

- Since WWII globalization has been advancing
- Increased interdependence (economic, social, technical and political)
- More international trade, cultural exchange and use of international communication
- People are more interconnected across cultures
- Need to identify leaders for multinational entities with culturally diverse clients and employees
- Leaders need cross-cultural competencies
 - Understand business, political and cultural environments worldwide
 - Learn the perspectives and trends of other cultures
 - Work well with diverse populations
 - Adapt well to living and communicating in other cultures
 - Relate to people from others from a position of equality and not cultural superiority
 - Skilled in creating transcultural visions (Ting-Toomey 1999)
- Culture is defined as the learned beliefs, values, rules, norms, symbols and traditions that are common to a group of people. It is these shared qualities of a group which make the group unique.
- Culture is dynamic and transmitted to others
- Diversity refers to the existence of different cultures or ethnicities within a group or an organization.
- Ethnocentrism is the tendency for individuals to place their own group (ethnic, racial or cultural) at the center of their observations of others and the world. People tend to give priority to their own beliefs, attitudes and values above other groups.
Ethnocentrism is the perception that one's own culture is better or more natural than the culture of others. It prevents people from fully understanding or respecting the viewpoints of others.
- Prejudice is a largely fixed belief held about another person or group that is based on faulty or biased data. These inflexible generalizations are resistance to change or evidence to the contrary (Ponterotto, Utsey and Pederson 2006). Prejudice is almost always negative and always inaccurate.
- Prejudicial attitudes inhibit understanding by creating a filter that limits our ability to see multiple aspects and qualities of other people.
- There are different cultural dimensions
 - Individualistic vs collectivist
 - Egalitarian vs hierarchical
 - Person v task orientation
- ***Hofstede (1980, 2001) is important in the world of cultural research. Identified dimensions on which culture differs
 - Power Distance

- power divide or shared. Degrees of separation caused by authority, prestige, status, wealth, possessions
 - Low in Nordic Europe
- Uncertainty Avoidance
 - the way cultures use rules/laws to increase predictability
 - Low in Latin America
- Individualism vs Collectivism
 - Institutional Collectivism – institutional or societal collective action
 - In-group Collectivism – degree of pride, cohesiveness of family, nation
 - High in Asia and Middle-east
- Masculinity-femininity
 - Gender egalitarianism
 - degree to which gender role differences are minimized and equality promoted
 - low in Middle east
 - High in Nordic Europe
- Assertiveness
 - degree to which people are aggressive, confrontational in relationships as opposed to timid/submissive and tender
 - High in Eastern Europe
 - Low in Nordic Europe
- Future orientation
 - The extent to which people engage in planning, investing, delayed gratification
 - Long vs short term orientations
 - Germanic
- Performance orientation
 - Focus on improved performance and excellence
 - Anglo (UK, USA, Canada), Asian, Germanic
- Humane orientation
 - Emphasis on fairness, generosity, kindness, sensitivity towards others, social support and community values
 - Southern Asia – strong family loyalty and deep concern for community
 - Some countries such as Switzerland emphasize tolerance and responsibility as it's central educational goals.
 - Sub-saharan Africa – sensitive to others. Concern for family and friends is more important than concern for self.
- Different cultures will have a different Implicit Leadership Theory!