



What's So Different (and Difficult) About Leading in New Zealand?



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Special Interest Group**

**BUILDING
WORLD CLASS
BUSINESS
CENTENARY
1905-2005**

“Leadership is embedded in the context. It is socially constructed in and from a context where patterns over time must be considered and where history matters”

(Osborn et al, 2002, p. 798)

The Organizational Context and Leadership Processes

- the goals/purpose of the organisation (e.g. its strategy and mission)
- the composition of its people (e.g. its demographics and its capabilities)
- the organisation's core processes (e.g. its technologies, policies and governance model)
- the state/condition of the organisation (e.g. how successful it is)
- time (e.g. what stage it is at in its organisational life/cycle)
- **structure (e.g. size, hierarchy, degree of centralisation and spatial distance)**
- **culture/climate (e.g. its norms, values and ethics).**

Opening Question:

What **structural** and **cultural** factors influence the ways in which one *can* and *should* lead within New Zealand organisations?

The GLOBE Survey

- ❑ Surveyed 17,300 managers from 951 organizations in 61 countries
- ❑ Middle managers from food processing, financial services and telecommunication
- ❑ New Zealand sample:
 - ❑ 184 managers
 - ❑ 79% male
 - ❑ median age 38 years
 - ❑ median 20 years work experience

- ❑ **CULTURE:** “shared motives, values, beliefs, identities, and interpretations or meanings of significant events that result from common experiences of members of collectives and are transmitted across age generations”
- ❑ **LEADERSHIP:** “the ability of an individual to influence, motivate, and enable to contribute toward the effectiveness and success of the organisation of which they are members”

(House & Javidan, 2004, p. 5)

The Ten GLOBE Society/Culture Clusters



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- Anglo (Australia, Canada, England, Ireland, **New Zealand**, South Africa, United States)
- Latin Europe
- Nordic Europe
- Germanic Europe
- Eastern Europe
- Latin America
- Sub-Saharan Africa
- Middle East
- Southern Asia
- Confucian Asia

Nine GLOBE Cultural Dimensions: New Zealand Rankings – Guess!



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Cultural Dimension	RANK: HI, MID or LO?
Institutional Collectivism	
Uncertainty Avoidance	
Performance Orientation	
Power Distance	
Humane Orientation	
Gender Egalitarianism	
In-Group Collectivism	
Future Orientation	
Assertiveness	

Nine GLOBE Cultural Dimensions: New Zealand Rankings



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Cultural Dimension	<i>As Is</i>	<i>Should Be</i>
Institutional Collectivism	5	51
Uncertainty Avoidance	12	48
Performance Orientation	5	34
Power Distance	47	3
Humane Orientation	19	61
Gender Egalitarianism	38	47
In-Group Collectivism	59	3
Future Orientation	48	31
Assertiveness	60	41

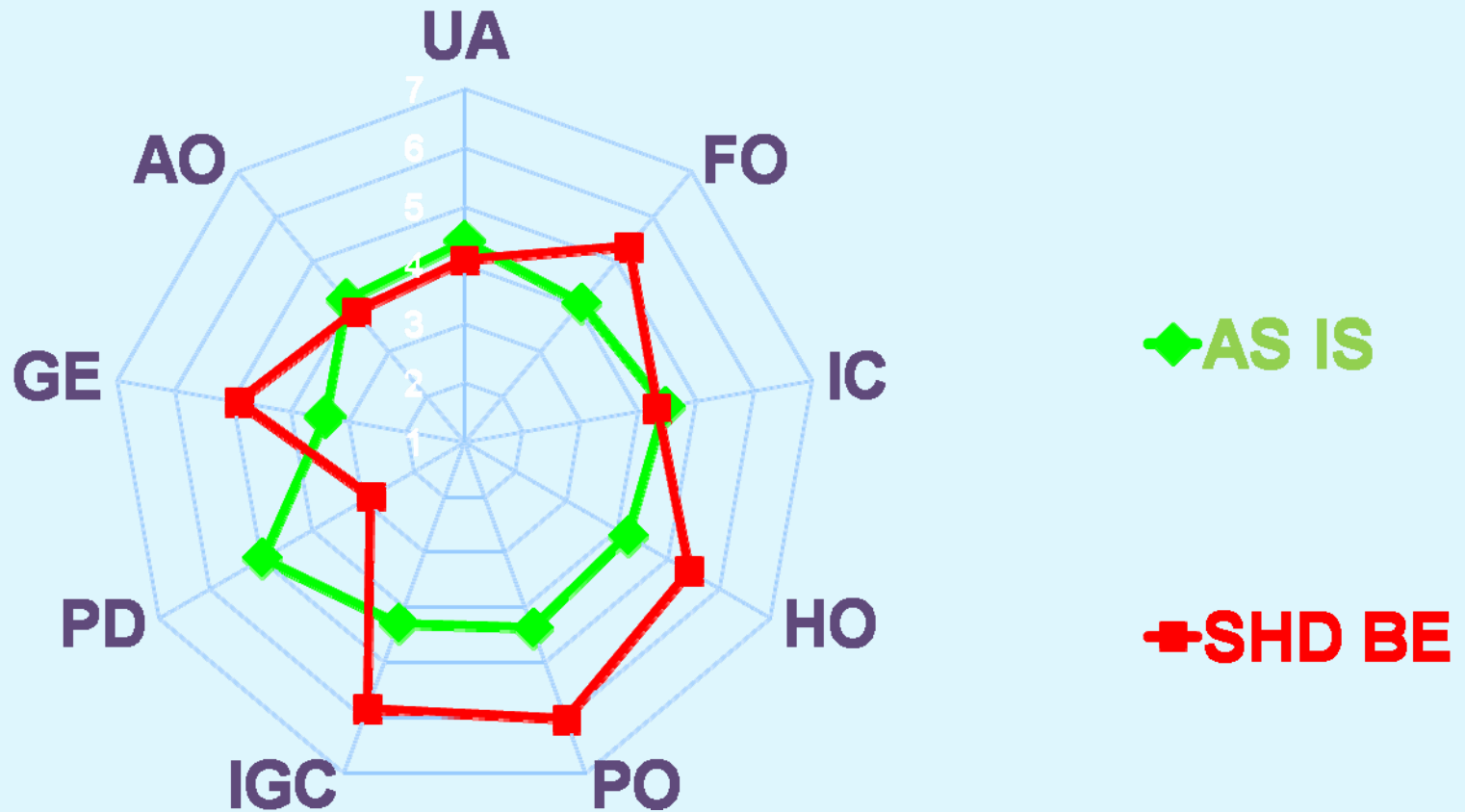
Nine GLOBE Cultural Dimensions: Anglo Cluster



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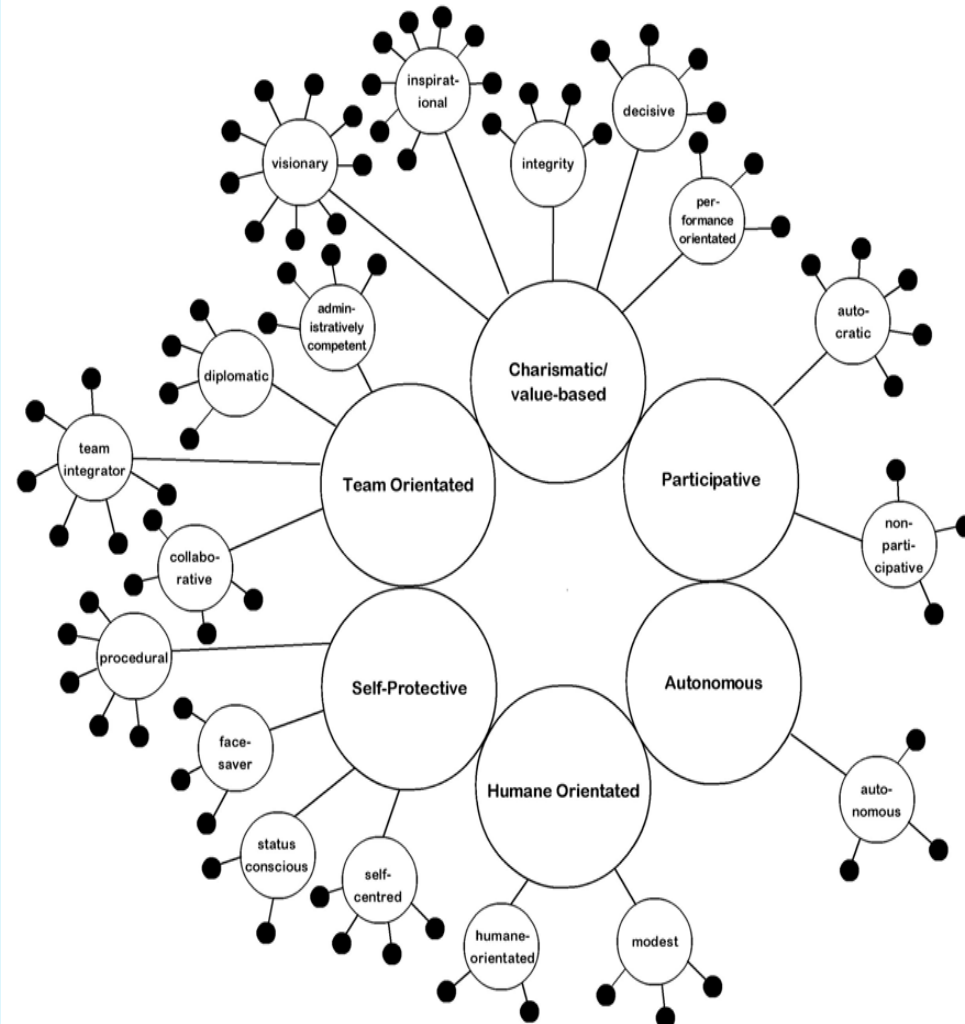
“In an international context, New Zealand therefore stands out as being a society that places importance on *high standards of performance*, while supporting practices that encourage *collective distribution* of resources and collective action. It is also characterised by a reliance on social norms, rules, and procedures to reduce unpredictability and uncertainty”

(Jeffrey Kennedy, 2007, p.)

The GLOBE Project's Leadership Scales



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New Zealand Outstanding Leadership Styles



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GLOBE Dimension	NZ Ranking: HI, LO or MID?
Charismatic/Value Based	
Team-Oriented	
Self-Protective	
Participative	
Humane	
Autonomous	

New Zealand Leadership Styles



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GLOBE Dimension	NZ Ranking (out of 61 countries)
Charismatic/Value Based	34 th
Team-Oriented	57 th
Self-Protective	45 th
Participative	23 rd
Humane	37 th
Autonomous	26 th

Ranking of Societal Clusters For Leadership Scores



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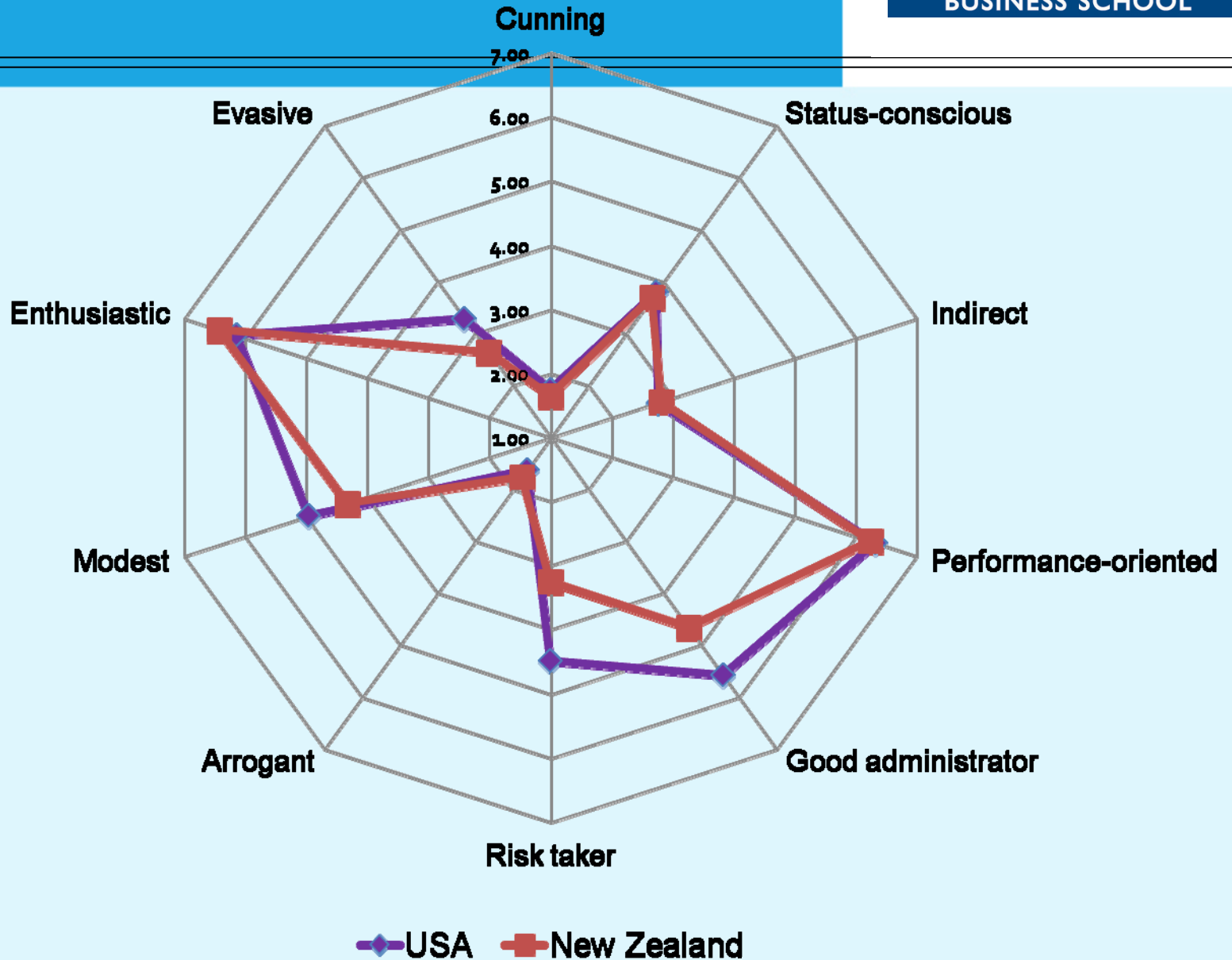
Charismatic/ Value based	Team Oriented	Participative	Humane	Autonomous	Self-protective
<i>higher</i>	<i>higher</i>	<i>higher</i>	<i>higher</i>	<i>higher</i>	<i>higher</i>
Anglo SE Asian L. American	L. American	Germanic Nordic Anglo	SE Asian African Anglo	E. European Germanic Confucian SE Asian Nordic Anglo L. European	Middle East SE Asian Confucian E. European
Germanic Nordic L. European African E. European Confucian	E. European SE Asian Nordic L. European Anglo African Germanic Confucian	L. American L. European African	Confucian L. American Middle East E. European Germanic	Middle East African L. American	L. American African L. European
Middle East	Middle East	E. European SE Asian Confucian Middle East	L. European Nordic		Anglo Germanic Nordic
<i>lower</i>	<i>lower</i>	<i>lower</i>	<i>lower</i>	<i>lower</i>	<i>lower</i>
Charismatic/ Value based	Team Oriented	Participative	Humane	Autonomous	Self-protective

Comparative Analysis - Leadership Attributes



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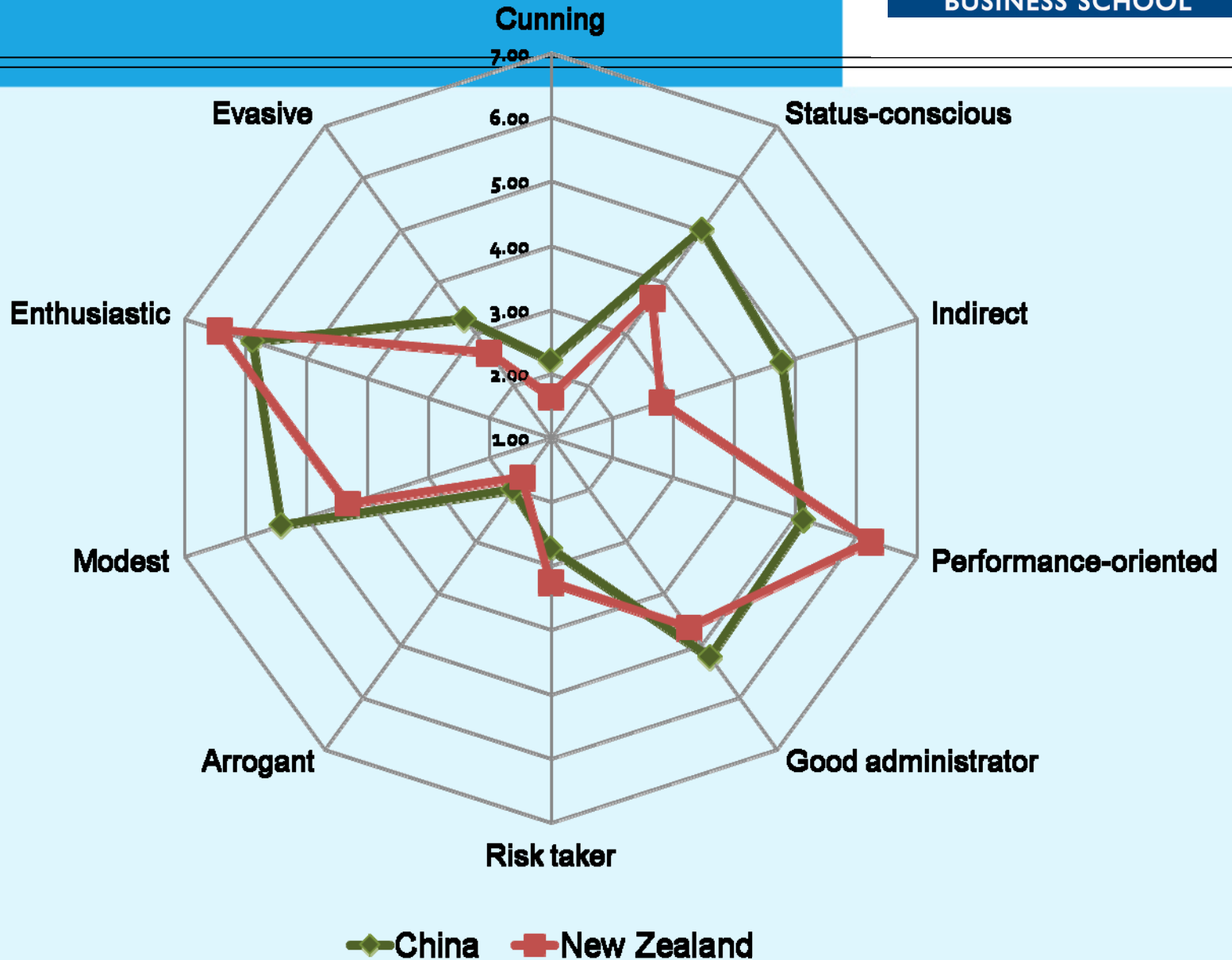


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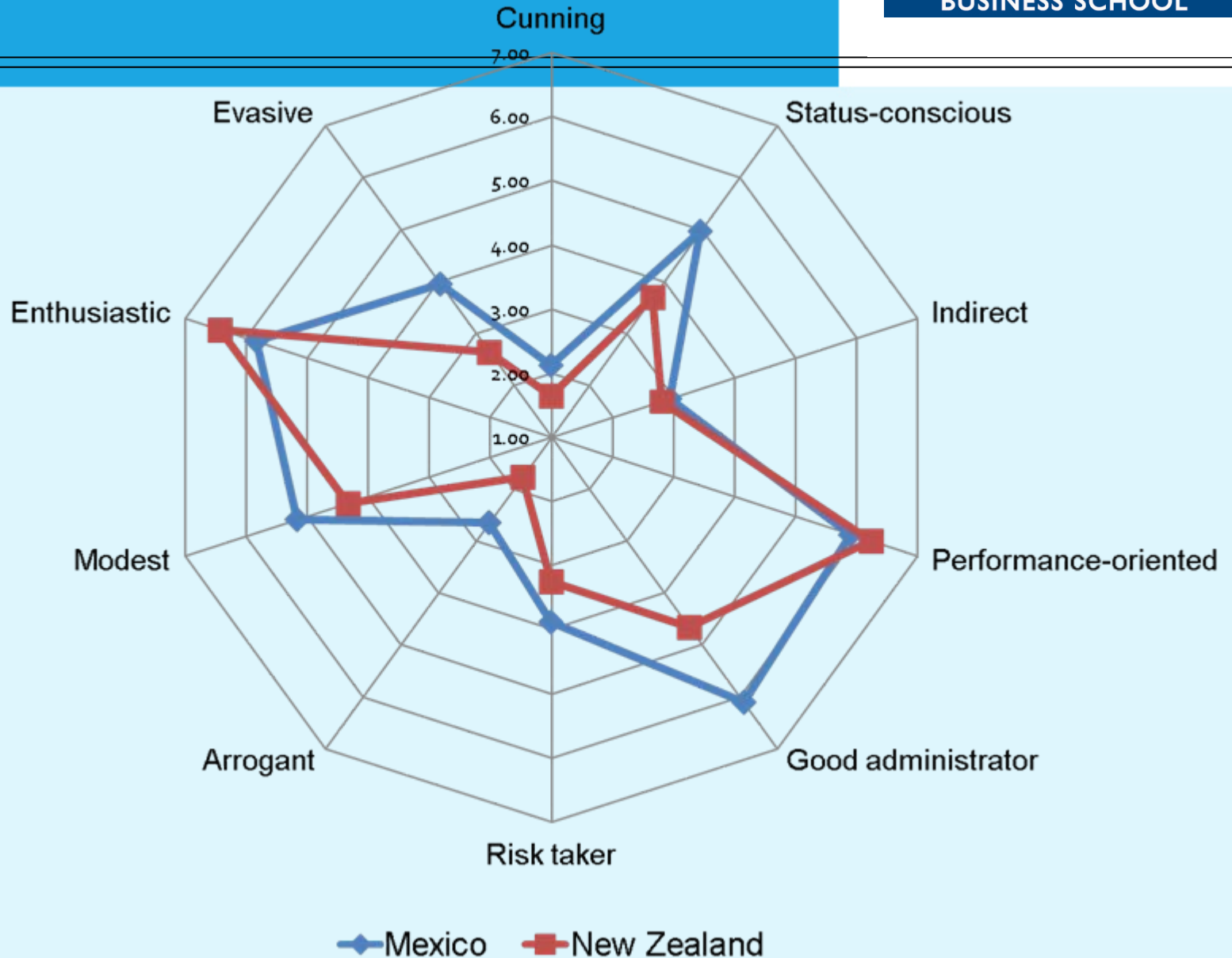
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Comparative Analysis - Leadership Attributes



Comparative Analysis - Leadership Attributes

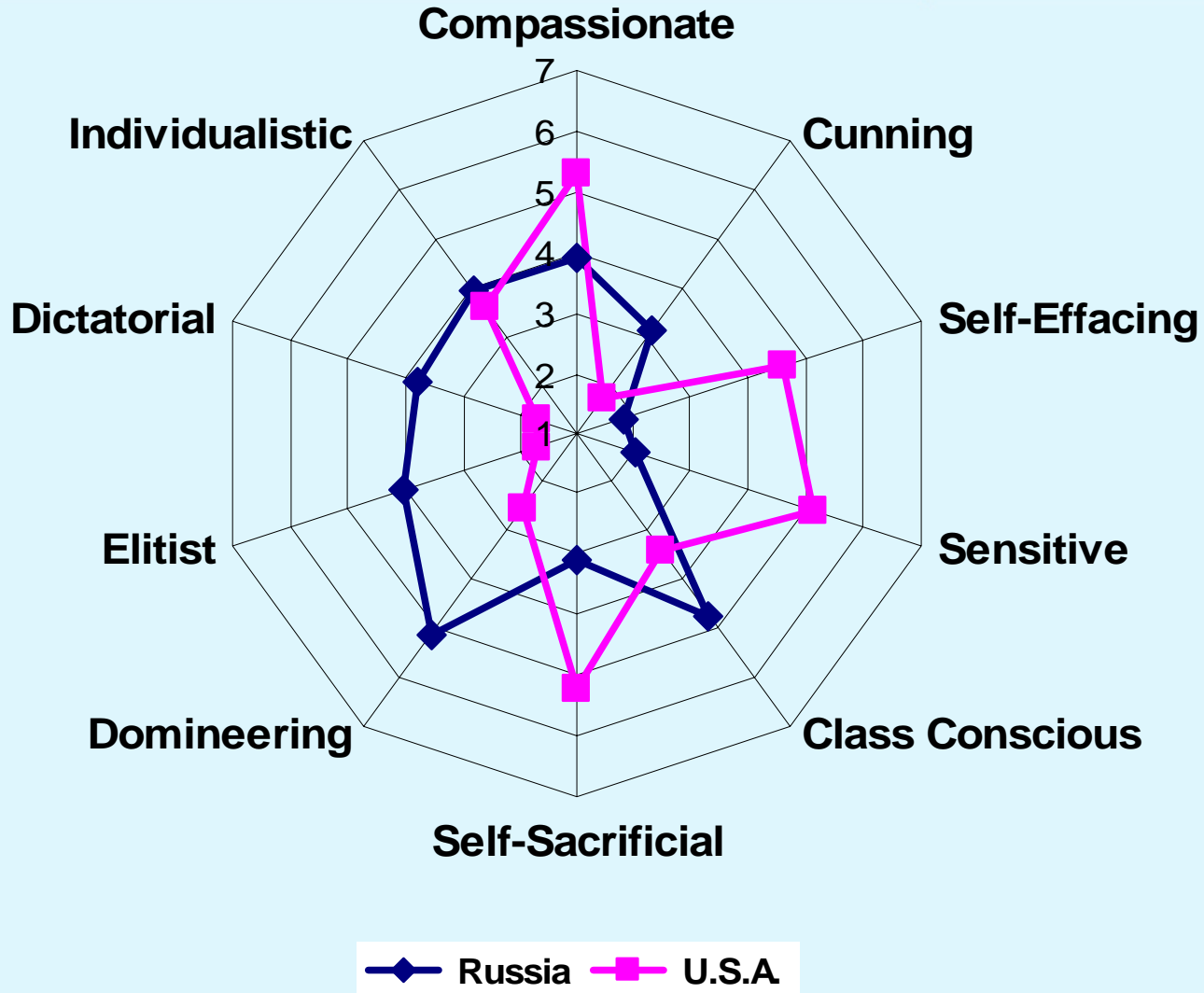


Comparative Analysis - Leadership Attributes

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Leadership “As Is” versus Leadership “Should Be”



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“Traditional attributes are still valued such as strength, resolve, determination, and commitment...The high importance placed on a leader with vision reflects the overall concern with the *low level of Future Orientation* in society. Leaders are valued for demonstrating foresight, planning ahead, and taking actions in consideration of future goals, perhaps in compensation for the low emphasis given to those behaviours by society as a whole”

(Jeffrey Kennedy, 2007, p.)

“Gaining the acceptance of followers is critical for leaders in New Zealand, as the *low level power distance* makes it difficult for leaders to maintain their position based on legitimate authority. Acceptance requires openness, straightforward communication and willingness to subordinate ego for the good of the group”

“New Zealanders’ *high level of Institutional Collectivism* is consistent with their strong sense of national pride. It is important for expatriate managers to recognize this, and minimise actions that belittle or undermine this sense of unique identity.”

(Jeffrey Kennedy, 2007, p. 424)

Comparing Maori and Pakeha Models of Outstanding Leadership



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“Maori followers tended to believe that leaders should exhibit a greater degree of humane-oriented and self-protective behaviour compared to Pakeha followers. They should also exhibit a greater degree of charismatic/value-based and team-oriented behaviour. Participative and autonomous leadership behaviour was perceived as being an equally protective contribution to both outstanding Maori and Pakeha leadership.”

(Pfeifer, Love & Jackson, 2006)

Comparing leadership on either side of the Ditch

“In New Zealand, individualism is perceived to contribute to a leader’s effectiveness, but the display of charisma does not. On the other hand, Australia respondents perceive a leader who demonstrates individualism, as well as a moderate amount of charisma, as being effective”

Australians seem to have a more social or affiliative approach to leadership. This is contrasted with the New Zealand approach that seems to emphasise a more outcome oriented spirit”

(Neal Ashkanasy, et al, 2000)

The Authentic Leadership Imperative



“We are struck by the uplifting effects of lower profile but genuine leaders who lead by example in fostering healthy ethical climates characterised by transparency, trust, integrity, and high moral standards. We call such leaders authentic leaders who are not only true to themselves, but lead others by helping them to likewise achieve authenticity.”

(Gardner et al , 2005, p. 344)

Authentic Leaders:

- Know who they are and what they believe in;
- Display consistency and transparency between their values, ethical reasoning and actions;
- Focus on developing positive psychological states such as confidence, optimism, hope, and resilience within themselves and their followers;
- Are widely known and respected for their integrity

(Gardener, Avolio & Walumbwa, 2005)

This is NOT an Authentic Leader!



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But This IS!



“To be authentic is literally to be *your own author* (the words that derive from the same Greek root), to discover your native energies and desires, and then to find your own way of acting on them. When you’ve done that, you are not existing simply to live up to an image posited by the culture, family tradition, or some authority. When you write your own life, you have played the game that was natural for you to play. You have kept covenant with your own promise.”

(Warren Bennis, 1994, p.2)

Coming Up....



The Dean's Distinguished Speaker Series:

'Authentic Leadership'

Professor Bruce Avolio
Director, Gallup Leadership Institute
University of Nebraska -Lincoln

Wednesday, September 19th, 6 – 7 p.m.
The University of Auckland Business School

Further information: s.yung@auckland.ac.nz