

RESEARCH ABSTRACT

Leading Across Boundaries: Country Differences in Leadership

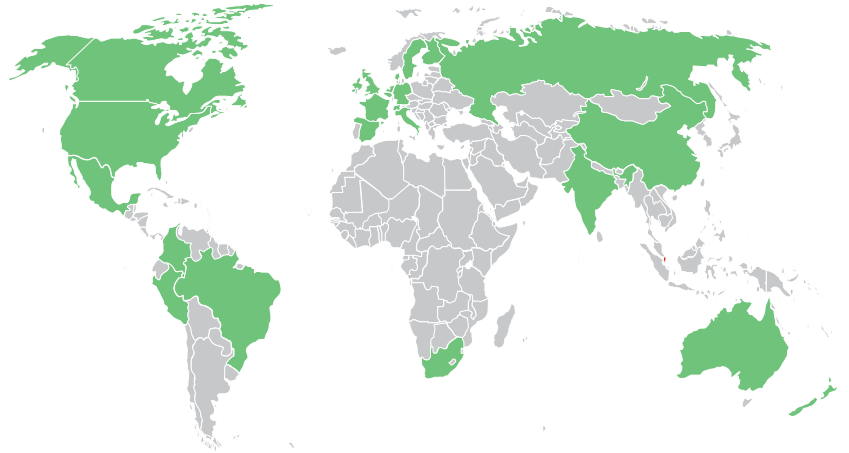
Management Research Group® completed a study comparing 96,000 leaders in 26 countries. Common leadership practices were found to vary substantially by country – with significant implications for global leadership and conflict management.

A central aspect of Management Research Group’s (MRG) mission is to provide organizations with assessment tools that can be used globally for leadership and organizational development. In a recently completed study of country differences in leadership, we investigated the leadership/management practices of 96,000 leaders in 26 countries, 8000 organizations, and 30 industries over a 10-year period.

Each participant completed the Leadership Effectiveness Analysis™ (LEA) as part of ongoing organizational development activities. The LEA is a broadly descriptive assessment, explaining fundamental management and leadership practices and behaviors that are commonly found in a wide-range of managerial settings and cultures. In particular, the LEA measures twenty-two leadership practices in six functional areas: Creating a Vision, Developing Followership, Implementing the Vision, Following Through, Achieving Results, and Team Playing.

In particular, the LEA measures twenty-two leadership practices in six functional areas: Creating a Vision, Developing Followership, Implementing the Vision, Following Through, Achieving Results, and Team Playing.

The findings indicated that leadership practices vary widely by country. Euclidean distance measures were used to assess how different each country is from a target country with respect to their leadership practices. Figure 1 displays the aggregate differences of each of 25 countries from the United States. For example, the leadership approaches exemplified in Canada are very similar to that in the United States. In contrast, the leadership approaches frequently attributed to Sweden and the Netherlands are remarkably different from the approaches described by leaders in the United States.



LEADERSHIP DIFFERENCES COMPARED WITH THE UNITED STATES

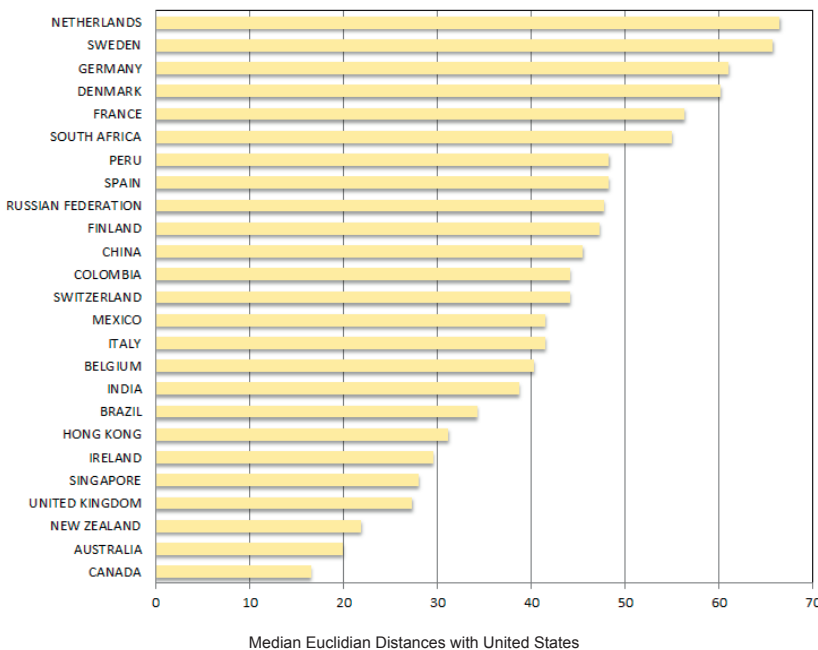


Figure 1. Leadership differences between the US and 25 countries. Larger bars indicate greater differences.

Heirarchical cluster analysis can be useful for exploring common similarities and differences among groups of people. In the current context, this method was used to organize countries into clusters so countries within a group are more similar to each other than they are to countries located in other groups. The results are summarized on the next page.

The LEA measures 22 leadership practices in 6 functional areas:

- | | |
|-------------------------|-------------------|
| Creating a Vision | Following Through |
| Developing Followership | Achieving Results |
| Implementing the Vision | Team Playing |

For more product information, please visit:
www.mrg.com/products-services/leadership/

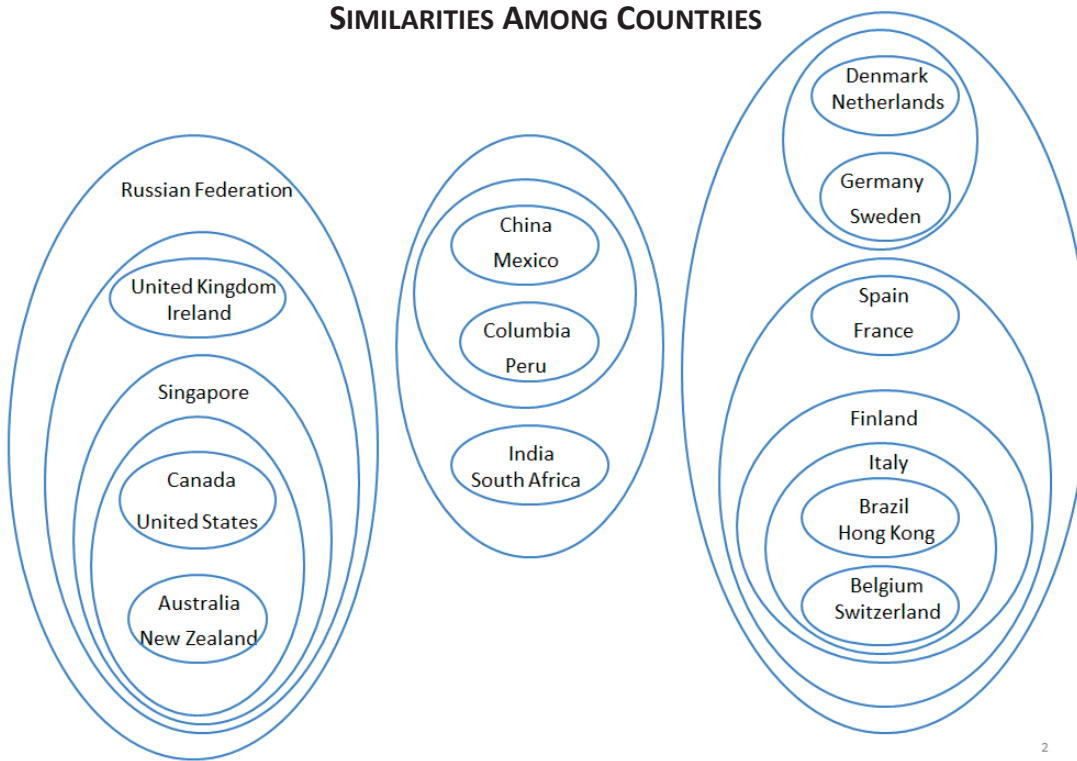
In figure 2, countries that are within the same circles tend to be more similar to each other (with regard to leadership approach) than they are to countries outside these circles. For example, Canada and the United States are similar, as are Australia and New Zealand. All four countries are more similar to each other than they are to Singapore. All five countries are more similar to each other than they are to Denmark, as shown here.

Applying Research Insights

We can use this information to help leaders better prepare for international assignments as they lead teams with members from other countries and gain increased understanding of leadership diversity as it is formed and influenced by country culture.

At an organizational level, this information can be of value when leadership teams are striving for global alignment, building business in other countries, minimizing conflict, increasing understanding among team members, working cooperatively and merging visions and values. We each lead in different ways, influenced by our culture, environment, leadership context, and personal values and characteristics. An understanding of the is diversity is critical for the effective development of global leaders.

SIMILARITIES AMONG COUNTRIES



To learn more about MRG's Global Leadership Research, please visit our website: www.mrg.com/research

Figure 2. Similarities among countries based on leadership practices. Countries with the same circles are more similar to each other than they are to countries outside their circles. Results are based on hierarchical clustering.



Management Research Group®

Founded in 1983, Management Research Group is an international assessment firm specializing in Leadership Development, Personal Development and Motivation, and Sales Force Effectiveness. We honor the uniqueness of each individual. All of our assessments and services are designed and delivered to offer meaningful insight, inspire reflection, and make people feel valued, respected, and encouraged. We believe in the interrelated power of **Business, Science, and the Human Spirit.**

The MRG Difference:

- Our unique semi-ipsative questionnaire design significantly reduces rater biases, producing more accurate, valid and actionable feedback.
- We have one of the largest research databases in the world.
- We boast a network of 1500 consultants active in over 100 countries.
- MRG's assessments are available in 15 languages and are normed in 15 countries and 8 global regions.
- Our assessments are based on 40 years of research.

