

GLOBE Leadership and Society Surveys

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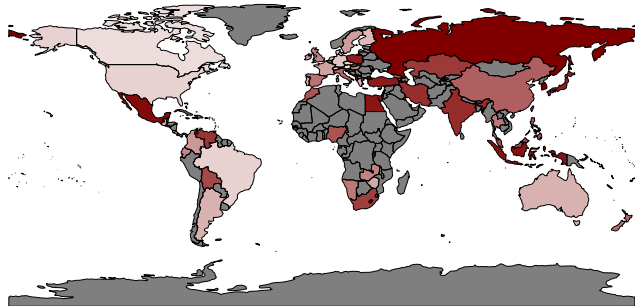
Explore the GLOBE

STATS 140XP · Fall 2021

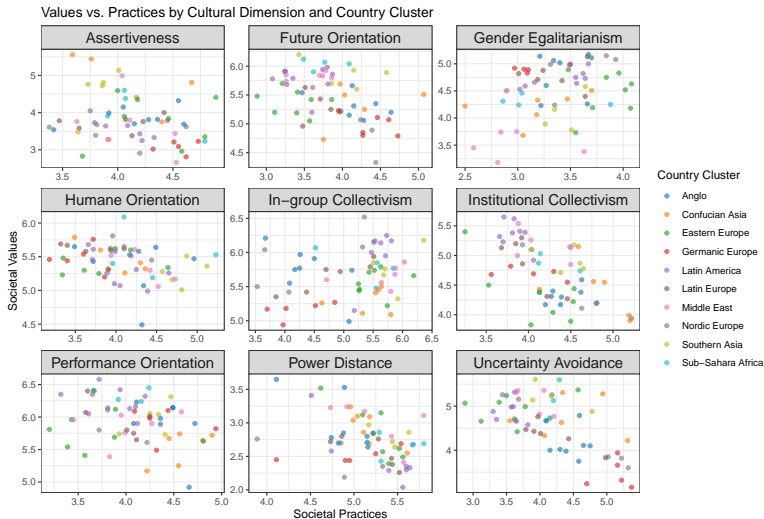
Introducing the Data

- GLOBE (Global Leadership & Organizational Behavior Effectiveness)
 - Goal: Identify the relationships between various leadership and societal characteristics
 - Over 17,000 middle managers, 62 cultures

Autocratic Levels by Country



Exploratory Data Analysis



Note: Countries with missing country clusters were excluded.

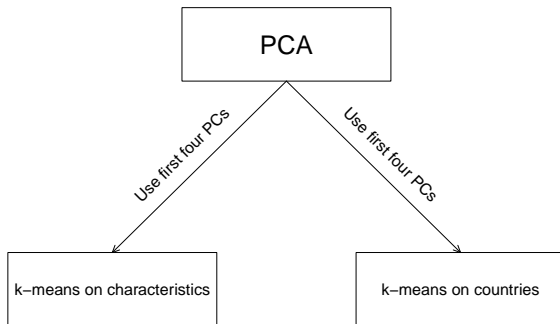
- ① Which characteristics or traits do countries tend to group together when determining “good” leadership values?
 - Which countries have similar perceptions of these leadership values?
- ② Do societal practices and societal values align?
 - If they do not, which practices and values deviate most significantly?

Analysis

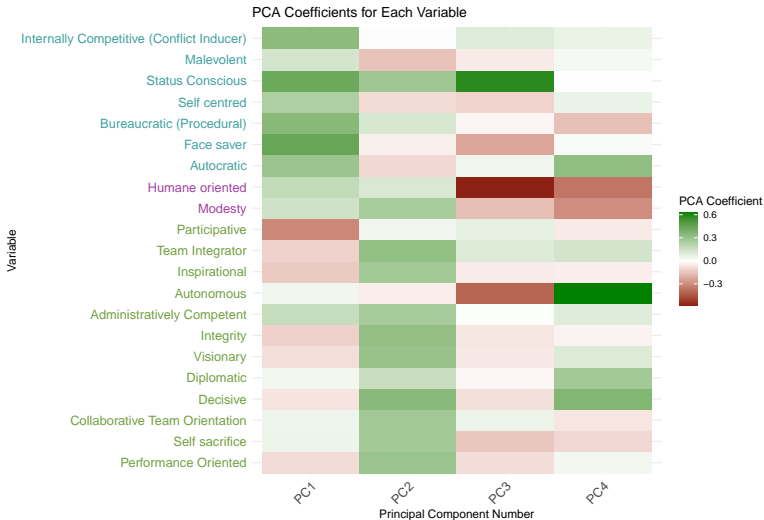
Leadership Clusters: Methodology

- ① Remove second-order factor analysis variables (difficult for interpretation)
 - ② Perform PCA on the remaining numeric variables
 - ③ Perform k -means clustering on the first four principal components
- Characteristics
 - Countries

Methodology for Leadership Analysis



Leadership Clusters: Characteristics

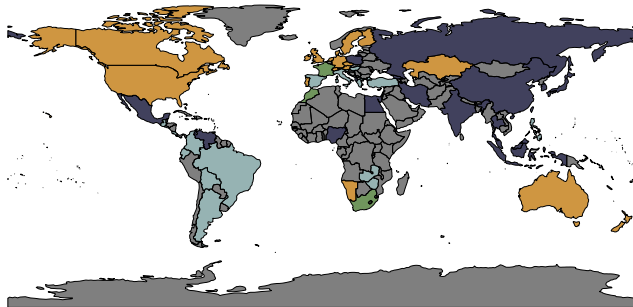


Leadership Clusters: Characteristics

- ① Internally competitive, malevolent, status conscious, self-centred, bureaucratic, face saver, autocratic
 - Negative characteristics
- ② Humane-oriented, modesty
 - Distinctly different group of two
- ③ Participative, team integrator, inspirational, autonomous, administratively competent, integrity, visionary, diplomatic, decisive, collaborative team orientation, self-sacrifice, performance-oriented
 - Positive characteristics

Leadership Clusters: Countries

K-Means Clustering ($k = 4$) on the First Four Principal Components



Note: East, West Germany in the same cluster. South Africa colored by Black sample (rather than the White sample)

Leadership Clusters: Countries

- **Light Blue:** Latin America, Mediterranean
- **Dark Blue:** Asia
- **Green:** No specific regionality
- **Gold:** Western and Northern Europe, Anglo

Table 1: Results of Simple Linear Regression by Cultural Dimension

Cultural Dimension	Coefficient Value	p-value
Uncertainty Avoidance	-0.6199	0.0000
Institutional Collectivism	-0.5251	0.0000
Power Distance	-0.4991	0.0006
Future Orientation	-0.4725	0.0009
Humane Orientation	-0.5944	0.0116
Gender Egalitarianism	0.2437	0.0124
Performance Orientation	-0.3459	0.0268
Assertiveness	-0.1507	0.0414
In-group Collectivism	0.4393	0.0991

Conclusions

Societal Values vs. Practices

Limitations

GLOBE
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**Explore the
GLOBE**

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**Further
Research**

Further Research