

# GLOBE Leadership and Society Surveys

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**Explore the GLOBE**

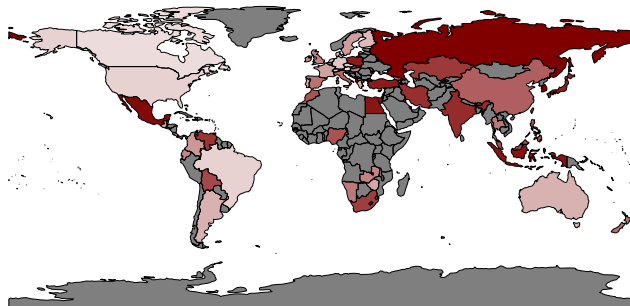
STATS 140XP · Fall 2021

# Introducing the Data

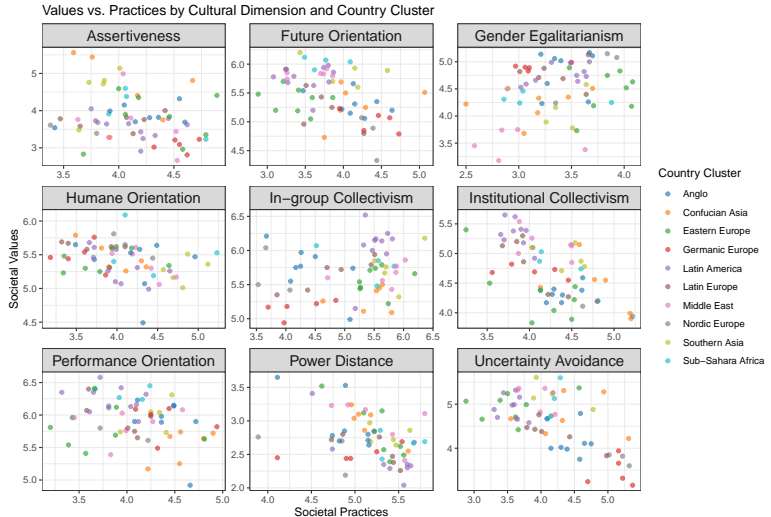
- GLOBE (Global Leadership & Organizational Behavior Effectiveness)
  - Goal: Identify the relationships between various leadership and societal characteristics
  - Over 17,000 middle managers, 62 cultures

# Exploratory Data Analysis

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?

GLOBE  
Leadership  
and Society  
Surveys

**Explore the  
GLOBE**

Introducing  
the Data

**Analysis**

Conclusions

Limitations

Further  
Research

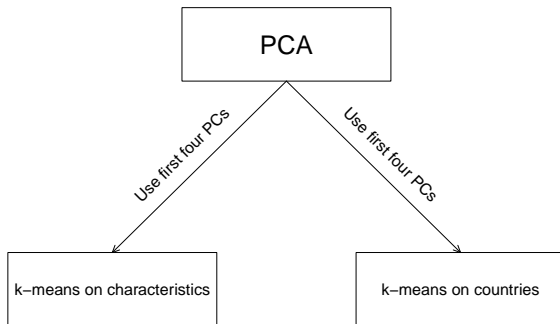
# Analysis

# Leadership Clusters: Methodology

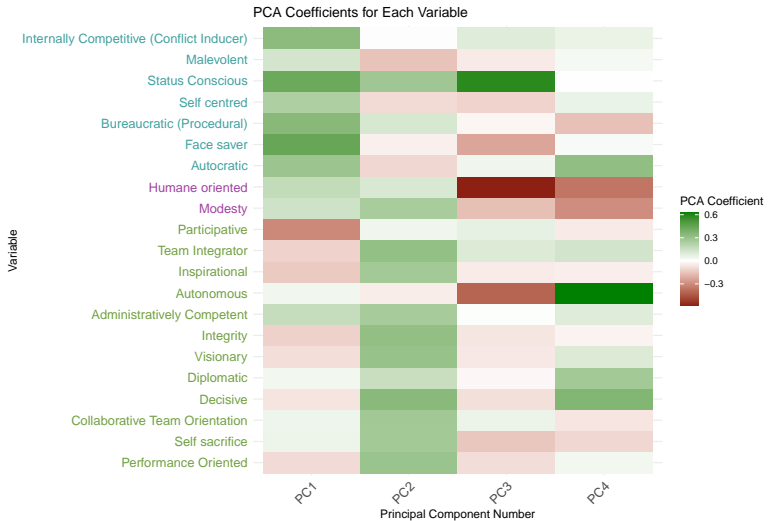
- 1 Remove second-order factor analysis variables (difficult for interpretation)
- 2 Perform PCA on the remaining numeric variables
- 3 Perform  $k$ -means clustering on the first four principal components for both characteristics and countries



## Methodology for Leadership Analysis



# Leadership Clusters: Characteristics

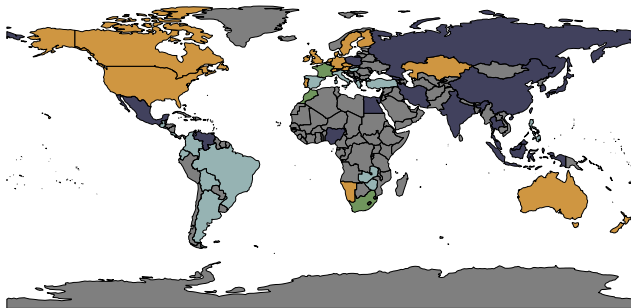


# Leadership Clusters: Characteristics

- 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

# Leadership Clusters

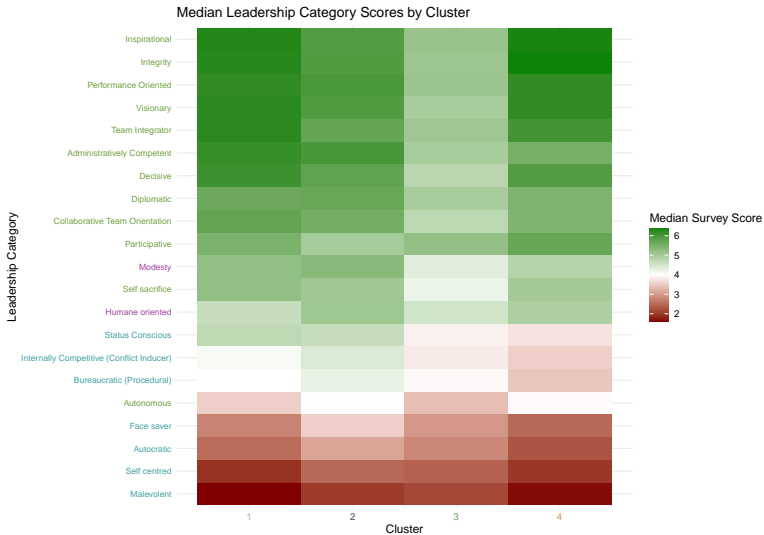


Table 1: Results of Simple Linear Regression by Cultural Dimension

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

## Further Research