

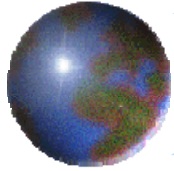
Adaptation to the Global Work Culture by Organizations, Managers and their Employees

Miriam Erez
Technion -
Israel Institute of Technology

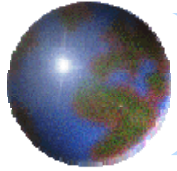
merez@ie.technion.ac.il
<http://iew3.technion.ac.il/~merez/>



Dept. of Psychology, University of Giessen, 24-10-08



From
No Cultural Differences
To
Cross –Cultural Differences
To
Cultures' interfaces



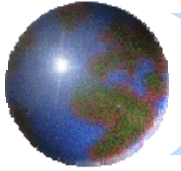
Why doing Cross-Cultural OB Research?

- My early research on participation in goal-setting as a motivational approach
- Participation → Goal commitment → Performance

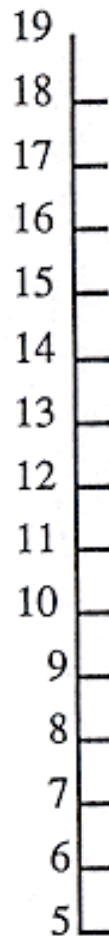
Latham, G. Erez., and Locke, E., "Resolving scientific disputes by the Antagonists: Application of the Erez-Latham dispute regarding participation", Monograph, *Journal of Applied Psychology*, 73, 1988, 753-772.

Erez - based on Kurt Lewin (1951)

Latham – based on French, Kay, & Meyer, (1966). Participation and the appraisal system. *Human Relations*, 19, 3-20.

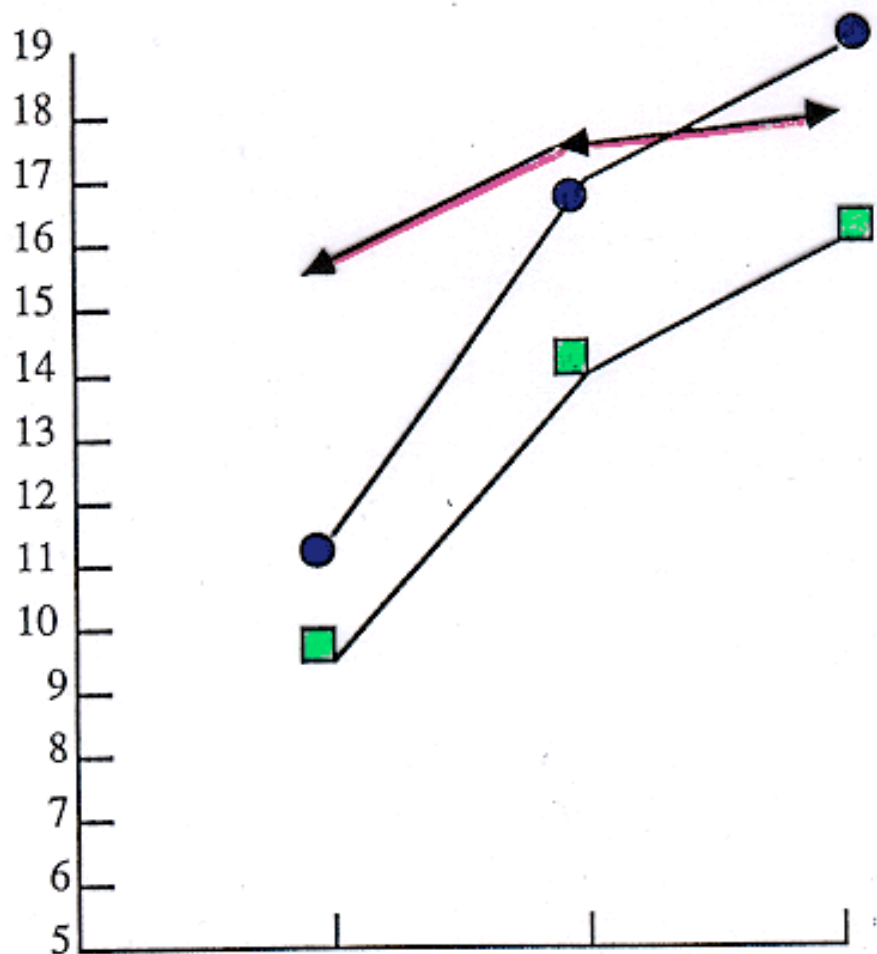


Performance



Assigned Representative Participative

Israel Urban
United States
Israel Kibbutz

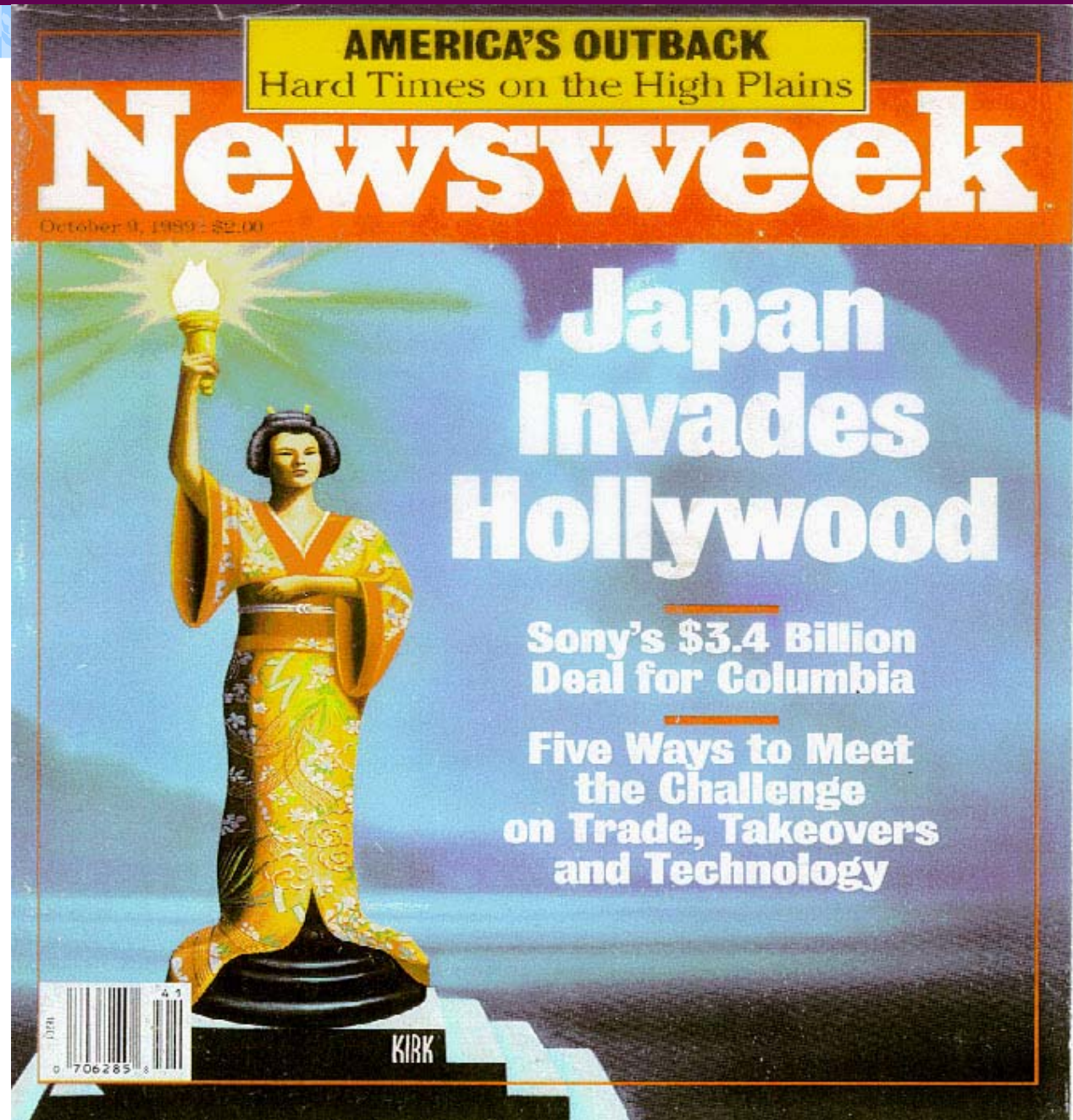


Erez, M. and Earley, P.C.,
"Comparative analysis of
goal-setting strategies across
cultures". *Journal
of Applied Psychology*, 72,
1987, 658-665.

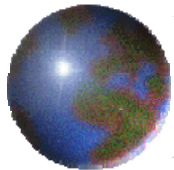
Fig. 5: Presentation of adjusted performance means across goal-setting strategies and countries.

Culture & Globalization In the Eighties

October, 1989



Miriam Erez



Cross Cultural Alliances

May, 1999



Wedding or Wipe-Out?

Lessons for Renault And Nissan in the Ford-Mazda Marriage

So what lessons has Ford learned from its marriage to Mazda? Grasp it for dear life. Expect hand responsibility for a partner and its employees. It's not all roses, but don't kowtow to the bride. And read the life story of the groom. Here is the sort of tenacity and courage you will need. These principles have led



In Sickness or in Health

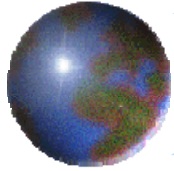
In taking a big stake in Nissan, Renault of France is buying into a much bigger Japanese car maker than Ford did when it gained control of Mazda three years ago. But Nissan's problems, outside Mazda's, too, its losses and debt are much steeper and its operations far less productive than Mazda's were when Ford took over.



NISSAN		MAZDA	
As of March 31, 1999		As of March 31, 1998	
\$61.3	Revenue (billions)	\$18.8	
\$269.0	Net losses (millions)	\$111.2	
\$36.3	Debt (billions)	\$7.0	
-9.8%	\$2-week change in share price	+4.9%	
2,436	Units produced (thousands)	771	
2,512	Units sold (thousands)	783	
137,000*	Employees	26,000	

*As of March 31, 1999

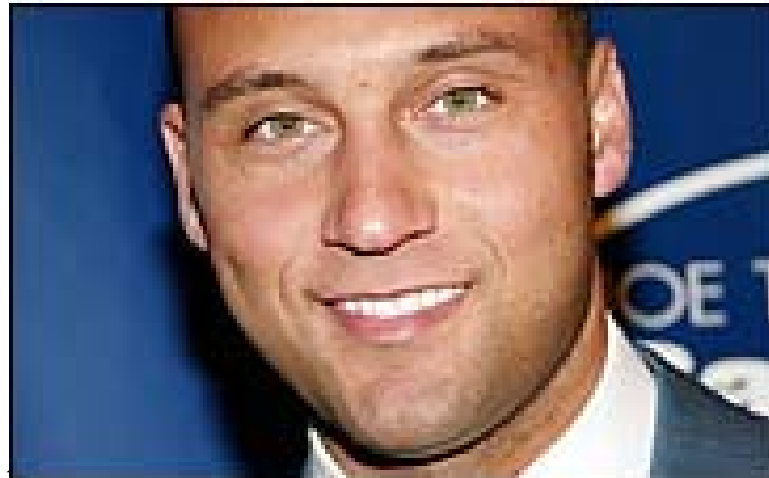
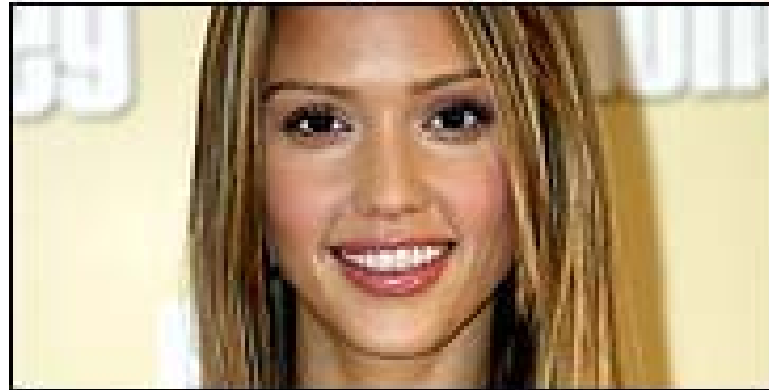
Sources: Company reports; Bloomberg Financial Markets

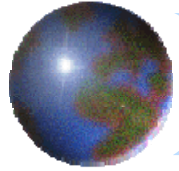


Generation EA - Ethnically Ambiguous

NYTimes, Dec. 28, 2003

**From Culture's
Differentiation to
Culture's Assimilation**

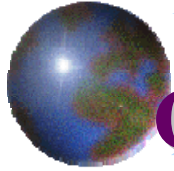




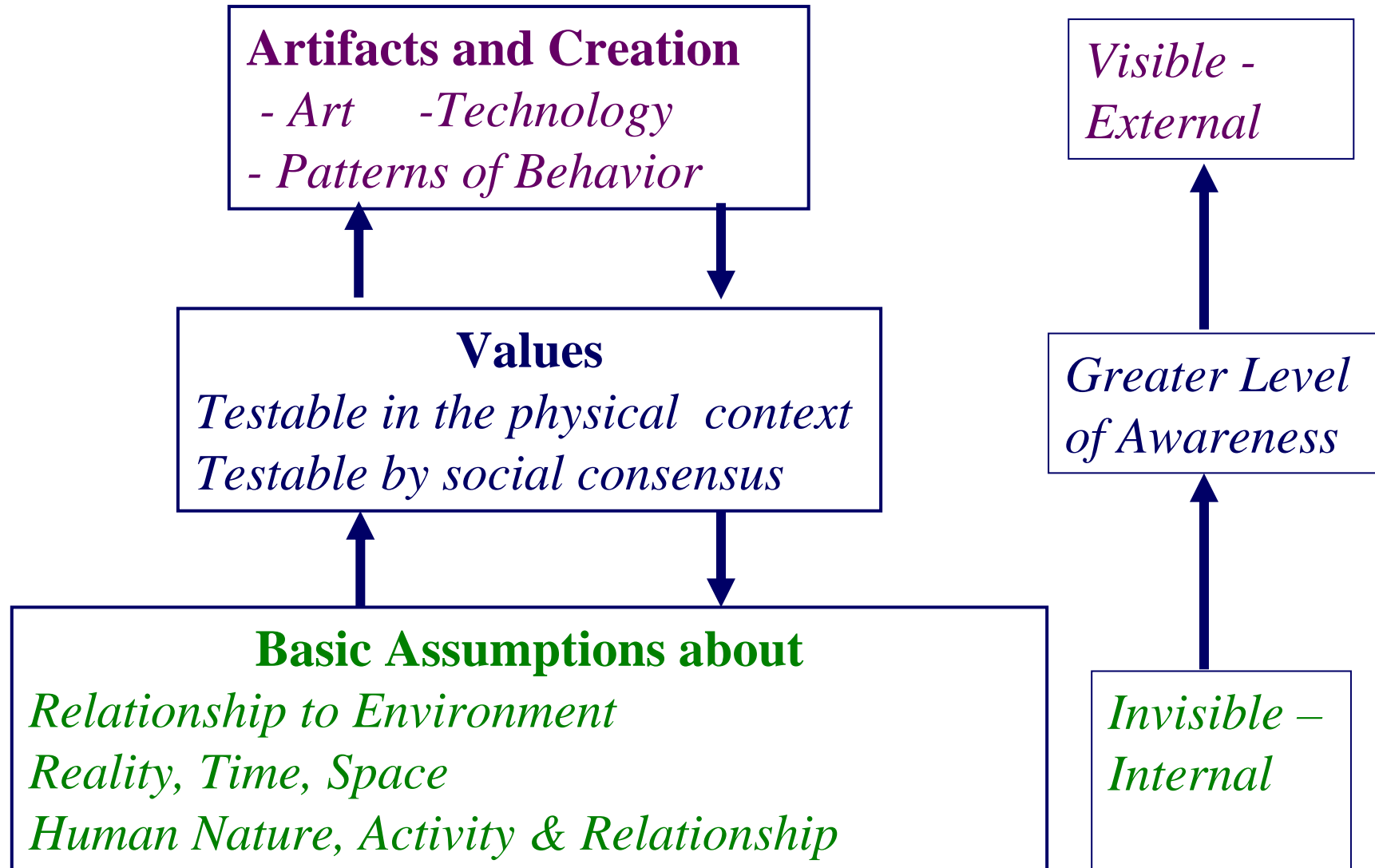
Is The World Really Flat?

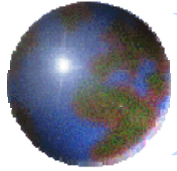
Thomas Friedman, **2005**





Culture – a Multi Layer Construct (Schein, 1985)





National Cultural Values

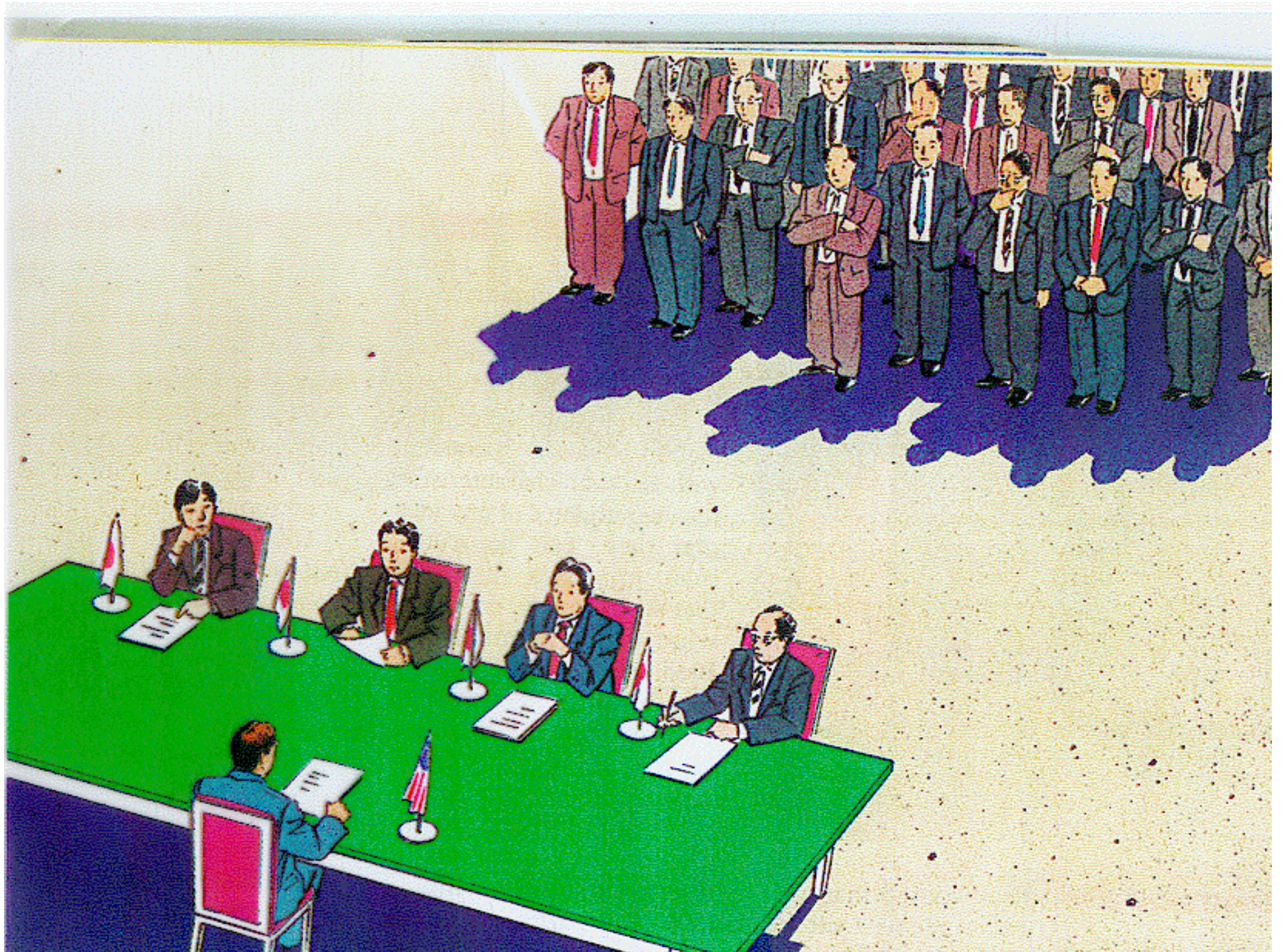
(Hofstede, 1980, 1991, 2001; House et al., 2004)

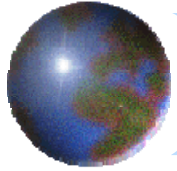
- **Individualism Vs. Collectivism** - The way people relate to each other:

Individual Vs. group goals

Self interest Vs. interest in group members

Preference to be by oneself Vs. with others

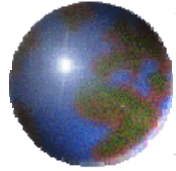




Cultural Values (Cont.)

- **Power Distance**
- **(Equality Vs. inequality)-**

The extent to which members of a culture accepts inequality and large differentials between those having power, and those having little power.



Cultural Values (Cont.)

- **Uncertainty Avoidance** –

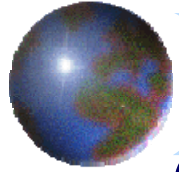
emphasis on rules and regulations, rituals, and extensive documentation.

- **Masculinity Vs. Femininity** -

Gender differentiation in roles and occupations is high in masculine cultures, and low in feminine cultures.

- **Future Time Orientation** –

Long versus short term planning.








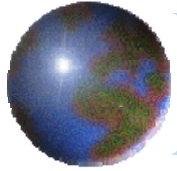
Cultural Values (Cont.)

(House, 1995)

- **Humanism** - Emphasis on humanistic values.
- **Performance Orientation** - emphasis on success.

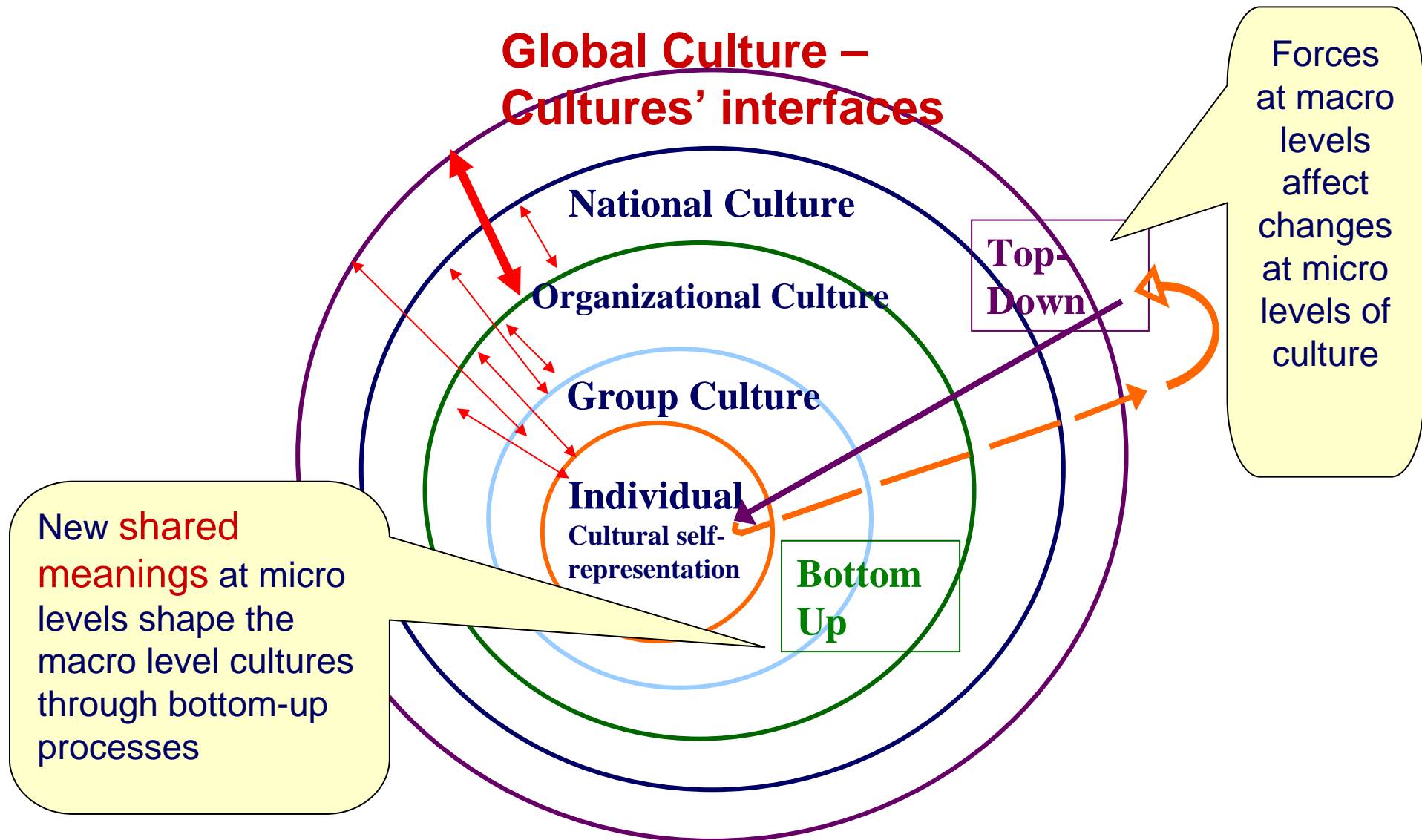
National Culture: Implications for Innovation

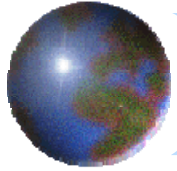
	National Culture (House, et al., 2004)				
	Israel 	Germany 	USA 	Singapore 	China 
	Mean	Mean	Mean	Mean	Mean
Uncertainty Avoidance	4.01C	5.22A	4.15B	5.31A	4.94A
Power Distance	4.73C	5.25B	4.86B	4.99B	5.04B
Collectivism Group based	4.70B	4.02C	4.25C	5.64A	5.80A
Performance Orientation	4.08B	4.25B	4.47A	4.90A	4.45A



The Macro-Level Global Culture

(Erez & Gati, 2004)

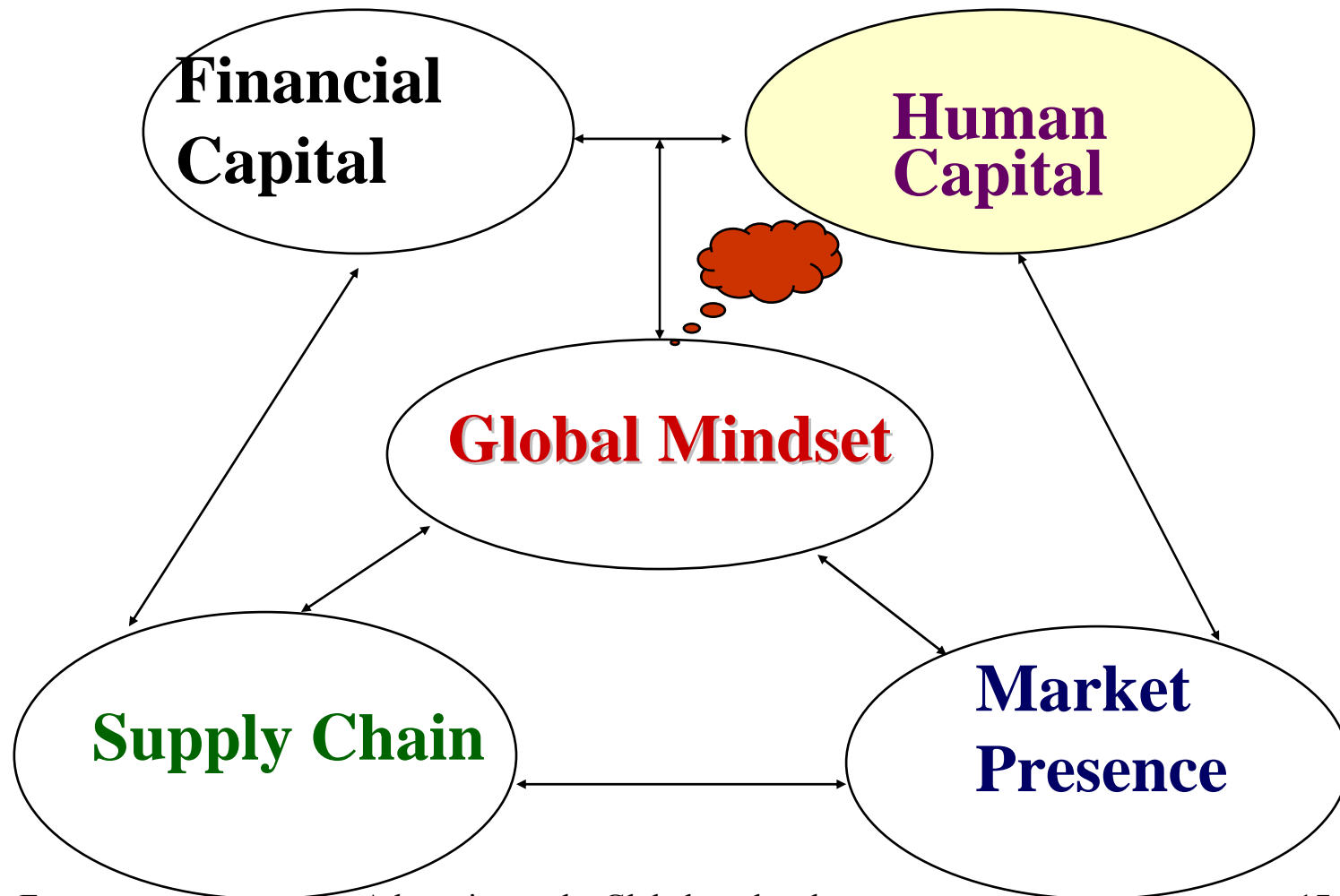


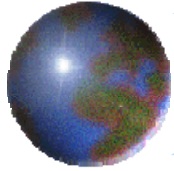


Globalization -

Economic Interdependence Among Countries

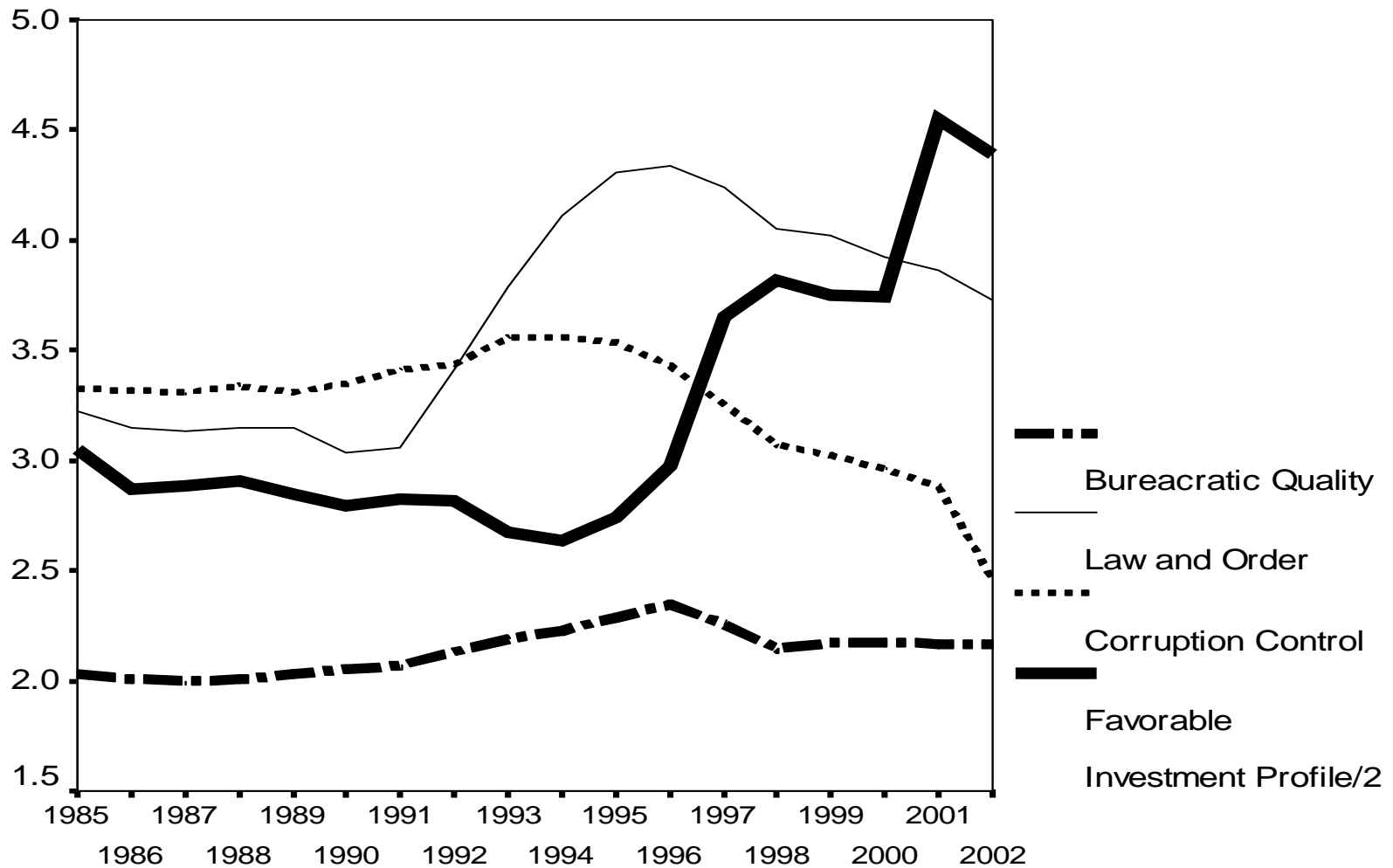
A free flow of:

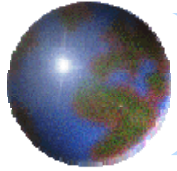




Rational Administrative Culture:

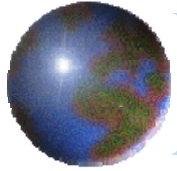
Drori, Jang & Meyer, ASQ 2006





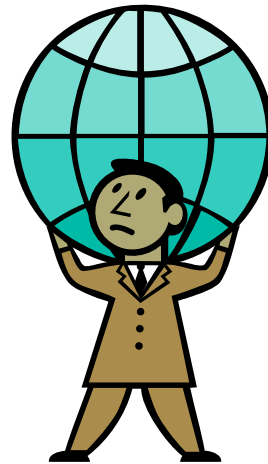
Culture's Interface

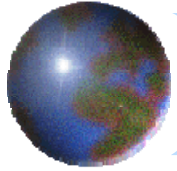
- *What Happens to **People** and **Organizations** when they enter the global work environment?*



The Individual Level

The Emergence of a Global Identity

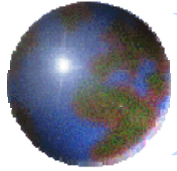




Globalization ↔ *Self Identity*

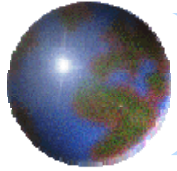
Self Identity:

- Understanding of who one is in relation to others.

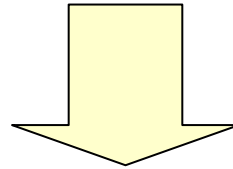


- ***Social Identity*** -

A sense of belongingness to a specific group that has a psychological meaning to oneself (Tajfel, 1978; Tajfel & Turner, 1979)

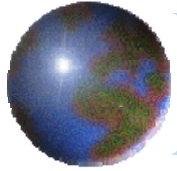


Globalization



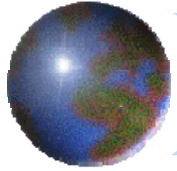
Bi-Cultural Identity (Arnett, 2000)

- 1) Global Identity – a sense of belongingness to a worldwide culture (Arnett, 2000).
- 2) Local Identity – rooted in the local culture.



Global Identity in the work context:

An Individual's sense of belonging to groups operating in the context of global organizations (Shokef & Erez, 2006)

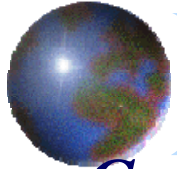


Based on Berry et al., (1980)

Preservation of Own Values

Adaptation to Global Work Values

	<u>High</u>	<u>Low</u>
<u>High</u>	Glocal	Global
<u>Low</u>	Local	Marginal



STUDY 1: Global and Local Identities in Multi-

Cultural Teams (Shokef, Erez & Cochavi, 2006; Lisak & Erez, 2007)

Sample : 311 MBA students working part-time divided into groups of 3-4 members



Israel N=88;



Italy N= 41;



Hong-Kong N=60;

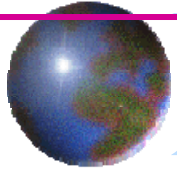


South Korea N=21;



USA N=101

Task: Multicultural teams working on a joint project of developing a guide for an expatriate who is going to be relocated in a country of their choice



Technion Multi-Cultural Team Project (TMCTP) - Example of the Interface

The screenshot shows a web browser window titled "Welcome to the Technion Multi-Cultural Team Project - Microsoft Internet Explorer". The address bar shows the URL "http://iew3.technion.ac.il/~rol/xc/". The main content area features a heading "Welcome to the Technion Multi-Cultural Team Project." followed by a paragraph explaining the project's goal: "The goal of this project is to give you an opportunity to experience working in multi-cultural teams on a joint project with graduate students from other countries. This is an online environment that allows cross-cultural teams to cooperate on joint projects and monitor their interaction patterns. For more information about the project please [click here](#)." Below this is a section titled "To enter your team's workspace please:" with a bulleted list of instructions: "Locate your team's login area", "Select your name from the members menu", "Enter your password", and "Click 'Enter Team X'".

Four team login boxes are displayed in a 2x2 grid:

- Team 1**: Name: , Password: ,
- Team 2**: Name: , Password: ,
- Team 3**: Name:
- Team 4**: Name:

The browser's taskbar at the bottom shows the Start button, several open applications (teams - Micro..., Windows E..., Microsoft Wor..., Welcome to th..., Microsoft Pow...), and system tray icons including the clock showing 14:43 and 98% battery.



TMCTP

A picture of participants from Israel

Multi-Cultural Workspace (Anne - Team 1) - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites Media

Address http://iew3.technion.ac.il/~rol/xc_workspace.php Go Links >>

The Technion Multi-Cultural Team Project.

Welcome Anne to the Shared Workspace of Team 1

Home Assignments Time Messages Questionnaires **Pictures**

[Log out](#)
[Chat](#)
[File Library](#)

Participants from Israel

(1 item remaining) Downloading picture http://iew3.technion.ac.il/~rol/xc/group_images/swiss_group.jpg...

start teams - Micros... 2 Windows E... Microsoft Wor... Multi-Cultural ... Microsoft Pow... EN 98% Internet 14:44



Example of the Chat Room and the Instructions behind it.

The screenshot displays two overlapping browser windows. The foreground window is titled "Multi-Cultural Chat Room (Team 1) - Microsoft Internet Explorer". It features a chat interface with a header "Team 1's chat room". On the left, under "The Chat", a message reads "Welcome to the chat, Anne!". On the right, under "Who's Here", the name "Anne" is listed. Below these are two dropdown menus: "- Select Action -" and "- Select User -", followed by an "OK" button. At the bottom, there is a "Message:" input field and a "Submit" button.

The background window shows a page titled "Team Project." with navigation tabs for "Messages", "Questionnaires", and "Pictures". The page content includes instructions for team members, mentioning file size limits and the need to communicate at least once a week (3 times along the project) having all team members. A list of instructions is visible:

- **Mail-** you are most welcome to use your mail.
- You can use other means of communication like messengers, and programs that allow talking through the net like Skype: (free download from: <http://www.skype.com/>). But, see documentation below...

Below the list is a section titled "Documentation" with the text: "The communication in the chat-rooms is saved. Once you use other means of communication, you need to keep documentation and verify that you submitted all of your communication by the end of the project."

The Windows taskbar at the bottom shows the Start button, several open applications (teams - Micros..., Windows E..., Microsoft Wor..., Internet E..., Microsoft Pow...), system tray icons (HE, 98%, network, volume), and the time 14:45.

TMCTP – An Example from the student assignment - 1



Sokratis ...

Greek; 22 years old

SDA Bocconi

Background: Marketing, HR

Hobbies: reading history,
windsurfing, swimming

Who are we?

Lim ...

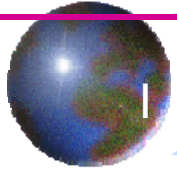
South Korean; 28 years old

KAIST Graduate School of Management

Background: Architecture

Hobbies: playing soccer, reading,
architecture



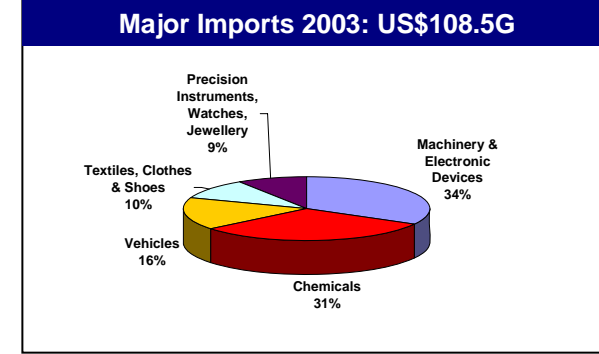
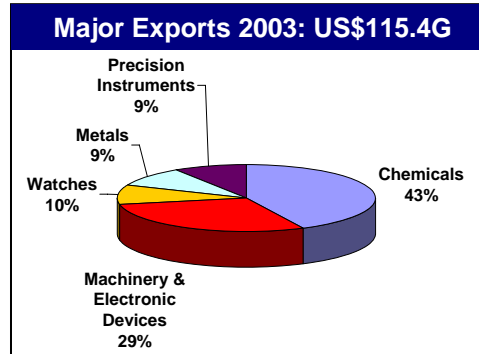


TMCTP – An Example from the student assignment - 2

Country snapshot - Swiss

Background: Switzerland became a modern federal state in 1848 and now comprises 26 semi-autonomous cantons and half-cantons. The federal constitution provides extensive elements of direct democracy. Bills passed by parliament have to be approved by the electorate if 50,000 signatures against the bill are collected. People's initiatives allow citizens to propose amendments to the constitution or to statutory law. If backed by 100,000 signatures, they need to be approved in a referendum. A revised version of the federal constitution, albeit with only minor substantive changes, came into effect at the beginning of 2000.

2003 Macro. Data	
Population	7.3 M
GDP	US\$ 321.8 G
GDP at PPP	US\$ 230.6 G
GDP per Capita	US\$ 43,857
1999-2003 Avrg for:	
Real GDP Growth	1.2%
Inflation	0.9%
Current Account	
Balance/GDP	10.9%



2003 Swiss Largest Enterprises from Forbes's Global 500

Rank		Company	Industry	Revenues (US\$M)
World	Swiss			
23	1	Nestle	food products	57,204
26	2	Credit Suisse Group	diversified finance	53,649
43	3	UBS	diversified finance	43,371
48	4	Zurich Financial Services	insurance	40,448
106	5	Swiss Re Group	insurance	22,080
119	6	Novartis Group	pharmaceuticals	20,795
133	7	Roche Group	pharmaceuticals	19,071
135	8	ABB Group	electrical equipment	18,295
157	9	Adecco	commercial services	16,095
189	10	Swiss Life Holding	insurance	14,106

Other Relevant Information

- It has four official languages: German, French, Italian & Romansch
- became a member of the UN only in 2002
- has no immediate plans to join the EU



TMCTP – An Example from the student assignment - 3

Expatriate adaptation to values

	Face	Reciprocity	Harmony	Relations
Korea	<p>Respect their behavior and thought based on Confucius virtue.</p> <p><i>Medium difficulty</i></p>	<p>Maintain reciprocity throughout the relationship for the mutual benefits</p> <p><i>Medium difficulty</i></p>	<p>Not being hostile and be friendly to avoid conflict.</p> <p><i>Medium difficulty</i></p>	<p>Treat people according to their hierarchy level of age and social class.</p> <p><i>Medium difficulty</i></p>
Switzerland	<p>usually honest and and responsible They await others to have the same qualities to accept them and to establish relations of confidence.</p> <p><i>Medium difficulty</i></p>	<p>Aware of reciprocity, but not necessary if a relationship is established.</p> <p><i>Medium difficulty</i></p>	<p>Do not seek conflicts, prefers not to give his opinion if that can cause conflict. Very neutral and accommodating.</p> <p><i>Low difficulty</i></p>	<p>Reserved and distant initially, becomes generous and faithful with the time. Special consideration with the elderly.</p> <p><i>Medium difficulty</i></p>
Miriam Erez		Adaptation to the Global work culture		



Lessons Learned

Joon:

“I have found out how important it is to manage time & schedule, when I work with people outside my home country. And I have to adapt to new situations & try to understand the other cultures.”

Eran:

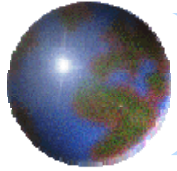
“Not all people are Israelis...I must pay high attention to local cultural behavioral codes and “translate” my Israeli gestures into the local ones.”

Sokratis:

“It was an interesting experience, since working across cultures is always challenging. A project like that, however, illustrates the differences among various nations, which can only be balanced through increased cooperation of all participants.”

Lyudmila:

“If I have the chance to start this project now, I will ask each participant about his/her time availability and time constraints for the next 2 weeks. I would put this information in a table and create “a team agenda”. This would give us a chance for even better planning and coordination among the four of us.”



Procedure

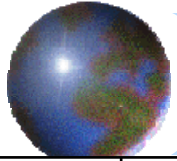
One Week before _____ Instructions, teams, and **1st questionnaires**
the project

First week of _____ (1) get to know each other; (2)
project coordinate time; (3) choose a
country

Second week of }
project }
Third week of }
project }
Joint work on the
team project

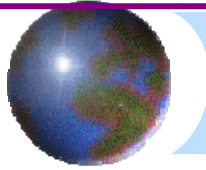
End of 3rd _____ Submission of **project**
week

After the project _____ **2nd Questionnaires** and
submission **feedback**



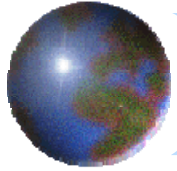
Factor structure of Global & local Identity

GI1	I see myself as part of the global international community	.822	739E-02
GI2	I feel a strong attachment towards the world environment I belong to	.867	.107
GI3	I define myself as a citizen of the global world	.876	-.77E-02
GI4	I feel like I am “next door neighbor” of people from other parts of the world	.845	569E-02
GI5	I feel a strong attachment towards people from all around the world	.871	759E-02
LI1	I see myself as part of my society (e.g., Israeli, American, etc.)	.76E-02	.883
LI2	I feel a strong attachment towards the society, I belong to.	078E-02	.901
LI3	I define my self as an _____ (your nationality- e.g., Israeli, American, etc.)	.94E-02	.824
LI4	I feel like I am “next door neighbor” of people from my country	860E-02	.761
LI5	I feel a strong attachment towards people from my country	.136	.844



A Measure of Global Identity

	Global Identity Time1	Global Identity Time2	Local Identity Time1	Local Identity Time2
Cronbach α	.83	.87	.77	.81
I see myself as part of the global community	.82	.82		
I feel a strong attachment towards the world environment I belong to	.76	.80		
I am a global cosmopolitan person	.78	.83		
I feel I am living in a global village	.76	.77		
I feel like I am “next door neighbors” with people living in other parts of the world	.72	.80		
I feel a strong attachment towards other participants from my home country			.59	.61
I feel good about my cultural background			.75	.76
I have a lot of pride in my cultural affiliation			.82	.86
I participate in practicing my culture’s ceremonies, special food, music, customs...			.68	.71
I feel a stronger sense of belongingness to groups of my own cultural background			.63	.64
I am proud of the accomplishments of members of my culture			.61	.72



A Two Factor Model

A multi-group CFA of a 2-factor model using LISREL 8.7 yielded an acceptable fit level

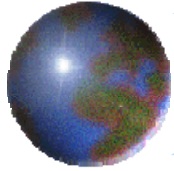
A 2-factor model:

$\chi^2[51]=91.91, p<.001$; RMSEA=.079; NNFI=.97; CFI=.98)

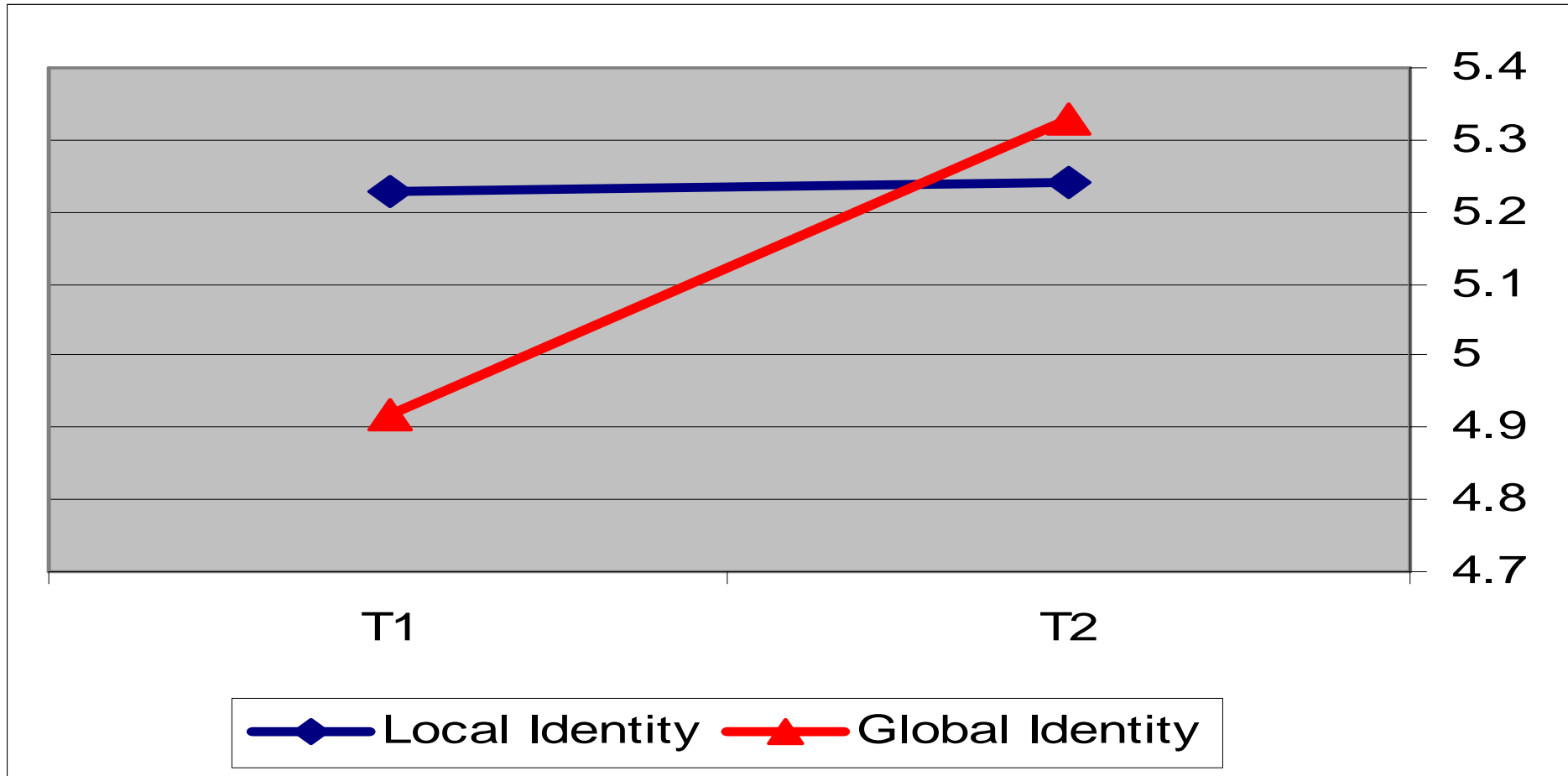
significantly better than a 1-factor model:

$\chi^2[56]=776.07, p<.001$; RMSEA=.315; NNFI=.51; CFI=.67)

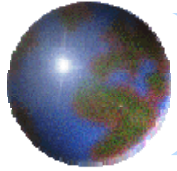
Between Models $\Delta\chi^2[5]= 684.16, p<.001$).



Change of Global Identity and Local Identity over all TMCTP (2007) participants



Global Identity- Significant change between T1 and T2
Local Identity- No significant change between T1 and T2
Significant change between Local and Global Identity- Only at T1.



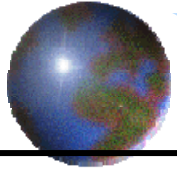
Correlations Between Identities & Team Processes

(TMCTP 2007)

	Participation and communication	Commitment	Mutual Trust
Global Identity (T1)	ns	ns	ns
Global Identity (T2)	.28**	.33**	.27*
Local Identity (T1)	ns	ns	ns
Local Identity (T2)	ns	.27*	ns

*P<0.05

**P<0.01



Correlations Between Identities & Team Outcomes (TMCTP 2007)

	Team Identity	Perceived Team Effectiveness	Perceived Leader Effectiveness (By Followers)	Willing To Work Together in The Future
Global Identity (T1)	ns	ns	ns	ns
Global Identity (T2)	.35**	.32**	.25*	.30**
Local Identity (T1)	ns	ns	ns	ns
Local Identity (T2)	.27*	.27*	ns	.25*

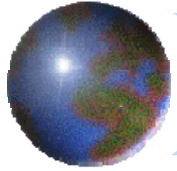
*P<0.05

**P<0.01

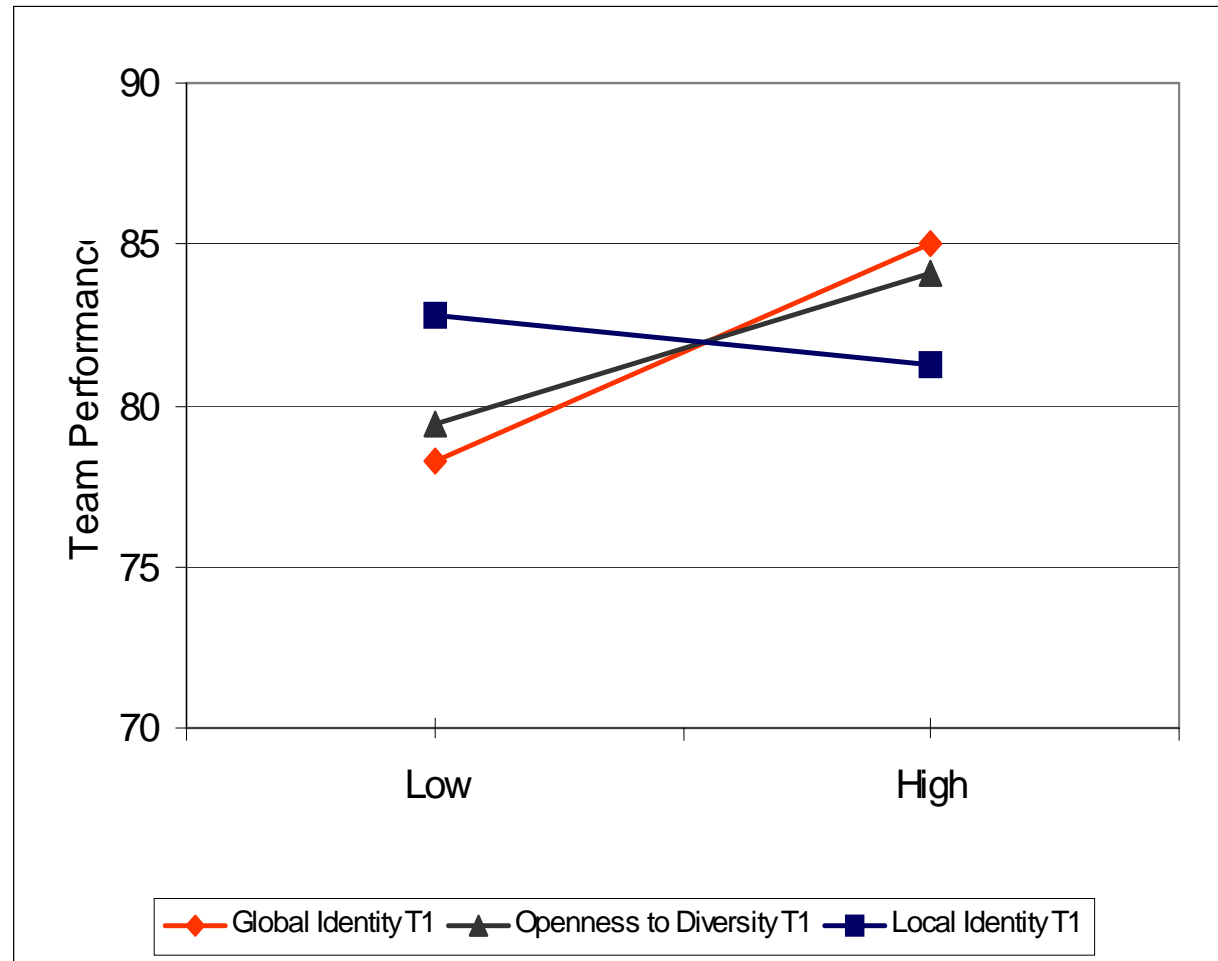
Miriam Erez

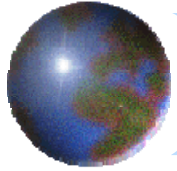
Adaptation to the Global work culture

40



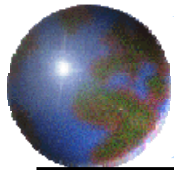
Team Performance: Effects of Global identity, Local Identity and Openness to Diversity





Study 2: Convergent & Discriminant Validity of Global & Local Identity (Cochavi, Erez & Shokef, 2007)

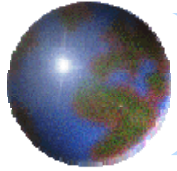
- Methods
- Sample: 300 MBA students from 4 countries: U.S., Italy, Korea, Israel working in teams of 3-4 members



Study 2: Convergent & Discriminant Validity of

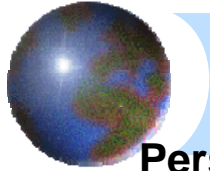
		Global Identity	Local Identity
Involvement in Global Activities	Involvement at work	0.19**	N.S
	Non work Involvement	0.44***	N.S
Personal Dispositions	Extraversion	0.15*	N.S
	Openness to experience (big five)	0.19**	N.S
Biodata	Live in other countries	0.27**	N.S
	Additional languages	0.31**	N.S
	Social desirability	0.21***	N.S
	Embeddedness Mitchell, Holtom, Lee, Sablynski & Erez (AMJ 2001).	N.S	0.41**

* < 0.05, ** < 0.01, *** < 0.005



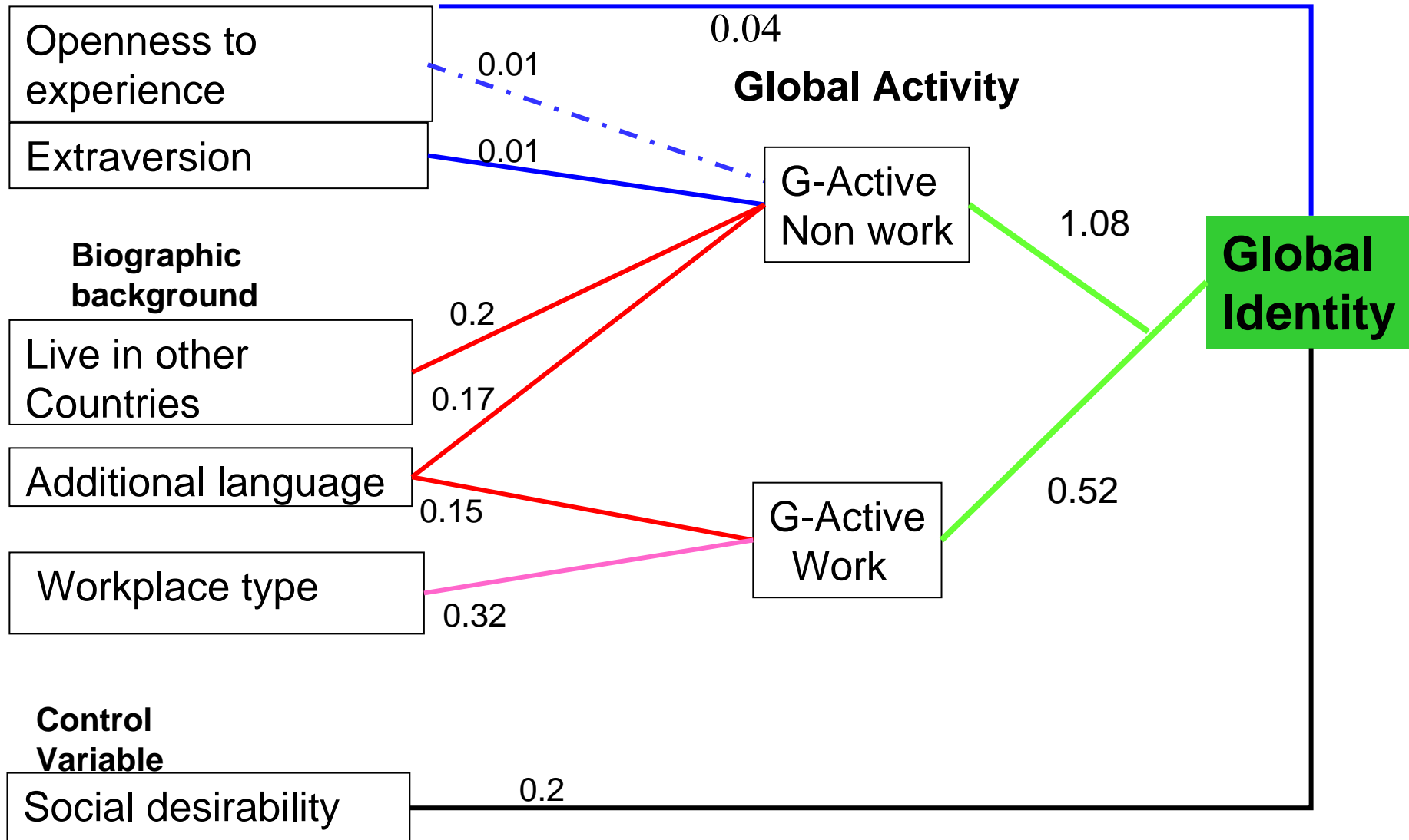
Workplace Type

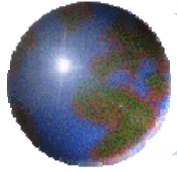
Workplace type	Global identity Mean (SD)	Local identity Mean (SD)
Local	4.35 ^a (1.34)	5.21 (1.34)
International	4.41 ^a (1.55)	5.32 (1.34)
Global	5.22 ^b (1.42)	5.16 (1.34)



Personality

The Global Identity Model (SEM)





Study 3: How managers cope with the duality of Global & Local Managerial Roles?

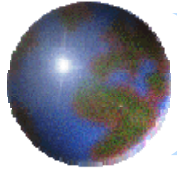
(Berson, Erez & Adler, 2004)

Organization: A Fortune-20 high tech organization. Operating in more than 100 countries

Participants: 406 mid-level managers from 21 countries, classified into 6 regional zones.

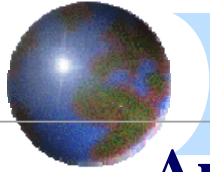
Measure

A 31-item survey of Managerial Role Perceptions



CEO quotes regarding Identity

Annual Report	Speeches
<p><i>“Our ... beliefs and core values...., include</i></p> <ul style="list-style-type: none">•Respect for the individual• Contribution to customers• Contribution to the community”.	<p><i>“Who are we? What do we believe? What are our values?</i></p> <ul style="list-style-type: none">•We preserve...values like trust, respect, integrity,•...Contribution to our customer, as well as to the community...”



Annual Report

“The company...” has long been admired for our culture-

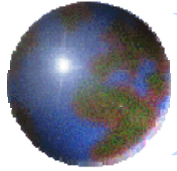
- **A performance meritocracy**
- **..and a firm belief that every community in which we.... work should benefit by our presence”.**

Speeches

•...”We are in a single global ecosystem – wired, connected, overlapping...”

•Benefiting from each others’ successes and suffering from each others’ failures...

•As diverse as our languages, our cultures... may be, together we are all part of one ecosystem now”.

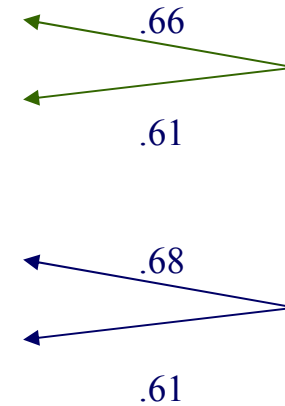


Four Factors of the Managerial Role

Local Focus

Improve organizational efficiency... align work with vision...
 Constructively intervene to resolve performance problems

Create an environment of trust and respect
 Demonstrate uncompromising integrity



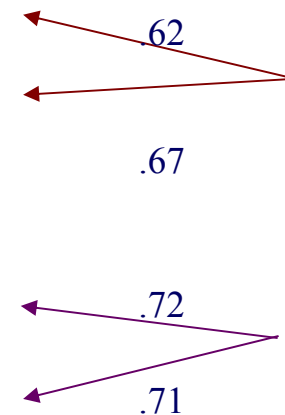
Task

People

Global Focus

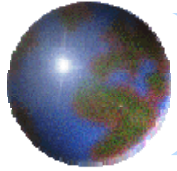
Manage business processes to achieve breakthrough objectives
 Build and execute a financial strategy that achieves growth

Increase the org. ability to anticipate global trends
 Lead the organization through ongoing change



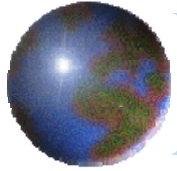
Strategic Planning

Change



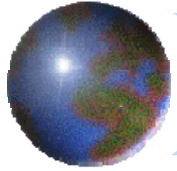
Findings

- **Similarities** across Cultures with respect to **Global** managerial roles
- **Significant Differences** across Cultures with respect to **Local** managerial roles.



Summary

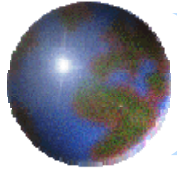
- **Awareness of the change from Local to Global**
- **Learn the Global Work Environment**
- **Develop a Global Mindset**
- **Accept Diversity**
- **Build Trust**
- **Implement practices that support global integration with local responsiveness**



The Organization Level

The Emergence of a Global Organization Culture





How to characterize the Global Work Values?

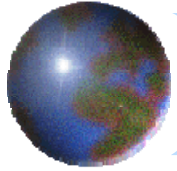
“A **value** is an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence” (Rokeach, 1973; p.5)

Ecological approach (Berry, Poortinga, Segall, & Dasen, 1992;

Rokeach, 1973)

Cultural values facilitate adaptation to the environment.

The environmental characteristics determine which values are the most instrumental for adaptation and survival.



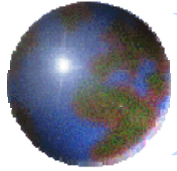
How a Global Corporate Culture is Created?

● **Culture = Shared Meaning System**

(Bandura, 1986; Hofstede, 1980; Kluckhohn, 1952; Shewder & LeVine, 1984; Triandis, 1972)

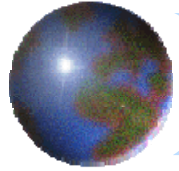
● **Global Work Culture:**

“The shared understanding of the visible rules, regulations and behaviors, and the deeper values and ethics that characterize the global work context” (Shokef & Erez, 2006).



Derived Global Work Values

<u>Global Work Context</u>	<u>Global Work Values</u>
<ul style="list-style-type: none">● Globally Competitive	<p>Emphasis on:</p> <ul style="list-style-type: none">● Competitive Performance● Customer Orientation● Quality Emphasis● Innovation
<ul style="list-style-type: none">● Uncertainty & Change	<ul style="list-style-type: none">● Openness to Change
<ul style="list-style-type: none">● Geographically dispersed & Culturally Diverse	<ul style="list-style-type: none">● Trust, Respect, Modesty, Ethics● Interdependence
<ul style="list-style-type: none">● Threat to Individual Identity <p>Bartlett & Ghoshel, 1989; Berson, Erez, & Adler, 2004; Earley & Gibson, 2001; Govindarajan & Gupta, 2001</p>	<ul style="list-style-type: none">● Acceptance of Diversity● People Focus● Social Responsibility



Study 5: The global corporate culture

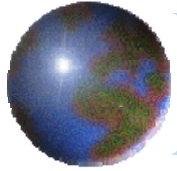
(Shokef, Erez & De-Haan, 2006)

Sample 1: 392 employees from 4 subsidiaries of
1MNC



Israel N=105; **Italy** N=89; **Singapore** N=91; **South Korea** N=107

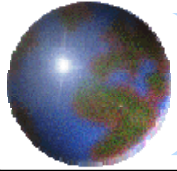




Methods

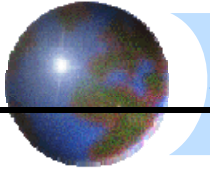
Questionnaires: On-line

Global Work Value Measure: 52 items, 7-point Likert-type response scale (1 - *Very Little Emphasis*, 2 - *Little emphasis*, 3 - *Below average emphasis*, 4 - *Average emphasis*, 5 - *Above average emphasis*, 6 - *Strong emphasis*, 7 - *Very strong emphasis*), assessing the emphasis given to values in the participant's subsidiary/organization.



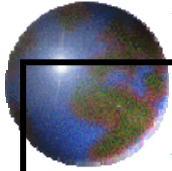
Three Agreement Criteria

Criterion:	Agreement Level		
	High	Moderate	Low
(1) Measurement Equivalence – Across countries	Scalar Same means	Metric Same relationship	Configural Same Factor Structure
(2) Rank Importance – Within country, then averaged across countries	rank of 1-4	rank of 5-7	rank of 8 +
(3) Distance between Ranks - based on the average distance between all pairs of countries	low distance (below 1)	medium distance (between 1-2)	high distance (between 2-3)



Summary of Results

	Value	Agreement Level Based on:			Hypothesized Agreement Level	Overall Agreement Level
		ME	Rank	Distance in Ranking		
Task-related values	Competitive				H	H
	Obtained Scalar Invariance	Average distance of "0.00" – low distance => High agreement			H	L
	Customer Orientation	H	H	H	H	H
	Innovation and		L	M	H	M
Inter-personal & Individual values	Int		M	M	M	M
	Ranked as most important (1) in all countries		H	L	M	M
	Personal development	L	L	M	L	L
	Openness to cultural diversity	H	H	M	H	H
	Organizational social	M	M	L	L	M



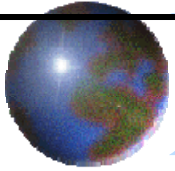
Summary of Results

	Value	Agreement Level Based on:			Hypothesized Agreement Level	Overall Agreement Level
		ME	Rank	Distance in Ranking		
Task-related values	Competitive performance orientation	M	H	H	H	H
	Quality	L	M	L	H	L
	Customer orientation	H	H	H	H	H
	Obtained Metric Invariance	M	L	L	H	M
Inter-personal & Individual values	Interdependence	M	M	M	M	M
	Trust	M	H	L	M	M
	Personal development	L	L	M	L	L
	Openness		H	M	H	H
	Organizational responsibility		M	L	L	M

Average distance of "2.66" – high distance => Low agreement

Obtained Metric Invariance

Ranked 3rd Across countries



Customer orientation

Competitive performance orientation

Openness to cultural diversity

Interdependence

Trust

Innovation & change

Organizational social responsibility

Personal development

Quality

Easier when adjusting to the global work environment

More Global

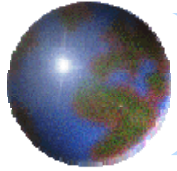
High agreement

Moderate agreement

Harder when adjusting to the global work environment

Influenced by Local characteristics





Conclusions

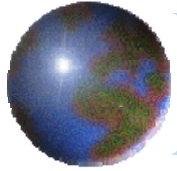
Think Global Interact Local



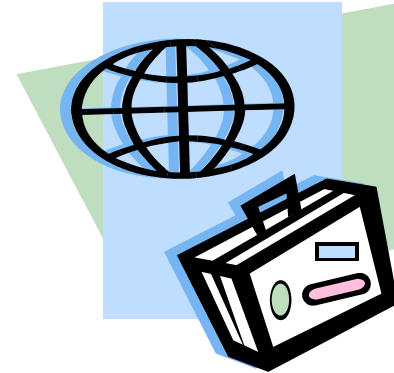
Task Related Issues



Interpersonal & Personal



Future Directions



Focus On:

- *Culture's Interface (rather than on Cultural Differences)*
- *The Emergence of a Global Organizational Culture and a Global Individual Mindset*