

**Table 1. Participating GLOBE Countries**

Albania	Argentina	Australia	Austria	Bolivia
Brazil	Canada (English speaking)	China	Colombia	Costa Rica
Czech Republic	Denmark	Ecuador	Egypt	El Salvador
England	Finland	France	Georgia	Germany (Former FRG)
Germany (Former GDR)	Greece	Guatemala	Hong Kong	Hungary
India	Indonesia	*Iran	Ireland	Israel
Italy	Japan	Kazakhstan	Kuwait	Malaysia
Mexico	Morocco	Namibia	Netherlands	New Zealand
Nicaragua	Nigeria	Philippines	Poland	Portugal
Qatar	Russia	Singapore	Slovenia	South Africa (Black Sample)
South Africa (White Sample)	Spain	Sweden	Switzerland	Taiwan
Thailand	Turkey	United States	Venezuela	Zambia
Zimbabwe				

\* Due to special data collection issues with the Iranian data, this country could not be included in the analyses reported in the present paper.

## Box 1. Sample CLT Questionnaire Items and Response Alternatives

Sample leadership items:

Sensitive:                Aware of slight changes in moods of others.

Motivator:              Mobilizes, activates followers.

Evasive:                Refrains from making negative comments to maintain good relationships and saves face.

Diplomatic:            Skilled at interpersonal relations, tactful.

Self-interested:       Pursues own best interests.

Response Alternatives:

This attribute/characteristic impedes or facilitates unusually effective leadership

1. Substantially impedes
2. Moderately impedes
3. Slightly impedes
4. Neither impedes nor facilitates
5. Slightly facilitates
6. Moderately facilitates
7. Substantially facilitates

**Table 2. Second order factors and the scales/items they are based on**

<p><b>Charismatic/Value Based</b></p> <ul style="list-style-type: none"> <li>- Charismatic 1: Visionary</li> <li>- Charismatic 2: Inspirational</li> <li>- Charismatic 3: Self-sacrifice</li> <li>- Integrity</li> <li>- Decisive</li> <li>- Performance oriented</li> </ul>	<p><b>Team Oriented</b></p> <ul style="list-style-type: none"> <li>- Team 1: Collaborative Team Orientation</li> <li>- Team 2: Team Integrator</li> <li>- Diplomatic</li> <li>- Malevolent (reverse scored)</li> <li>- Administratively competent</li> </ul>
<p><b>Self-protective</b></p> <ul style="list-style-type: none"> <li>- Self-centered</li> <li>- Status conscious</li> <li>- Conflict inducer</li> <li>- Face saver</li> <li>- Procedural</li> </ul>	<p><b>Participative</b></p> <ul style="list-style-type: none"> <li>- Autocratic (reverse scored)</li> <li>- Non-participative (reverse scored)</li> <li>- Delegator</li> </ul>
<p><b>Humane</b></p> <ul style="list-style-type: none"> <li>- Modest</li> <li>- Humane orientation</li> </ul>	<p><b>Autonomous</b></p> <ul style="list-style-type: none"> <li>- Individualistic</li> <li>- Independent</li> <li>- Autonomous</li> <li>- Unique</li> </ul>

**Note:** These are Global CLT Dimensions. They are comprised of the 21 leadership subscales. The only exceptions are Autonomous which is comprised of questionnaire items, not subscales and delegator which is also an item rather than a scale.

Table 3 Descriptive Statistics for the Second Order Leadership Factors.

	Minimum	Maximum	Mean	Standard Deviation
Charismatic/ Value Based	4.51	6.46	5.83	.33
Team oriented	4.74	6.21	5.76	.26
Self-Protective	2.54	4.55	3.45	.41
Participative	4.50	6.09	5.35	.41
Humane	3.82	5.61	4.87	.38
Autonomous	2.27	4.65	3.86	.45
N=60				

Descriptive statistics are based on the aggregated data from 60 countries.

**Table 4. Means on the second order leadership dimensions and sample size per country**

Country	N	Charisma	Team	Self-Protective	Part.	Humane	Auton
Albania	109	5.70	5.87	4.55	4.51	5.15	3.81
Argentina	154	5.98	5.99	3.46	5.89	4.70	4.55
Australia	345	6.09	5.81	3.05	5.71	5.09	3.95
Austria	169	6.03	5.74	3.07	6.00	4.93	4.47
Bolivia	105	6.01	6.10	3.83	5.30	4.56	3.92
Brazil	264	6.01	6.17	3.50	6.06	4.84	2.27
Canada (English-speaking)	257	6.16	5.84	2.96	6.09	5.20	3.65
China	160	5.57	5.57	3.80	5.05	5.18	4.07
Colombia	290	6.04	6.07	3.37	5.51	5.05	3.34
Costa Rica	115	5.95	5.81	3.55	5.54	4.99	3.46
Czech Republic	248	5.91	5.87	3.14	5.85	4.58	4.65
Denmark	327	6.01	5.70	2.82	5.80	4.23	3.79
Ecuador	50	6.46	6.21	3.63	5.51	5.13	3.53
Egypt	201	5.57	5.55	4.21	4.69	5.14	4.49
El Salvador	27	6.08	5.95	3.44	5.40	4.69	3.47
England	168	6.01	5.71	3.04	5.57	4.90	3.92
Finland	430	5.94	5.86	2.55	5.91	4.30	4.08
France	329	4.93	5.11	2.82	5.90	3.82	3.32
Georgia	268	5.65	5.86	3.90	4.89	5.61	4.57
Germany (Former FRG {WEST})	414	5.84	5.49	2.97	5.88	4.44	4.30
Germany (Former GDR {EAST})	44	5.87	5.51	3.33	5.70	4.60	4.35
Greece	234	6.02	6.12	3.49	5.81	5.16	3.98
Guatemala	116	6.00	5.94	3.77	5.45	5.00	3.38
Hong Kong	171	5.67	5.58	3.68	4.87	4.89	4.38
Hungary	186	5.91	5.91	3.24	5.23	4.73	3.23
India	231	5.85	5.72	3.78	4.99	5.26	3.85
Indonesia	365	6.15	5.92	4.13	4.61	5.43	4.19
Ireland	157	6.08	5.82	3.01	5.64	5.06	3.95
Israel	543	6.23	5.91	3.64	4.96	4.68	4.26

Italy	269	5.99	5.87	3.26	5.47	4.37	3.62
Japan	197	5.49	5.56	3.61	5.08	4.68	3.67
Kazakhstan	121	5.54	5.73	3.36	5.10	4.26	4.58
Kuwait	50	5.90	5.90	4.02	5.03	5.21	3.39
Malaysia	125	5.89	5.80	3.50	5.12	5.24	4.03
Mexico	327	5.66	5.75	3.86	4.64	4.71	3.86
Morocco	107	4.81	5.15	3.26	5.32	4.10	3.34
Namibia	32	5.99	5.81	3.36	5.48	5.10	3.77
Netherlands	289	5.98	5.75	2.87	5.75	4.81	3.53
New Zealand	184	5.87	5.44	3.19	5.50	4.78	3.77
Nigeria	419	5.77	5.65	3.90	5.19	5.48	3.62
Philippines	287	6.33	6.06	3.33	5.40	5.53	3.75
Poland	283	5.67	5.98	3.53	5.05	4.56	4.34
Portugal	80	5.75	5.92	3.11	5.48	4.62	3.19
Qatar	202	4.51	4.75	3.92	4.76	4.66	3.38
Russia	301	5.66	5.63	3.69	4.67	4.08	4.63
Singapore	224	5.95	5.77	3.32	5.30	5.24	3.87
Slovenia	256	5.69	5.91	3.61	5.42	4.44	4.28
South Africa (Black Sample)	241	5.16	5.23	3.63	5.05	4.79	3.94
South Africa (White Sample)	183	5.99	5.80	3.20	5.62	5.33	3.74
South Korea	233	5.53	5.53	3.68	4.93	4.87	4.21
Spain	370	5.90	5.93	3.39	5.11	4.66	3.54
Sweden	1790	5.84	5.75	2.82	5.54	4.73	3.97
Switzerland	321	5.93	5.61	2.93	5.94	4.76	4.13
Taiwan	237	5.58	5.69	4.28	4.73	5.35	4.01
Thailand	449	5.78	5.76	3.91	5.30	5.09	4.28
Turkey	301	5.96	6.01	3.58	5.09	4.90	3.83
USA	399	6.12	5.80	3.16	5.93	5.21	3.75
Venezuela	142	5.72	5.62	3.82	4.89	4.85	3.39
Zambia	80	5.92	5.86	3.67	5.29	5.26	3.43
Zimbabwe	46	6.11	5.97	3.21	5.58	5.18	3.37

Table 5. Universally Positively Endorsed Leader Attributes

Item	Corresponding 1 <sup>st</sup> Order Factor	5 <sup>th</sup> Percentile	Mean	SD	ICC(1)	r <sub>wg</sub>
Positive	Charisma 2: Inspirational	5.07	6.03	0.45	0.11	0.86
Trustworthy	Integrity	5.24	6.36	0.39	0.11	0.90
Administratively Skilled	Administratively Competent	5.06	6.02	0.48	0.12	0.86
Just	Integrity	5.18	6.02	0.37	0.08	0.87
Win-win Problem solver	Diplomatic	5.23	6.05	0.36	0.08	0.87
Encouraging	Charisma 2: Inspirational	5.26	6.14	0.30	0.06	0.90
Intelligent	Malevolent	5.28	6.18	0.38	0.11	0.90
Decisive	Decisiveness	5.36	6.20	0.33	0.08	0.89
Informed	Team 2: Team Integrator	5.39	6.13	0.41	0.11	0.90
Effective Bargainer	Diplomatic	5.10	6.10	0.39	0.10	0.89
Foresight	Charisma 1: Visionary	5.22	6.02	0.33	0.08	0.90
Plans ahead	Charisma 1: Visionary	5.14	6.17	0.37	0.10	0.91
Motive Arouser	Charisma 2: Inspirational	5.27	6.22	0.50	0.19	0.90
Communicative	Team 2: Team Integrator	5.03	6.02	0.48	0.18	0.90
Excellence Oriented	Performance Oriented	5.25	6.16	0.43	0.13	0.89
Confidence Builder	Charisma 2: Inspirational	5.33	6.13	0.34	0.09	0.91
Honest	Integrity	5.19	6.11	0.45	0.12	0.87
Dynamic	Charisma 2: Inspirational	5.55	6.28	0.34	0.11	0.91
Coordinator	Team 2: Team Integrator	5.31	6.00	0.40	0.12	0.89
Team Builder	Team 2: Team Integrator	5.36	6.15	0.39	0.11	0.90
Motivational	Charisma 2: Inspirational	5.26	5.99	0.39	0.10	0.86
Dependable	Malevolent (reverse score)	5.29	6.17	0.37	0.10	0.89

Note: Universal status of attributes are based on the following criteria:

1. Mean rating across country > 6.00
2. 5<sup>th</sup> percentile > 5

All ICC(1) are significantly greater than zero (p<.01).

n=53 countries

**Table 6. Universal Negative (Undesired) Leader Attributes**

Item	1 <sup>st</sup> order Factor	95 <sup>th</sup> Percentile	Mean	SD	ICC(1)	r <sub>wg</sub>
Ruthless*		2.89	2.05	.41	0.08	0.80
Asocial	Self-centered	2.98	2.05	.47	0.13	0.86
Irritable	Malevolent	2.59	1.97	.34	0.05	0.87
Loner	Self-centered	2.83	2.06	.40	0.10	0.86
Egocentric*		2.97	2.01	.39	0.08	0.86
Nonexplicit	Face Saver	2.94	2.29	.34	0.08	0.85
Noncooperative	Malevolent	2.22	1.70	.36	0.09	0.89
Dictatorial	Autocratic	2.83	2.05	.41	0.12	0.83

\* These items did not load on any of the factors

**Table 7.** Leadership items that vary across cultures

Item	Min	Max	Mean	SD	ICC(1)	$r_{wg}$
Evasive	1.52	5.67	3.32	0.78	0.19	0.70
Intra-group competitor	3.00	6.49	4.69	0.68	0.17	0.72
Autonomous	1.63	5.17	3.77	0.77	0.15	0.68
Independent	1.67	5.32	3.95	0.67	0.11	0.66
Risk Taker	2.14	5.96	4.11	0.74	0.13	0.70
Sincere	3.99	6.55	5.83	0.60	0.19	0.83
Worldly	3.48	6.18	5.18	0.71	0.22	0.83
Intra-group conflict Avoider	1.84	5.69	3.99	1.03	0.33	0.76
Provocateur	1.38	6.00	2.42	0.85	0.18	0.78
Unique	3.47	6.06	4.60	0.48	0.10	0.78
Orderly	3.81	6.34	5.59	0.43	0.08	0.87
Formal	2.12	5.43	4.35	0.63	0.18	0.82
Enthusiastic	3.72	6.44	5.72	0.54	0.16	0.85
Compassionate	2.69	5.56	4.62	0.65	0.18	0.81
Subdued	1.32	6.18	3.00	1.18	0.46	0.84
Cautious	2.17	5.78	3.73	0.77	0.23	0.75
Cunning	1.26	6.38	2.44	0.95	0.30	0.77
Logical	3.89	6.58	5.84	0.45	0.13	0.88
Status-conscious	1.92	5.77	4.52	0.73	0.22	0.82
Intuitive	3.72	6.47	5.72	0.51	0.14	0.87
Indirect	2.16	4.86	2.99	0.55	0.14	0.82
Habitual	1.93	5.38	3.17	0.64	0.20	0.83
Self-effacing	1.85	5.23	3.96	0.84	0.27	0.79
Able to Anticipate	3.84	6.51	5.98	0.40	0.11	0.89
Sensitive	1.96	6.35	4.83	0.90	0.29	0.81
Procedural	3.03	6.10	4.63	0.71	0.25	0.82
Class Conscious	2.53	6.09	4.13	0.77	0.20	0.76
Self-sacrificial	3.00	5.96	5.06	0.60	0.13	0.79
Domineering	1.60	5.14	3.17	0.75	0.19	0.75
Elitist	1.61	5.00	2.75	0.78	0.22	0.78
Ambitious	2.85	6.73	5.83	0.62	0.24	0.86
Micro-manager	1.60	5.00	2.83	0.79	0.24	0.78
Willful	3.06	6.48	5.50	0.83	0.27	0.82
Ruler	1.66	5.20	2.65	0.64	0.17	0.77
Individualistic	1.67	5.10	3.09	0.70	0.17	0.79

## Box 2 The items and instruction used in study 2

Respondents were asked rate to the importance of the following characteristics twice, once for being a good top manager, that is a leader of an organization and once for lower level leaders, such as department supervisors. Items were judged on a five point scale ranging from 1 - hardly important to 5- essential. The characteristics that were used are:

Inspirational	Orderly
Innovative	Compassionate
Formal	Long term oriented
Trustworthy	Team builder
Communicative	Integrating (viewpoints and interests)
Dominant	Participative, allowing room for subordinate's opinions
Vision	Confidence builder
Concern for subordinate's interests	Calm
Modest	Courageous, not afraid to risk his/her neck
Rational	Diplomatic
Persuasive/Convincing	Self Knowledge

Table 8 T-tests on differences in rated importance for being a good top manager or lower-level manager of 22 characteristics.

	top	low	T-value		top	low	T-value
Inspirational	3.73	3.81	-3.48**	Orderly	3.17	3.60	-20.92**
Innovative	4.09	3.61	23.20**	Compassionate	3.02	3.73	-32.75**
Formal	2.64	2.50	6.23**	Long-term oriented	4.10	3.35	31.15**
Trustworthy	4.35	4.31	2.26 ns	Team builder	3.71	4.18	-20.12**
Communicative	4.00	4.02	-.83 ns	Integrating	3.77	3.55	10.89**
Dominant	2.46	2.19	12.13**	Participative	3.66	4.13	-21.92**
Visionary	4.15	3.49	30.73**	Builds confidence	4.00	4.13	-7.27**
Concern for subord. Interests	3.81	4.36	-24.56**	Calm	3.60	3.59	.52 ns
Modest	2.26	2.69	-20.27**	Courageous	3.98	3.74	12.29**
Rational	3.41	3.26	8.27**	Diplomatic	3.78	3.44	16.33**
Persuasive	4.14	3.90	13.79**	Self-knowledge	3.87	3.72	8.53**

n=2161 ns; not significant \*\* difference significant at .001