrighted by Human Synergistics and cannot be reproduced without permission.*



# LEADERSHIP ACROSS DIFFERENCES

## A REPORT ON RESEARCH AND FINDINGS

The data shared in this report are drawn from the Leadership Across Differences research project (2001–2008). The international research team included Center for Creative Leadership (CCL) faculty and research partners at various institutions around the world. Researchers gathered survey, interview, and archival data from for-profit and nonprofit organizations in order to better understand what contributes to social identity tensions and conflicts in organizations and explore what leadership responses were desired and which were used. For more information, visit <http://www.ccl.org/leadership/research/lad/>.

### About the Authors

Kelly M. Hannum is manager of research for the Europe-Middle East-Africa region at CCL. She holds a Ph.D. in educational research, measurement, and evaluation from the University of North Carolina at Greensboro. She is a visiting faculty member at Catholic University's IESEG School of Management in Lille, France, and teaches graduate-level courses at the University of North Carolina at Greensboro. She has published and presented internationally in a variety of venues.

William A. (Bill) Gentry is a senior research associate at CCL and an adjunct professor in the leadership studies program at North Carolina A&T State University. His research interests include multisource (360-degree) research, survey development and analysis, leadership and leadership development across cultures, mentoring, managerial derailment, organizational politics, and political skill in the workplace. Bill holds a Ph.D. in applied psychology from the University of Georgia. Bill has published in such journals as *Journal of Applied Psychology*, *Journal of Vocational Behavior*, *Personnel Psychology*, *Personality and Social Psychology Bulletin*, and the *Leadership Quarterly*.

Todd J. Weber is a postdoctoral research associate with the Institute for Innovative Leadership at the University of Nebraska–Lincoln. He holds a Ph.D. in organizational behavior from the University of North Carolina at Chapel Hill. His research interests include leadership, international management, and values. His work has been published in several academic and practitioner outlets, including *Annual Review of Psychology*, *Journal of Vocational Behavior*, *Human Relations*, the *International Journal of Human Resource Management*, and *Leadership in Action*.



Center for  
Creative  
Leadership

[www.ccl.org](http://www.ccl.org)

