



The Anglo Cluster: legacy of the British empire

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Abstract

The Anglo Cluster comprises Australia, Canada, England, Ireland, New Zealand, South Africa (White sample), and the United States of America. These countries are all developed nations, predominantly English speaking, and were all once British colonies. Today, they are amongst the wealthiest countries in the world. The GLOBE results show that the Anglo Cluster is characterized by an individualistic performance orientation. Further, although they value gender equality, the Anglo Cluster countries tend to be male-dominated in practice. Effective leadership in the Anglo cultures is affected by a combination of charismatic inspiration and a participative style. © 2002 Elsevier Science Inc. All rights reserved.

As with the other articles in this Special Issue, this paper is predicated on the view that “cultural landscapes” can be constructed by accessing the views of people living in particular sectors of cultures. In this respect, House and his GLOBE associates (1999) argue that culturally determined implicit theories underlie attitudes to organizational life, and especially attitudes to leadership. In keeping with the other articles in this Special Issue, therefore, we analyze the findings of the GLOBE study in respect to one of the culture clusters identified by Gupta, Hanges, and Dorfman (in press); specifically, the “Anglo Cluster”. This cluster comprises seven countries: Australia, Canada, England, Ireland, New Zealand, South Africa (White sample), and the United States of America (U.S.A.).

Drawing on the qualitative analyses of the seven countries reported in Chhokar, Brodbeck, and House (in press), our aim is to provide a deeper understanding of societal and organizational culture in Anglo Cluster countries by placing the GLOBE results into the context of the historical and cultural evolution of this cluster. The seven countries in this cluster share three important characteristics: (1) their

national language is predominantly English, (2) they were all once members of the British Empire; and (3) they all have developed “Western” economies. Indeed, the Anglo Cluster today includes the world’s only superpower, the United States of America, and has dominated world trade and politics for more than two centuries. Clearly, an understanding of the cultural basis of the Anglo Cluster countries is a pre-requisite for understanding international relations and trade around the world. In particular, the Anglo countries serve as the headquarters for many of the world’s largest multinational companies.

All of the countries in the Anglo Cluster are classified as “developed Western” nations with the possible exception of South Africa. In this instance, however, the data included in this analysis pertain only to the White population, which represents a developed western society within South Africa. The Black sample is included in the Indigenous Africa cluster and is not part of this cluster. Further, although the majority of South Africans do not speak English as a first language, English is recognized as a national language, and is used as the language of business. Also, although there are other countries in the world where English is the predominant language (e.g., Zimbabwe, Guyana and the Caribbean nations, Fiji, Malta), none of these satisfy the remaining criteria of inclusion in the Anglo Cluster. In effect, the Anglo Cluster is fully inclusive.

In this report, we will present a demographic and economic profile of the cluster, discuss the historical foundations of its worldviews, and present GLOBE’s findings on the cluster’s societal cultures and its major leadership models. We also provide a brief discussion of the managerial implications of our findings.

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1. Demographic and economic profile

Unlike the other clusters, the Anglo cultures are spread around the world, the remnants of the British Empire, upon which “the sun never set”. Apart from England and Ireland, the epicenter of British colonial power, these countries comprise much of the New World, whose White population came initially from England and Ireland, and later from other European nations. More recently, all of the countries of the cluster have become much more racially diversified as immigration from Asia, Latin America, and Africa to the developed nations of the world increased. Table 1 presents a demographic and economic profile of the countries.

Table 1 shows that the Anglo Cluster countries, whose population of 437 million is only 7% of the world’s population, accounts for 40% of the world’s Gross National Product, or 12 trillion U.S. dollars. The U.S. economy, whose GDP is U.S.\$9 trillion, dominates the economic landscape of this cluster. The U.S. represents 75% of the cluster’s GDP, and 30% of the world’s economy. Still, the other countries clearly represent a significant and powerful sector of the world’s economic output. This is reflected in the relative high ranking of the countries in terms of GNP per person, especially in the U.S.A. The data for South Africa are based on the White population, who comprise 27.7% of that country’s total population of 42 million.

Further reflecting the economic strength of the cluster, the Anglo countries account for 25% of world trade, 34% of manufacturing added value, and 21% of agricultural added value. With the exception of South Africa, all of the countries score highly on the Human Development Index (HDI), indicating that their populations share a high standard of living and quality of life. In the case of South Africa, however, it is reasonable to expect that the HDI in respect of the White population would be not unlike the other countries in the cluster.

In summary, the Anglo countries represent the English-speaking developed world, arguably the most powerful and economically advanced group the world has ever seen. But these countries are also the legacy of the once powerful British Empire. In the following section, we discuss the historical foundations of their culture.

2. Historical foundations of the Anglo worldview

The seven countries in the Anglo Cluster, although scattered across the globe, are the progeny of aristocratic Eighteenth Century Europe, spread across the globe in the form of British colonialism. The contemporary cultures of the New World, however, have departed from their European ancestors, owing to the bootstrapping of early colonial privation (Hartz, 1964). America, for example, still bears the idealism of its Eighteenth Century settlers; but as the icon of the “Free World”, prides itself on its democratic systems modeled on French liberalism and equity (Bailyn, 1992; Hartz, 1964;

Hoppe & Bhagat, in press). Once the superficiality of egalitarian ideals has receded, however, there remains evidence of vestiges of conservatism that the settlers sought to escape. According to Hartz (1964), the remnants of the British social system have left residual conservatism in the new societies of the New World. Hartz (1964) argues that, once the pioneers departed the shores of their homeland, the political catalysts that drive libertarian ideologies are removed, irrespective of whether the source nation was feudal (the United States, English Canadian and Dutch South African colonialists were escaping feudal Europe) or radical (British South Africans and Australians emigrated in the fallout of the Industrial Revolution). In this respect, true radicalism, whilst idealized in modern times in the form of socialism, was not adopted in the colonies since the antagonist was abandoned with the creation of their New World.

2.1. Early Britain and social migration

The Anglo-Saxon culture of the U.K. can be attributed to the migration of northwestern European communities beginning in the Fourth and Fifth Centuries and their subsequent conversion to Christianity (Stenton, 1971). The Angeln from Germany and Denmark, the Saxons from Germany, and groups from the Netherlands, Denmark, France, Central Germany and Rome settled in England, irrevocably influencing the local Britonic or Celtic culture (Gupta, Hanges & Dorfman, in press). These dominant cultures merged with the Britons to become the Anglo-Saxon, or English people. Although England came under Norman control under William the Conqueror in 1066, the Anglo-Saxon culture of the common people continued to shape the underlying cultural beliefs of the English. The accounting procedures subsequently introduced by the Normans in the *Doomsday Book*, (Taylor, 1970) combined with the legal and societal structures that began with the signing of the *Magna Carta* by King John in 1215 (Poole, 1951) laid the foundations for an infrastructure based on democracy, rule of law, and commercial acumen. This efficiency was soon imported to neighboring Ireland in the first waves of westward migration. By the mid-Sixteenth Century, England was consumed by its own internal political and religious unrest, so it trailed the Spanish and Portuguese in their search for Asian trade routes (Bailyn, 1992; Tindall & Shi, 1999). The defeat of the Spanish Armada in 1588, however, marked the ascension of English naval power. This allowed the island nation to begin the colonial expansion that underpinned its economic success in the centuries to come. For the next 200 years, England embarked on a massive worldwide colonial occupation and social migration.

2.2. Seventeenth and eighteenth century colonization

The colonization that took place in the centuries following the defeat of King Phillip of Spain is the genesis of the Anglo Cluster. The first destination for colonists was Ireland.

Table 1
Economic and demographic profile

	Population (000,000)	Surface area (‘000 km ²)	Life expectancy (Years)	Female ratio (% of population)	GDP (U.S.\$ billion)	GDP per capita (U.S.\$)	GDP per capita world ranking	Human development index	Agricultural value added (% GDP)	Manufacturing value added (% GDP)	Trade (% GDP)
Australia	19	7,741	79	50.1	404	21,263	27	2	3	13	40
Canada	30	9,971	79	50.4	635	21,167	30	3	4	18	84
Ireland	4	70	76.5	50.1	93	23,250	24	18	5	21	161
New Zealand	4	271	77.5	50.8	55	13,750	43	19	8	19	61
South Africa	10 ^a	1,221	76.7 ^a	50.3 ^a	131	13,161 ^a	46 ^a	94	4	19	48
United Kingdom	60	245	77.5	50.8	1,442	24,033	23	14	1	22	53
United States	278	9,364	77	50.7	9,152	32,921	8	6	2	18	24
Anglo Cluster	405	28,883	77.31	50.65	11,912	29,416	28.71	10 (median) ^b	2.09	18.35	32.76
World	5,863	46,635	66	49.6	30,351	5,177			4	21	52
Anglo Cluster: World Ratio	0.07	0.62	1.17	1.02	0.39	5.68			0.21	0.34	0.25

Notes: Figures taken from 1999 World Bank Indicators (2000); and the 1999 Britannica Book of the Year (2000).

^a Based on White population of South Africa only.

^b Does not include South Africa.

The close proximity of Ireland to Britain facilitated English occupation of the island. The Irish have a collective, historical memory of themselves as a conquered people at the hands of the more powerful conquering England (Keating & Martin, in press). The English continued to press westward, and settled the east coast of America in the early 1600s. The ensuing hardship and autonomy of the colonials created a new sense of liberalism, which was unknown back in aristocratic Britain (Bailyn, 1992). For the first time since the beginning of feudal society, landholding by the common people became possible, making real the idea of a classless society. The American Republic, although created legally in 1776, and led by the descendents of European immigrants, was the result of generations of struggles encountered by the native Americans, European traders, farmers, artisans, and African slaves (Bailyn, 1992). The New World represented to the English Puritan settlers a life of religious freedom and newfound prosperity. Nonetheless, whilst they were audacious, the early Americans still grappled with inherent conservatism in an effort to recreate a familiar culture in an unfamiliar land (Hartz, 1964; Hoppe & Bhagat, in press). Still, the upheaval of the American Revolution challenged any residual tradition and authority from the Old World and consolidated the idealism of freedom, individualism and egalitarianism that had been envisaged at settlement (Tindall & Shi, 1999). Superimposed on this was a belief in the ascendance of human nature, reflected in a hero-worship culture (Hoppe & Bhagat, in press).

By the end of the Eighteenth Century, while America was rejoicing its independence, Canada came under British hegemony. The Canadians by and large became protective of their British allegiance. Canada was founded as a French colony and was based on the authoritarianism and absolutism of Louis XIV (Hartz, 1964). The early migrants from France were “hand-picked” loyal citizens. The situation was quite different in another British colony, Australia, which was established as a penal settlement. On first arrival in Canada, the British settlers found a colony that bore none of the liberal unorthodoxy that characterised their settlements further south. In 1763, Canada was ceded to Britain with the signing of the Treaty of Paris, an event that was a political and religious catastrophe for the French Canadians, and left them with a deep sense of abandonment that endures in Canadian Francophiles today (Hartz, 1964; Thompson & Randall, 1994). Migration to Canada following this event was predominately from England and Scotland (Lipset, 1990). Under this circumstance, Canada became a conservative country and a loyal ally of Britain. Interestingly, had Canada reneged its perfectionist policies and offered refuge to the 200,000 Huguenot exiles migrating to England, Germany, Holland, South Africa and rival English-American colonies, the history of Canada could have been markedly different (Hartz, 1964).

British colonists began arriving in South Africa in 1795, during the Napoleonic wars. This was nearly three hundred years after the first arrival of the Dutch in southern Africa.

In many ways, South African history shares similarities with Canada. Both are dual-culture nations formed from fragments of European empires that were asserting global pre-eminence (Hartz, 1964) in the second half of the Second Millennium. The balance of power differed in the two instances, however. The British population dominated in Canada, whereas the Dutch descendents outnumber the English in South Africa. Moreover, a cultural transformation had occurred in South Africa with the evolution of a distinctive Afrikaner culture. More significantly, the growth of the indigenous population of Black South Africans during this period meant that they soon far outnumbered the White settlers (Booyesen & Van Wyk, in press). The Afrikaners and the British eventually united to defeat the Africans in the Boer War at the turn of the Nineteenth Century, but the legacy of British colonial rule was to live on, even after the Afrikaners eventually rose to power and declared South Africa to be a republic.

2.3. *The nineteenth century*

By the beginning of the Nineteenth Century, the British Empire was at its zenith, and encompassed vast geographical and political diversity (Bayly, 1989). Underpinning this power was a commercial and legal system that was unmatched in the world at the time, and that laid the foundation for the economic and political strength of the Anglo countries today (Lloyd, 1995). The British expansion also accelerated promulgation of the Protestant idea that industriousness in the present life is a pre-requisite for salvation in the life to follow (see Lipset, 1990; Rose, 1985).

Australia, initially established as a penal colony for English petty criminals and Irish rebels, became a destination for free settlers, who also began to occupy New Zealand (Ashkanasy & Falkus, in press; Kennedy, in press). Ireland and Canada remained under the crown. South Africa's black oppression was intensifying but, at the other extreme, America's rapid economic expansion created a moral fear of materialism, giving rise to a consciousness of social responsibility (Bailyn, 1992; Tindall & Shi, 1999). Black slavery was an issue central to the American Civil War, which was consequently abolished, reinforcing America's commitment to personal freedom and equality, although a further 100 years was to pass before racial discrimination was finally abolished in the legal statutes.

England during this period was at the forefront of industrialization and trade development. While this increased its wealth, there was a cost. Industrialization in England brought increased urbanization, poverty, crime, and political unrest (Hartz, 1964). The English solution was the transportation of dissidents to penal colonies, originally to the Carolinas in America, and then to Australia. The first Australian settlers consisted of impoverished urbanites, criminals, Irish political prisoners, and their equally wretched jailers (Hartz, 1964). By contrast, the British South Africans rejected convicts destined for the Cape and redir-

ected them to Tasmania (Booyesen & Van Wyk, in press). Only the Americans in their Revolution had defied the British Government previously, and this had influenced the early stages of South African colonial independence.

The discovery of diamonds in South Africa, and gold in California and Australia created a need for labour, and attracted migrants from Britain, Europe and Asia (Ashkanasy & Falkus, in press; Booyesen & Van Wyk, in press; Kennedy, in press). For black South Africans, however, this meant the revocation of their remaining human rights, and large-scale social engineering to move them out of the designated “white” cities (Booyesen & Van Wyk, in press). At the same time, the new working classes in the colonies were amongst the first to introduce trade unionism. This was to play a significant role in the development of Australia and, paradoxically, to lead later to the downfall of the white South African regime and apartheid (Booyesen & Van Wyk, in press; Hartz, 1964).

In the U.S.A., migration from Europe peaked in the latter parts of the Nineteenth Century and early Twentieth Century, following the decline of economic conditions in Europe and Ireland. The enormous movement of population from the Old World to the New World also flowed on to the other parts of the British Empire, but nowhere as strongly as to the U.S.A., where immigrants expected liberty, justice, and the opportunity to become successful (Hoppe & Bhagat, in press). Meanwhile, Australia’s mix of convicts, trade unionists and gold diggers and its absence of the three-tiered European hierarchy earned it the title of the “radical colony” (Hartz, 1964). The solidarity or “mateship” that formed from survival in an intractable land became the white Australian male’s national identity (Ashkanasy & Falkus, in press).

Finally, New Zealand, initially established as an Australian outpost, later became the last of the British colonies, and the forerunner of egalitarianism in practice (Kennedy, in press). It became the first world nation to grant the vote to women and to introduce a compulsory system of state arbitration aimed at reducing class conflict by providing workers with a process to access wealth, by the end of the Nineteenth Century. Perhaps the foundations were laid in early colonialism, with the British signing of the *Treaty of Waitangi*—the only act that involved both taking sovereignty and also granting control of the natural resources to the indigenous population (Kennedy, in press). Britain’s colonial history, however, had never been one of reciprocity; it had relied on exploitation and subordination of indigenous people (Bailyn, 1992).

2.4. *The twentieth century and contemporary societies*

Britain suffered further losses when the Irish War of independence was fought and won against British rule. In the early 1900s, after 800 years of subjugation, the Irish Free State was granted to southern Ireland (Keating & Martin, in press). Irish politics were to remain conservative, but distant from Britain until the severing of constitutional ties in 1948, creating the Republic of Ireland. Certain freedoms are now

constitutionally guaranteed, but Ireland remained predominantly Roman Catholic and conservative. Ironically though, while the church is dogmatic on many issues, it provides a loophole for moral flexibility by “condemning the sin, not the sinner” (Keating & Martin, in press).

In the United States, emergent conservatism had replaced the abolished landed-aristocracy with another white male hierarchy built on business and manufacturing success (Hartz, 1964). Australia had consolidated its laissez-faire but robust image of solidarity and is moving toward a republic (Ashkanasy & Falkus, in press). Canada remained stable, conservative, and unpretentious (Lipset, 1990), despite sporadic agitation for Quebecois independence; and New Zealand remained a nation leading in egalitarian practice, actively striving for equality, freedom and individual dignity (Hansen, 1968; Kennedy, in press). During this period, Britain has transformed into a multicultural society with an emergent social consciousness, less traditionalist rigidity, but still massive economic problems and dependant welfare class (Booth, in press). South Africa had severed ties with Britain to form a Republic (Booyesen & Van Wyk, in press). The white South African system, however, was a rejection of the cornerstones of the modern ideology of liberalism, socialism, and democracy (Hartz, 1964). The perverted adopting of nationalism was unrepresentative of their country and earned them international boycotts, cataclysmic civil unrest and their eventual downfall. Eventually, however, South Africa became the only country in the Anglo Cluster under indigenous rule. This is in contrast to the other New World countries in the Anglo Cluster, which have struggled to come to grips with their indigenous populations. In these countries, the indigenous populations remain essentially deprived of the high standards of living enjoyed by the European settlers (see, e.g., Ashkanasy & Falkus, in press).

Finally, the Anglo countries were all participants in the world wars of the Twentieth Century, which affected them profoundly. Australia, Canada, and New Zealand were loyal allies of England in the Great War of 1914–1918, and the U.S.A. also entered that war on England’s side toward the later stages of the war. In World War II, England suffered terrible losses in the Battle of Britain. Australia and New Zealand troops initially went to fight in Europe and northern Africa, but had to return home to deal with an enemy at their own doorstep in the Pacific Ocean. The U.S.A. joined both fronts following the Pearl Harbor attack in 1941. With the exception of South Africa, the alliances that followed (NATO and ANZUS) were to shape much closer ties between the Anglo Cluster countries. Recently, however, South Africa rejoined the British Commonwealth of Nations, which includes England, Australia, New Zealand, and Canada.

Today, the countries in the Anglo Cluster are pluralist democracies, and each nation now presents an egalitarian global face. Despite this, each of the countries continues to exhibit xenophobia beneath the façade of national camaraderie (Ashkanasy & Falkus, in press; Bailyn, 1992; Booth, in press; Hartz, 1964). Each government protects itself and

its own interest. Recent events in Australia, where the government refused admission to Middle-Eastern refugees (see Williams, 2001), and in the U.S.A., where popular anti-Muslim sentiment followed horrendous acts of terrorism in New York, Washington, and Pennsylvania on September 11, 2001 (see, e.g., Andrews McMeel Publishing, 2001), have highlighted the fragility of this façade. In all cases, the ubiquitous balances of majority rule with minority rights still remains unsettled, a paradox in the New World democracy.

To sum up, the Anglo Cluster is a modern legacy of the vast power of the British Empire. Based on an Anglo-Saxon culture that developed in England in the early centuries of the First Millennium. The cultural values of the English have spread across the globe, and now the Anglo Cluster comprises some of the most advanced and robust democratic economies in the developed world. Central to this development has been Judeo-Christian values, the sense of secular tolerance introduced by Oliver Cromwell in the Seventeenth Century, a strong legal infrastructure, and naval control of the high seas. These values underlie all the countries of the Anglo Cluster, giving them a sense of confidence and power hitherto unknown in history.

3. Findings from the GLOBE data

The GLOBE research program involved middle managers of firms in 62 national cultures. The managers were administered a survey instrument that asked them to report on cultural practices and values in their societies, together with their rating of effective and ineffective leadership practices (see den Hartog et al., 1999). The resulting nine cultural dimensions and the leader profiles are explained in detail in House, Hanges, Javidan, Dorfman, Gupta, & GLOBE Associates. (in press). In the following pages, we will present the results on societal practices and values, and discuss the models for leadership that emerged from the GLOBE findings.

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3.1. Societal practices & values

The scores on the nine dimensions of societal culture for the Anglo Cluster are shown in Table 2 and Fig. 1.

In terms of societal *practices* (“As Is”), the Anglo Cluster scores in the mid range of all the dimensions except for a high score on Power Distance (4.97) and a low score on Gender Egalitarianism (3.40). The high emphasis on authority, power differences and status in this cluster is a result of the promulgation of the British Empire as the colonies battled between their paradox of maintaining their Motherland practices and forging their own identity in hostile environments. Despite this cluster being quite liberal in its endorsement of gender roles (New Zealand, for example, was the first nation to give the vote to women), its members still perceive themselves to live in a male dominated society.

Turning now to societal *values* (“Should Be”), Fig. 1 shows that the Anglo Cluster scores high on values of

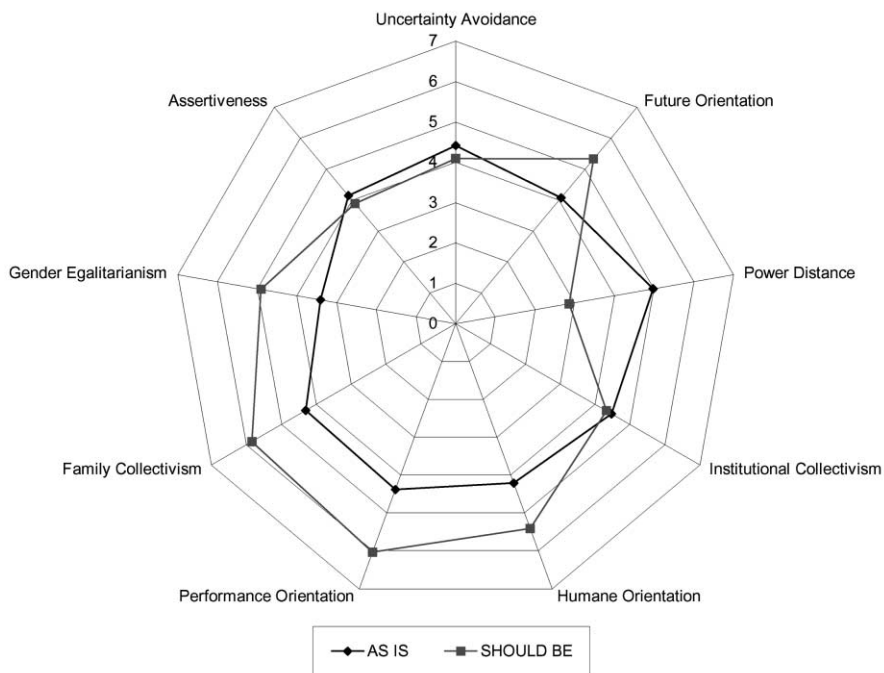


Fig. 1. Anglo cluster's societal culture scores.

Table 2
Country means for GLOBE societal culture dimensions

	Australia	Canada (English-speaking)	England	New Zealand	South Africa (White sample)	U.S.A.	Ireland	Cluster
As Is								
Uncertainty avoidance	4.39	4.58	4.65	4.75	4.09	4.15	4.3	4.42
Future orientation	4.09	4.44	4.28	3.47	4.13	4.15	3.98	4.08
Power distance	4.74	4.82	5.15	4.89	5.16	4.88	5.15	4.97
Institutional collectivism	4.29	4.38	4.27	4.81	4.62	4.2	4.63	4.46
Humane orientation	4.28	4.49	3.72	4.32	3.49	4.17	4.96	4.20
Performance orientation	4.36	4.49	4.08	4.72	4.11	4.49	4.36	4.37
Family collectivism	4.17	4.26	4.08	3.67	4.5	4.25	5.14	4.30
Gender egalitarianism	3.4	3.7	3.67	3.22	3.27	3.34	3.21	3.40
Assertiveness	4.28	4.05	4.15	3.42	4.6	4.55	3.92	4.14
Should Be								
Uncertainty avoidance	3.98	3.75	4.11	4.1	4.67	4	4.02	4.09
Future orientation	5.15	5.35	5.06	5.54	5.66	5.31	5.22	5.33
Power Distance	2.78	2.7	2.8	3.53	2.64	2.85	2.71	2.86
Institutional collectivism	4.4	4.17	4.31	4.2	4.38	4.17	4.59	4.32
Humane orientation	5.58	5.64	5.43	4.49	5.65	5.53	5.47	5.40
Performance orientation	5.89	6.15	5.9	5.9	6.23	6.14	5.98	6.03
Family collectivism	5.75	5.97	5.55	6.21	5.91	5.77	5.74	5.84
Gender egalitarianism	5.02	5.11	5.17	4.23	4.6	5.06	5.14	4.90
Assertiveness	4.32	3.81	4.15	3.99	3.54	3.69	3.7	3.89

Performance Orientation (6.03), Humane Orientation (5.33), Family Collectivism (5.84) and Future Orientation (5.33). This cluster scores low on Power Distance (2.86) with all the other dimensions scoring in the mid range. The performance orientation of this cluster can be traced back to the Protestant mentality of the British as they established their colonies and trade routes throughout the New World. Today, countries in this cluster, especially the U.S.A. and (White) South Africa strongly endorse achievement, especially in the pursuit of material wealth.

Although this cluster reflects a male dominated society in practice, Gender Egalitarianism rates quite high (4.90). Indeed, five countries in this cluster are in the top 10 highest scoring countries (out of 62) on Gender Egalitarianism values. This indicates that, although gender inequality exists in these societies, there is a realization amongst societal members that this should be reduced further. Even though there is a dearth of women in upper management (see, e.g., Still, 1999, in respect of Australian women in the finance industry), there is a realization of this and mechanisms have been put in place to address this very issue. It is mandatory in Australia, for example, for organizations to keep available the positions of females who return from maternity leave.

The high score on Family Collectivism (5.84) reflects this cluster's members' desire to have more pride and loyalty in their families. This is especially interesting because these cultures are traditionally individualistic, as reflected in the "As Is" scores. Still, the GLOBE results indicate that the cluster believes that there should be more interdependence in the family unit and pride in the family structure.

When comparing the Anglo Cluster with the other nine clusters, two conclusions stand out. The first is that the Anglo Cluster is one of only three clusters that believe that there should be *less* Uncertainty Avoidance than there is in practice. Although the difference is not great, it does highlight the inherent dislike of the former British colonies for rules, regulations, and status in their cultures. The second is that Anglo Cluster members seem to be content with practices in respect of Institutional Collectivism—the encouragement and reward of collective action. The level at which this cluster perceives Institutional Collectivism should be, however, is relatively low compared to the other clusters. In effect, it seems that the Anglo Cluster does not want, nor does it have, an over emphasis on group loyalty and collective interests (as opposed to individual goals and interests). Based on our discussion of the history of the Anglo cultures, this result reflects that these cultures see their individualism to be derived from the struggle for self-dependence and personal material possessions.

So far we have focussed on the cluster as a whole. There are, nonetheless, distinct differences between the countries in the cluster. Two countries stand out in this respect: South Africa and New Zealand. South Africa returned the lowest "As Is" scores in the cluster for Humane Orientation and Uncertainty Avoidance practices, and the highest "Should

Be" scores for these dimensions. Additionally, South Africa has the highest score for Power Distance "As Is" and lowest score for "Should Be". These results are in line with South Africa's history of apartheid and its struggle to find a societal balance following the ascension of Nelson Mandela at the end of the apartheid regime. The GLOBE results imply a culture that feels a desperate need to look toward the future, and to build a social structure to deal with the uncertainty and look after the wellbeing of the people.

The New Zealand culture also stood out from the other Anglo nations. For the Performance Orientation dimension, New Zealand scored highest for the practices scale and lowest for the 'Should Be' scale. This suggests that New Zealanders actively encourage and reward innovation and performance and feel that they have sufficient emphasis on this dimension. Despite its population of only around four million and its geographic isolation from the rest of the world, New Zealand has made a name for itself on the world stage, especially in business, the arts, and in sports. New Zealand scored highest on Institutional Collectivism and this focus on collective action extends to their perception of effective leadership as will be discussed later. Uncertainty Avoidance implies order and structure, and New Zealand scored highest on this dimension. Kennedy (in press) uses the example of the perceived over-involvement of the government to demonstrate the effect of high Uncertainty Avoidance in New Zealand. The effort required by such a small nation to make a world impact takes its toll on individuals as they seek a certain level of security and stability. Finally, the results indicate that New Zealanders believe strongly that there should be more emphasis and pride in the family as shown in the Family Collectivism scale.

Overall, the Anglo Cluster emphasizes performance and looks toward the future. Anglo Cluster countries feel moderately assertive, but feel that there should be less reliance on formal rules and procedures and more equal power distribution. This cluster also believes that there should be more equality for women and a greater humane orientation.

3.2. *Effective leadership in the Anglo cluster*

As shown in Table 3 and Fig. 2, Charismatic (6.04), Team-Orientated (5.74) and Participative (5.72) leadership styles are perceived to be the most effective in the Anglo Cluster. The leadership behaviors that characterize a charismatic leader include being visionary and inspirational and appealing to the underlying values of followers. Although this value-based style is effective across all the cultures in this cluster, it is necessary for the leader to understand the nuances of each culture and which specific behaviors are perceived to be effective. For example, being charismatic in Australia can sometimes conflict with the importance of egalitarianism for successful leadership. A leader must therefore be visionary and inspirational but still be seen as "one of the boys" (Ashkanasy & Falkus, in press).

Table 3
Country and cluster means for GLOBE second-order leadership scales

	Australia	Canada	England	Ireland	New Zealand	South Africa (White)	U.S.A.	Cluster
Charismatic leadership	6.09	6.15	6.01	6.08	5.87	5.99	6.12	6.04
Team oriented leadership	5.81	5.84	5.71	5.81	5.44	5.8	5.8	5.74
Self-Protective leadership	3.05	2.96	3.04	3.0	3.19	3.19	3.15	3.82
Participative leadership	5.71	6.09	5.57	5.64	5.5	5.62	5.93	5.72
Humane leadership	5.1	5.2	4.9	5.06	4.78	5.33	5.21	5.08
Autonomous leadership	3.95	3.65	3.92	3.95	3.77	3.74	3.75	3.82

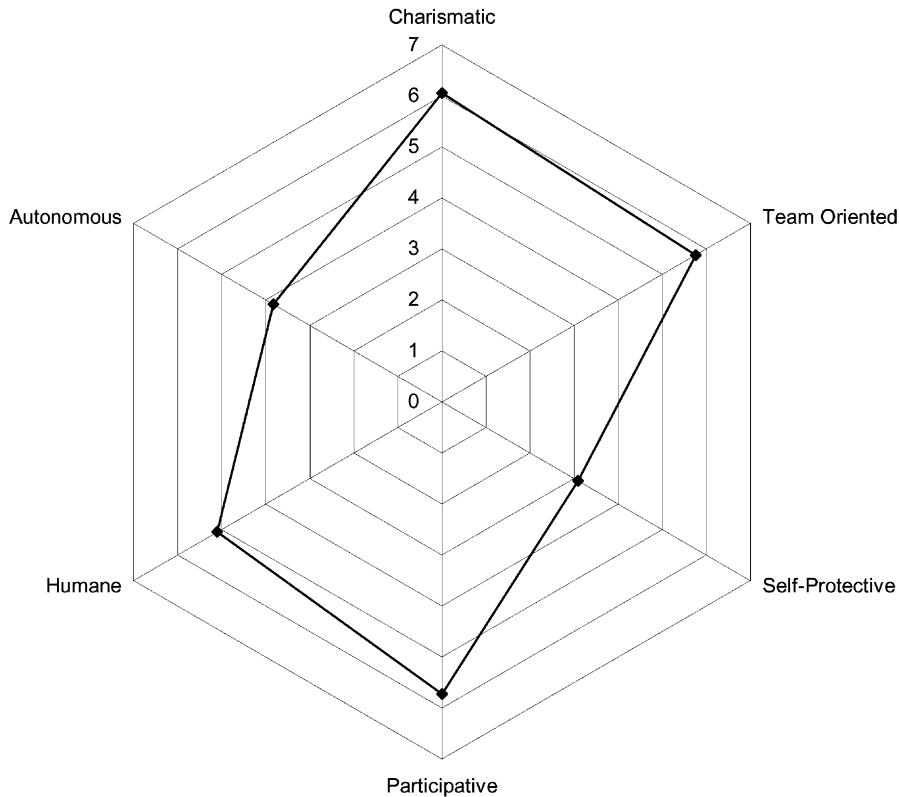


Fig. 2. Anglo cluster's leadership profile scores.

A team-orientated leadership style is consistent with the low Power Distance and Uncertainty Avoidance values identified in this cluster. Team-orientated leaders use a collaborative approach to work by utilizing team structures, being diplomatic and inspiring a shared vision. Once more, the specific behaviors need to take into account the uniqueness of each culture. In New Zealand, for example, a low score on Family Collectivism means that a leader using a team-orientated style must be task focussed and ensure the job gets done. In a country such as Ireland, on the other hand, a team-orientated leadership style can be more family-orientated in that the team is viewed as a surrogate family unit with team building and diplomacy behaviors coming to the fore.

An important conclusion from these results, and consistent with the culture findings, is the emphasis placed on participative leadership as a means to facilitate effective leadership. As the countries in this cluster are relatively individualistic in cultural orientation, and all are democracies, people place great emphasis on their freedom and being able to have their say. It is therefore very important for a leader to recognize this, to include all relevant parties in the decision making process, to delegate responsibility, and not to try to lead uncompromisingly from the top.

Humane Leadership (5.08) also scored relatively high and is perceived to contribute to effective leadership. Such a

leader needs to be caring and considerate of others. This links in with the team-orientated leadership style discussed above where a leader needs to get the job done but must also be considerate of the welfare of team members.

Autonomous (3.82) and Self-Protective (3.08) scored relatively low, demonstrating that they are not perceived to contribute to effective leadership. An autonomous style, whilst necessary on some occasions, is at odds with the team orientated participative leadership style discussed previously. Furthermore a self-protective leadership style is inherently ineffective; it comprises behaviors such as face saving and emphasis on procedures, which were identified by den Hartog et al. (1999) as universal inhibitors of effective leadership. Interestingly, the Canadians scored the lowest on Self-Protective (2.96) and Autonomous leadership (3.65), and highest on Charismatic (6.15), Participative (6.09) and Team-Orientated (5.84). This suggests that, amongst the Anglo group, Canadians may have the clearest perception of what constitutes an effective leader.

3.3. Implications for executives

To summarize the Anglo Cluster, its societal culture is first and foremost performance orientated. Further, its culture is distinctly male-dominated, although managers desire

a reduction in this inequality. This cluster is highly individualistic although there is a desire for societies to become more loyal and committed to their families. This has started to occur with collective reward being valued above individual-based rewards.

The most effective leadership style in this cluster is a charismatic value-based style, encompassing a need to be visionary and to inspire followers. An effective leader must also use both a team-orientated and participative leadership style. Such a style focuses on the team through collective goals and rewards while allowing the team to set its own structure and take responsibility: a participative leadership style.

Analyzing clusters of cultures provides a useful framework to understand the broader themes and values of culturally similar countries. The Anglo cultures are major players on the world's economic and political landscape. Understanding the Anglo Cluster then, is particularly useful for executives of multi-national organizations, for organizations exporting to these markets or thinking about entering them, and for researchers interested in cross-cultural issues. The key conclusions for managing in the Anglo Cluster will be discussed in two parts: (1) organizational structure and strategy, and (2) managing people.

3.4. Structure and strategy

For organizational structure, one of the key challenges is to balance the current individualist practices in organizations with the desire to be more collectively focused. Structures need to be in place to allow individuals to achieve, and to be rewarded for achieving, their goals. Simultaneously, organizational members need to work within a greater team environment that shares its successes and rewards for group achievement.

In the Anglo Cluster of countries, this all needs to be done without the overt use of structure, power or hierarchy. There is an inherent dislike for rules and authority in this cluster and any organization, or leader for that matter, will quickly become ineffective if they use or encourage an authoritarian approach.

3.5. Managing people

One of the key requirements for executives is to actively encourage and promote gender equality. While gender inequality appears to be the norm in the Anglo cultures, managers aspire to greater equality. In particular, the individualistic nature of these societies encourages managers to promote on the basis of merit as opposed to status, hierarchy, or gender. By using a meritocratic approach to managing people, leaders will address both the gender inequality and achievement orientated aspects of this cluster.

The desire by managers to have a more group-orientated workplace is also important for managers to consider. Encouragement of individuals to work as part of a team

toward a common goal would seem therefore to be desired in these cultures. For example, effective leaders in New Zealand are those who are team orientated and focus on the task at hand; and Australian leaders are perceived to be effective when they have a more casual social team leadership style (Ashkanasy, Trevor-Roberts, & Kennedy, in press).

4. Conclusions

In this paper, we have examined the historical development of cultural values and beliefs in the seven countries included in the Anglo Cluster of GLOBE. The countries included in the analysis are Australia, Canada, England, Ireland, New Zealand (White) South Africa, and the U.S.A., and represent many of the most developed and economically advanced countries in the modern world. The U.S.A., in particular, is currently the one and only superpower in the world. These countries are the legacy of the British Empire, and are now all pluralistic democracies, where English is the most spoken language.

The GLOBE results provide insights into the culture of societies in this cluster, and within each of the countries included in the cluster. Our analysis shows that these are performance-orientated male-dominated societies that value individualism and, paradoxically, gender equality. They also desire to become more loyal and committed to family life, and value collective rewards although, again, this is not reflected in practice. Leadership in these countries is ideally charismatic and inspirational, but needs also to demonstrate a participative style. The implications of these findings is that organizations need to recognize the individualist needs of organizational members, but at the same time they must provide incentives to encourage more teamwork and cooperation. Finally, managers in these cultures need to tackle the issue of promoting more gender equality, where achievement is based on merit, rather than sex or other irrelevant factors.

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