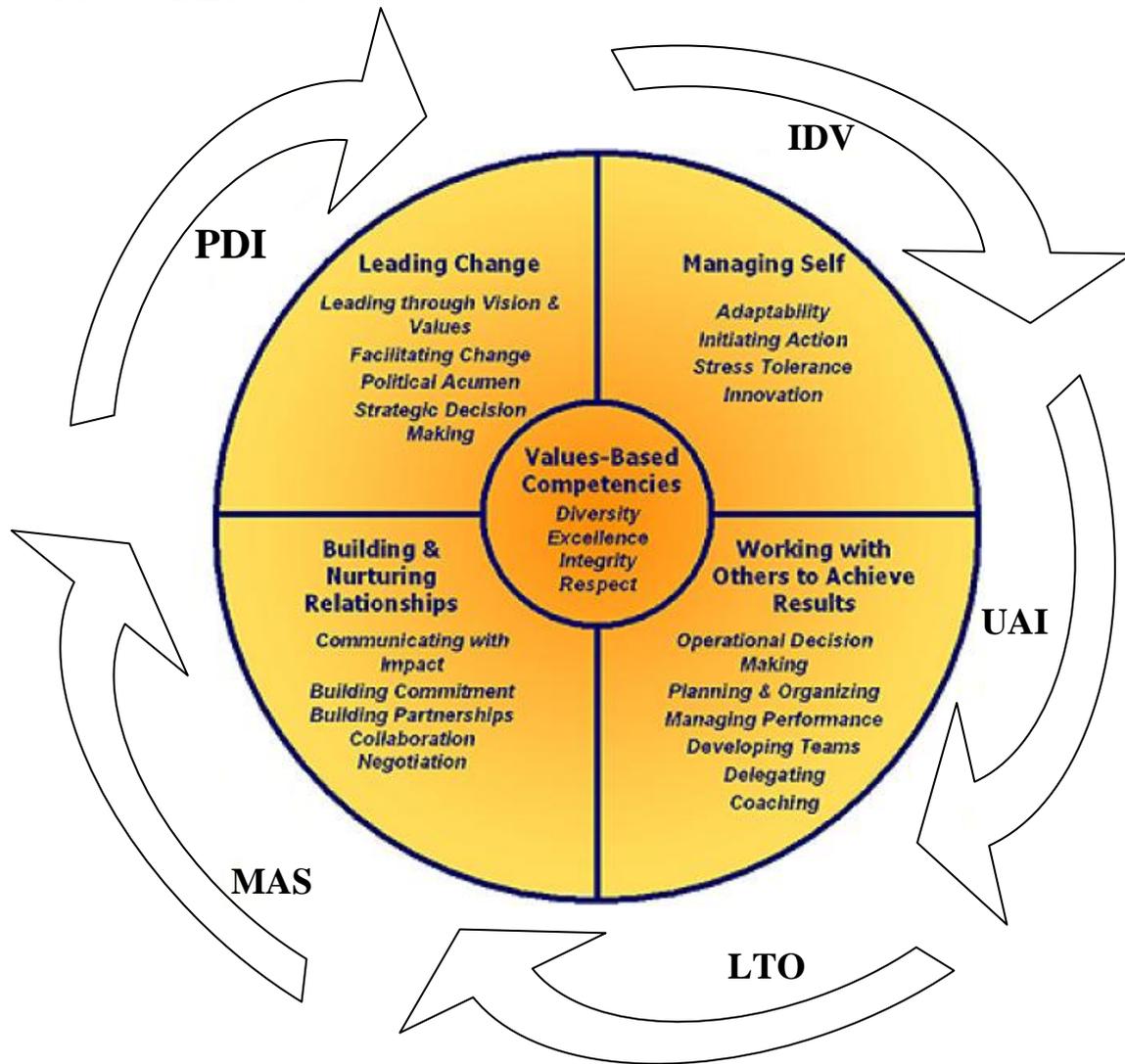


Cultural Dimension Model (Hofstede)
 - overlaid to CARE Model



Power Distance Index (PDI)
 Individualism (IDV)
 Masculinity (MAS)
 Uncertainty Avoidance Index (UAI)
 Long-Term Orientation (LTO)

Applications to CARE:

Hofstede's five dimensions can be applied consistently across all cultures and aids business people in building relationships and operating globally. The CARE model gives us the tools to better manage diversity across cultures. Each aspect of the CARE model (Leading Change, Managing Self, Building and Nurturing Relationships and Working with Others to Achieve Results) can be applied to the above dimensions to generate cultural insight and understanding.

Similarity of Objectives:

- Both global in nature
- Both culturally sensitive
- Both prescriptive and diagnostic
- Both are values base

Globe Study Overview (2005)

Overview

GLOBE is the acronym for **Global Leadership and Organizational Leadership Effectiveness**. It measures Universal Positives to determine what contributes to positive leadership. It also measures Universal Negatives to determine impediment to effective leadership. There are also 35 Culturally Contingent Attributes, as an example (being sensitive in one culture could be positive, whereas being sensitive in another culture could be negative). The 9 units of measure use a continuum to measure the degree to which cultural dimension is present or absent in a group. The 6 Global Leadership Dimensions are used to determine the difference between and effective and ineffective leaders globally.

Global Leadership Dimensions

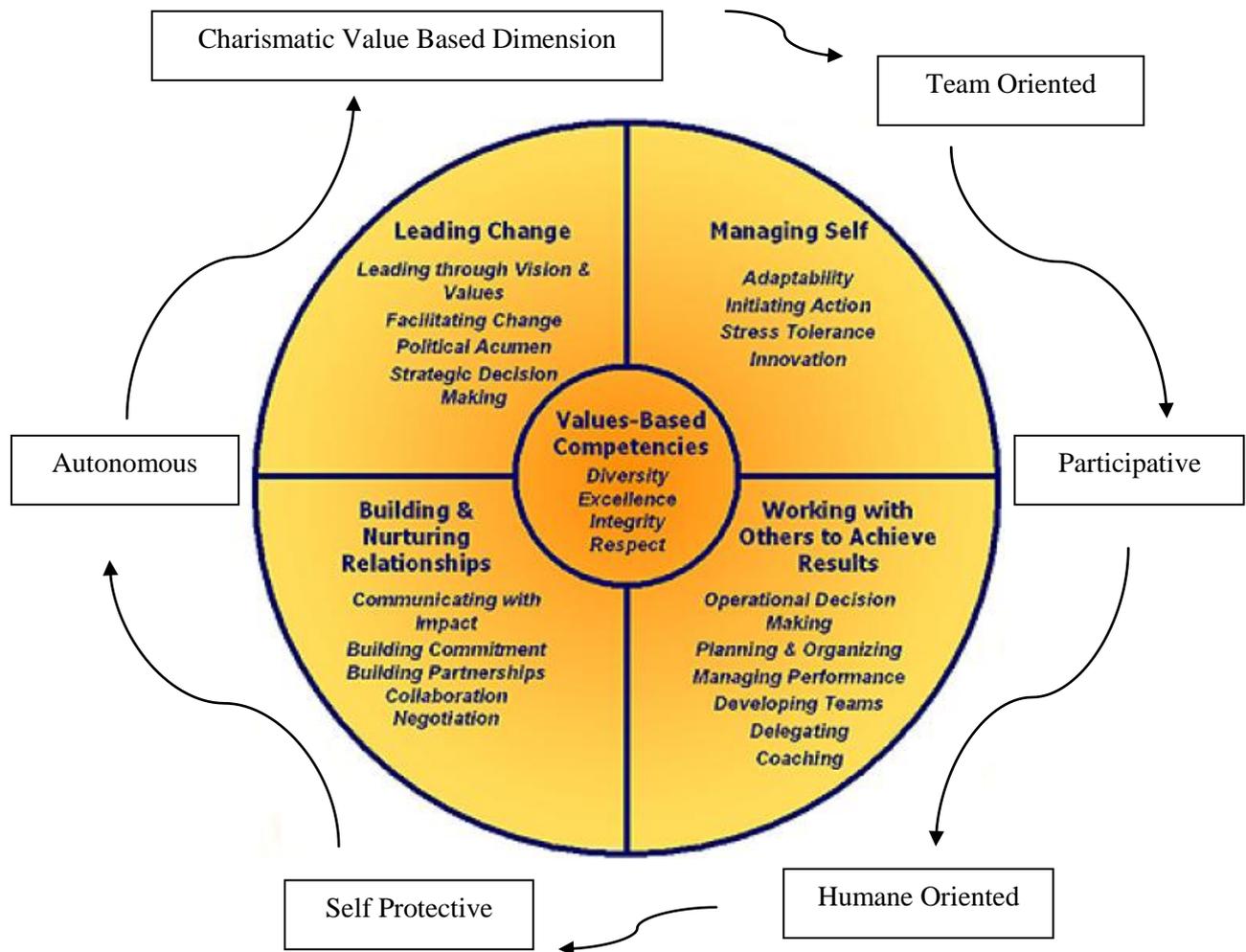
- Charismatic Value Based Dimension - “reflects the ability to inspire, to motivate, and to expect high performance outcomes from others on the basis of firmly held core values.”
- Team Oriented - “effective team building and implementation of a common purpose or goal among team members.”
- Participative - “reflects the degree to which managers involve others in making and implementing decisions.”
- Humane Oriented - “reflects supportive and considerate leadership, but also includes compassion and generosity.”
- Self Protective - “From a Western perspective, this newly defined leadership dimension focuses on ensuring the safety and security of the individual or group member.”
- Autonomous - “This newly defined leadership dimension has not previously appeared in the literature. [It] refers to independent and individualistic leadership.”

Charismatic Value Based Dimension

- Receives most attention from the authors
- Referred to as outstanding leadership worldwide
- Bears similarities to what others call Transformational Leadership

| | | |
|---|---|---|
| <p>Charismatic/Value-Based</p> <ul style="list-style-type: none"> » Charismatic/Visionary » Charismatic/Inspirational » Charismatic/Self-sacrificing » Integrity » Decisive » Performance oriented | <p>Team Oriented</p> <ul style="list-style-type: none"> » Team collaborative » Team integrative » Diplomatic » Malevolent ** » Admin. competent | <p>Self-Protective</p> <ul style="list-style-type: none"> » Self-centered » Status conscious » Conflict inducer » Face saver » Procedural |
| <p>Participative</p> <ul style="list-style-type: none"> » Autocratic ** » Non-participative ** | <p>Humane Oriented</p> <ul style="list-style-type: none"> » Modesty » Humane oriented | <p>Autonomous</p> <ul style="list-style-type: none"> » Autonomous |

**Cultural Dimension Model (GLOBE)
Overlay to CARE Model**



Applications to CARE:

GLOBE's 6 Leadership Dimensions are applicable to every aspect of CARE's model. Each aspect of the six dimensions can be applied to the CARE model on continua. The GLOBE approach seems to tell us HOW we need to reach the goal of being more culturally aware when it comes to developing leaders worldwide. Whereas the CARE model seems to tell us WHAT to do to achieve team consensus in a global setting.

Similarity of Objectives:

- Valuing the Cultural
- Uses all aspects of culture (i.e. continuum) towards team and leadership building
- Both are attempting to achieve consensus through cultural understanding.

| Professional Services direct service using special technical or content-specific knowledge or expertise | Communication, Relationships, and Self-Management how the employee worked with others and managed him/herself | Unit Operations and Team Functioning contribution to effective unit operations and team functioning—unit and project teams | Leadership helping colleagues and team members be productive and successful |
|--|--|---|---|
| <p>For this review period did you:</p> <ul style="list-style-type: none"> • Achieve the desired outcomes to the level of quality and quantity required by those you serve? • Use good judgment to adjust work as needed to achieve top priority outcomes? • Take initiative to resolve problems, “challenge the process”, and improve work? • Ensure your technical/professional knowledge and skills continue to match work demands? | <p>For this review period did you:</p> <ul style="list-style-type: none"> • Use oral and written communication skills appropriate for the demands of the role? • Use effective listening skills? • Contribute productively to team meetings and shared projects? • Consult and collaborate as needed with clients, colleagues, and team members? • Address conflicts or interpersonal differences constructively? • Respond constructively to work challenges and setbacks? | <p>For this review period did you:</p> <ul style="list-style-type: none"> • Make good use of resources while achieving his/her outcomes (e.g. time and talents of self and others, technology, supplies, team or unit budget as applicable)? • Design and organize own work and/ or team or unit work, to effectively meet client/operational needs and goals? • Contribute effectively to a safe and respectful workplace? • Make or contribute to effective hires and/or help orient new team members in a thorough, collegial way? • Ensure team members had access to resources for ongoing learning and development? | <p>For this review period did you:</p> <ul style="list-style-type: none"> • Ensure you were clear with colleagues and team members about the purpose of their work, the plan, and what s/he needed or expected from them? • Ensure colleagues and team members had the information and/or resources required for their work? • Provide colleagues and team members with regular appreciation and recognition? • Give colleagues and team members feedback regarding work quality concerns and suggestions or coaching for improvement? |
| <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above Expectation | <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above Expectation | <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above Expectation | <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above Expectation |