Research Survey

GLOBE Project

(Global Leadership and Organizational Behavior Effectiveness Project)

Form Alpha

Introduction

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

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

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

General Instructions

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

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

Explanation of the Types of Questions

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

A. In this country, the weather is generally:

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

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

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

B. The weather in this country is very pleasant.

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

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

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

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

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

_____ A.   Tall   = Of significantly above average height

Section 1
The Way Things <u>Are</u> in Your Work Organization

Instructions

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

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

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

Section 1 questions begin here.

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

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

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

aggressive						non-aggressive
1	2	3	4	5	6	7

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

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

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

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

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

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

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

						non-
assertive						assertive
1	2	3	4	5	6	7

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

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

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

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

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

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

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

						non-
dominant						dominant
1	2	3	4	5	6	7

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

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

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

individual						collective
interests						interests
1	2	3	4	5	6	7

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

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

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

| tough | | | | | | tender |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

1-15. In this organization, employees are encouraged to strive for continuously improved performance.

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

1-16. In this organization, most work is highly structured, leading to few unexpected events.

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

1-17. In this organization, men are encouraged to participate in professional development activities more than women.

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

1-18. In this organization, major rewards are based on:

only performance effectiveness			performance effectiveness and other factors (for example, seniority or political connections)			only factors other than performance effectiveness (for example, seniority or political connections)
1	2	3	4	5	6	7

1-19. In this organization, job requirements and instructions are spelled out in detail so employees know what they are expected to do.

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

1-20. In this organization, being innovative to improve performance is generally:

substantially rewarded			somewhat rewarded			not rewarded
1	2	3	4	5	6	7

1-21. In this organization, people are generally:

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

1-22. In this organization, physically demanding tasks are usually performed by:

men						women
1	2	3	4	5	6	7

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

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

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

very friendly						very unfriendly
1	2	3	4	5	6	7

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

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

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

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

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

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

1-28. Members of this organization:

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

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

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

1-30. In this organization:

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

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

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

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

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

1-33. This organization shows loyalty towards employees.

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

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

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

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

Section 2
Leader Behaviors

Instructions

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

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

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

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

Section 2 questions start here.

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

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

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

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

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

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

Section 3
The Way Things Generally <u>Should Be</u>
in Your Work Organization

Instructions

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

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

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

Section 3 questions start here.

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

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

3-2. In this organization, people <u>should</u> be encouraged to be:

aggressive						non-aggressive
1	2	3	4	5	6	7

3-3. In this organization, people who are successful <u>should</u>:

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

3-4. In this organization, the accepted norm <u>should</u> be to:

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

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

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

3-6. In this organization, people <u>should be</u> encouraged to be:

	non-
assertive	assertive
1	2	3	4	5	6	7

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

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

3-8. In this organization, meetings <u>should</u> be:

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

3-9. In this organization, people <u>should</u> be encouraged to be:

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

3-10. In this organization, people <u>should</u> be encouraged to be

	non-
dominant	dominant
1	2	3	4	5	6	7

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

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

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

individual	collective
interests	interests
1	2	3	4	5	6	7

3-13. In this organization, subordinates <u>should</u>:

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

3-14. In this organization, people <u>should</u> be encouraged to be:

| tough | tender |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

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

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

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

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

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

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

3-18. In this organization, major rewards <u>should</u> be based on:

only performance effectiveness			performance effectiveness and other factors (for example, seniority or political connections)			only factors other than performance effectiveness (for example, seniority or political connections)
1	2	3	4	5	6	7

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

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

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

substantially rewarded			somewhat rewarded			not rewarded
1	2	3	4	5	6	7

3-21. In this organization, people <u>should</u> be encouraged to be:

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

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

men						women
1	2	3	4	5	6	7

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

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

3-24. I believe that managers in this organization <u>should</u>:

provide detailed instructions concerning how to achieve goals						allow subordinates freedom in determining how to achieve goals
1	2	3	4	5	6	7

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

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

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

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

3-27. In this organization, employees <u>should</u> feel loyalty to the organization.

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

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

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

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

it should not be important at all			it should be moderately important			it should be very important
1	2	3	4	5	6	7

3-30. In this organization, people <u>should</u>:

worry about current crises						plan for the future
1	2	3	4	5	6	7

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

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

3-32. In this organization, people <u>should</u> be encouraged to be:

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

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

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

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

management						employees
1	2	3	4	5	6	7

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

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

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

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

3-37. Members of this organization should:

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

3-38. In this organization, people <u>should</u> be encouraged to be:

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

3-39. In this organization, opportunities for management positions <u>should</u> be:

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

3-40. In this organization, people <u>should</u> work on:

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

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

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

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

Section 4
Leader Behaviors (Part II)

Instructions

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

SCALE

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

Section 4 questions begin here.

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

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

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

SCALE

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

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

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

Section 5
Demographic Questions

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

Questions about Your Personal Background

5-1.	How old are you? _____ years

5-2.	What is your gender? *(check one)*	❏ Male	❏ Female

5-3.	What is your country of citizenship/passport? _____

5-4.	What country were you born in? _____

5-5.	How long have you lived in the country where you currently live? _____ years

5-6.	Besides your country of birth, how many other countries have you lived in for longer than one year? _____ countries

5-7.	What is your ethnic background? _____

5-8.	Do you have a religious affiliation?	❏ Yes	❏ No

5-9.	If you answered yes to question 5-8, please indicate the name of the religion.
	_____

Questions about Your Family Background

5-10.	What country was your mother born in? _____

5-11.	What country was your father born in? _____

5-12.	What language(s) were spoken in your home when you were a child?
	_____

Questions about Your Work Background

5-13. How many years of full-time work experience have you had? _____ years

5-14. How many years have you been a manager? _____ years

5-15. How long have you worked for your current employer? _____ years and _____ months.

5-16. Have you ever worked for a multinational corporation?　❐ Yes　❐ No

5-17. Do you belong to any professional associations or networks?　❐ Yes　❐ No

5-18. Do you participate in any industrial or trade association activities?　❐ Yes　❐ No

Questions about Your Educational Background

5-19. How many years of formal education do you have? _____ years

5-20. If you have an educational major or area of specialization, what is it? _____
　　　　_____

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

Questions about This Organization

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

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

5-23. How many people report directly to you in the chain of command? _____ people

5-24. How many people work in the subunit of the organization you manage? _____ people

5-25. How many organizational levels are there between you and the chief executive of your organization? _____ levels

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

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

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