

## **Culture and Leadership in Different Social Clusters: Study in an Organization of the Body Industry for Public Transport**

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**Summary:** *This article is based on the works of Javidan and Walker (2013), Chhokar, Brodbeck and House (2013), House and Javidan (2004) and Lord and Maher (1991), these authors address the relationship between culturally acceptable leadership dimensions and sociocultural clusters. The data presented in this article were obtained from an organization of the body industry for public transport, which has been active for more than 65 years and present in thirteen countries. Based on a qualitative and exploratory approach, a case study was applied as a methodological procedure seeking to understand the specificities in required cultural competencies. The results indicate two findings: the first refers to the application and filling of the matrix of culturally acceptable leadership dimensions versus social clusters and the second shows that only four of the six possible dimensions of House and Javidan theory (2004) can be identified in the studied company. Final considerations show the findings of the research and suggest opportunities for future work.*

**Keywords:** *global mindset, culture, leader and culturally acceptable leadership*

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Date of Submission: 21-01-2020

Date of Acceptance: 11-02-2020

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### **I. Introduction**

The organizational context of internationalization is often marked by transformations, and when related to the subject of multiculturalism are an issue apart. This is because the concept of culture involves differences beliefs, values and customs capable of influencing people's behaviors within a given context or reality.

The concept of culturally acceptable leadership dimensions by Lord and Maher (1991) was considered to be a set of cultural patterns associated with different regions and ethnicities, in relation to the search for a leader profile adaptable to the teams, in a scenario predominantly characterized by the instability and multiculturalism that globalization presents, according to studies by Javidan and Walker (2013), House and Javidan (2004); House et al.(2004); Javidan et al. (2008); Mendenhall et al (2012); Fernandes (2013), Neves, Tomei (2016), Winck, Froehlich, Bohnenberger, Bessi, Schreiber (2016). These concepts served as a reference for the constitution of a theoretical basis for a model of initial identification of cultural predominance in a given context. These peculiarities begin to characterize the relations between leadership and their respective teams in different cultural environments.

When these concepts are instituted to the leaders of an organization, one makes use of Global Mindset, which is characterized by understanding cultural differences and from these adopted attitudes perceived as appropriate by people. This way of conviviality becomes part of the set of capabilities indispensable to the development of leaders and global teams.

The studies by Hitt, Steers and Javidan (2007) serve as the basis for competently intervening in different cultures, performing their attributions and aiming at beneficial results. According to Hofstede, Jonker and Verwaart (2010); Bradberry and Greaves (2012); Javidan and Bowen (2013), Javidan and Walker (2013), the vision of development of the global leader, which before globalization could be called culture, today is understood as something special in the multicultural context.

In the face of these concepts and expectations, the following problem emerges: "How are culturally acceptable leadership dimensions evidenced in an organization that has internationalized units?"

The research method used is the qualitative approach with exploratory objective and case study as a technical procedure.

In this way, the article is structured in:

- I. Introduction, which contextualizes the subject and inserts the guiding question of research;
- II. Theoretical framework, which promotes the necessary support for the discussion of results;
- III. Research method, where the presentation of the company, the research subjects, the data collection and analysis technique are evidenced;
- IV. The analysis section of the results are exposed the interviewees' statements, together with the agreement, or not, of the theoretical structure.
- V. Finally, the final considerations and limitations of the study are presented.

## **II. Theoretical Framework**

With the changes that occurred since the 1980s, the academic community paid more attention to the theme of culture in contexts of internationalization. The main works related to this subject were developed by researchers Hofstede (2001; 1997; 1980); Hofstede, Jonker and Verwaart (2010). The authors mentioned above state that culture represents the characteristics that identify an organization or group, whose behaviors can be expected through certain causal stimuli. Some more recent studies advance in the concept of culture, characterizing as principles, habits, beliefs, values and especially significant experiences, such as those shared in a given social organization, whose understandings are transmitted through generations.

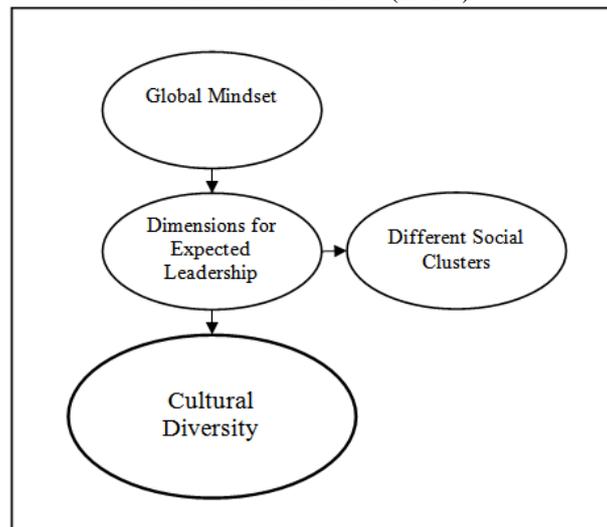
It is important to emphasize the identification of two precepts in relation to culture and its aspects, the first being the predictability of culture in the face of some stimuli and the second related to the cultural heritage of habits, customs and values that are transmitted from generation to generation, persisting over time (JAVIDAN et al., 2008; HOUSE; JAVIDAN, 2004; EARLEY, MOSAKOWSKI, 2004).

The authors Javidan et al. (2006) developed a broad study aimed at mapping cultural influences in organizations. The research was called "PROJECT GLOBE- Leadership and Organizational Behavior Effectiveness Project". A total of 170 researchers led by Mansour Javidan of Thunderbird University in Arizona State in the United States were involved. This researcher has worked for more than a decade in ten continental areas identified as social *clusters*, collecting and analyzing data on cultural values of 17,000 executives in 900 multinational corporations, on all continents. Sixty-two different cultures were addressed, being grouped into ten social *clusters*. Currently the Globe project is used as a parameter for more effective programs for preparation and development of competencies in the face of diversity and the need for inclusion (CHIN, TRIMBLE, 2014; FERNANDES, BITENCOURT, FERNANDES, 2010).

This study increased the understanding of culture beyond common sense and generalist stereotypes based on the category of nationalities. Although the study has not fully mapped the relevant cultural differences within the same nationalities, it is still a reference to studies on the theme of organizational culture, according to Chhokar, Brodbeck and House (2013), assisting in the multicultural adjustment (FERNANDES, 2013).

The authors mentioned above seek to reconcile culture with the competencies of global leaders, starting by identifying cultural differences in certain social *clusters*. The definition of social *cluster* is a geographic region inhabited by people or organizational contexts with related cultures. In these geographical areas there are cultural predominances that demonstrate greater acceptance to a given set of competencies, and consequently to a molded profile of leader. Thus, in terms of geocompetences, compatibility is determined by the intersection between Global Mindset and the predominant dimensions in clusters of the culturally acceptable leadership approach (FERNANDES, 2013, JAVIDAN 2010), according to Figure 1.

**Figure 1** - Cultural influence in the profile of the global leader  
Source: Fernandes (2013).



Starting from studies on the leadership approach culturally acceptable or validated by people (LORD; MAHER, 1991), House and Javidan (2004) draw up a matrix by electing the six dimensions of culturally acceptable leadership with the ten social *clusters*. Thus, ten possible patterns of a primary profile originate to be used as a reference for the development and strengthening of an agreed and legitimate leadership (JAVIDAN et al., 2006).

The six dimensions of culturally acceptable leadership are: 1) charisma based on values, 2) orientation for the team, 3) participatory interactions, 4) humanitarian sense, 5) autonomy and 6) self-protection.

The first dimension, **charisma in** culturally acceptable leadership, represents a set of specific values that establish an important meaning in social relations related to leadership. It is about social expression in an approach that reflects meanings directly related to the legitimate motives and representations of individuals in collectivity. These are uniquely expressed in the magnetism of attraction and credibility. The greatest relevance attributed to this dimension of the charisma lies in the organizational contexts of the Latin America, Nordic Europe, Anglos, South Asian and Germanic Europe clusters, with a median relevance in Eastern Europe, Latin Europe, Confucian Asia and Sub-Sahara Africa. The Middle East has low relevance in relation to the charisma.

The second dimension, **guidance to the team**, stimulates the relationships of complementarity and mutual commitment between individuals in their respective activities, so that the notion that all are part of a single organism is the essential basis for the survival and achievement of everyone's objectives. Therefore, the idea of common objective prevails, minimizing individualistic preferences or predilections that overlap with the to-benefit of team members. In the organizational contexts of the Latin America cluster, the greatest importance is attributed to this dimension of orientation for the team, with a median relevance in Western Europe, Latin Europe, Confucian Asia, Nordic Europe, Anglos, Sub-Sahara Africa, South Asia and Germanic Europe. The middle eastern town, on the other hand, has low relevance in relation to team-oriented leadership.

**Participatory leadership**, the third dimension, refers to the collective construction of actions and decisions through listening, negotiating meanings in the understanding of individuals in a collective and communication with clear democratic content, added to the component of people's involvement in what is planned and executed. The greatest relevance attributed to this dimension lies in the organisational contexts of the Europa Nordic, Anglos and Germanic Europe clusters. In Latin America, Latin Europe and Sub-Sahara Africa are of medium relevance. Regions such as Eastern Europe, Confucian Asia, South Asia and the Middle East have low relevance in relation to participatory leadership.

The fourth dimension, **orientation to the human**, emphasizes understanding of the human condition in a complex system where processes and decisions can be flexible within acceptable limits and of common agreement between individuals, accommodating demands and circumstances of human virtues and falseness, most often contingency. This aspect can be found in the literature under the term "compassion" or "ethics of understanding" as an ethical productive principle that aims to improve coexistence and performance. In the organizational contexts of *clusters*, the greatest relevance attributed to the human-oriented leadership dimension is in anglos, sub-Sahara Africa and South Asia. Localities

such as Eastern Europe, Latin America, Confucian Asia, Germanic Europe and the Middle East have median relevance in this dimension. Latin Europe and Northern Europe have low relevance in relation to human-oriented leadership.

The fifth dimension, **autonomy**, must be understood within a minimum and maximum limit, whose application with the organizational context, in teams or individuals, admits that actions and decisions can be delegated or represented with a greater degree of freedom in the execution of activities that comprise work processes. The greatest relevance attributed to the pro-autonomy leadership dimension lies in the organisational contexts of the Eastern Europe and Germanic Europe *Clusters*. Regions of Confucian Asia, Northern Europe, Anglos, South Asia and the Middle East present median relevance in this dimension. Latin America and Latin Europe and Sub-Sahara Africa have low relevance in relation to pro-autonomy leadership.

The sixth dimension, **self-protective leadership**, involves the stimuli and criteria of action aimed at maintaining the positions of the strategic and structural configuration of a given context. This is consideration of individual and collective opportunities and threats in social interactions, in view of pre-established objectives and performance. The greatest relevance attributed pro-autonomy leadership dimension lies in the organizational contexts of the Eastern Europe, Confucian, South Asian and Middle East *clusters*. Latin America, Latin Europe and Sub-Sahara Africa have median relevance in this dimension. Nordic Europe, Anglos and Germanic Europe have low relevance in relation to self-protective leadership.

Table 1 is presented below, where the letter "HI" is used for high intensity, "M" for medium intensity, and "LI" for low intensity. Subtitles separated by bars represent variability between intensities. Bold-italic subtitles represent even higher or lower intensities.

**Error! Bookmark not defined.** - Culturally acceptable leadership dimensions per cluster

Cluster Social	Culturally Acceptable Leadership Dimensions					
	Charisma	Team Orientation	Participatory Leadership	Guidance for the Human	Autonomy	Self-protection
Eastern Europe	M	M	LI	M	<b>HI/</b> HI	HI
Latin America	HI	<b>HI</b>	M	M	<b>LI</b>	M/HI
Latin Europe	M/HI	M	M	LI	LI	M
Confucian Asia	M	M/HI	LI	M/LI	M	HI
Nordic Europe	HI	M	HI	<b>LI</b>	M	<b>LI</b>
Angles	<b>HI</b>	M	HI	HI	M	LI
Sub-Sahara Africa	M	M	M	HI	LI	M
South Asia	HI	M/HI	LI	<b>HI</b>	M	<b>HI/</b> HI
Germanic Europe	HI	M/LI	<b>HI</b>	M	<b>HI/</b> HI	LI
Middle East	<b>LI</b>	LI	LI	M	M	<b>HI/</b> HI

Source: House and Javidan. (2004)

The intersection of culturally acceptable leadership dimensions, implicit and expected in leadership relationships with the ten social *clusters* results as a product in each *cluster*: a group of desirable attributes with different intensities settings for the global leader to adapt their skill set to their *cluster*.

Cultural dimensions refer exclusively to the organizational environment or context in order to allow an initial reading of a team's expectations in relation to leadership and thus validate acceptance the leader's profile.

This aspect must be discerned by assimilating the approach of culturally anticipated leadership (LORD; MAHER, 1991) as an initial basis for understanding cultural predominance, to serve as inputs in the leader's profile design. This is the Global Mindset of the Leader (JAVIDAN, WALKER, 2013; MENDENHALL et al, 2012, MENDENHALL et al, 2013; HOUSE et al., 2006).

It is essential, therefore, to treat the predominance of culturally acceptable leadership as a starting point for a conduct more compatible with a given context, since the mixture of cultures in different geographical regions may require changes in the intensities of these cultural dimensions. Such organizational contexts are characterized not only by a single type of culture, but a multicultural context.

Thus, a given organizational co-text can present various types of culture to be interpreted and incorporated appropriately by the global leader, always with some cultural predominances, with different intensities of dimensions of a specific context.

In the next section, the research method used to develop the proposed study will be presented.

### **III. SearchMethod**

For the development of this article, the qualitative approach was used as a research method, with exploratory objective using the case study as the technical procedure. For Creswell (2014), the case study implies a deeper understanding of a singular case to be explored.

Author Yin (2001) states that the case study involves analyzing a situation within an environment or context of everyday life. Creswell (2014) maintains that the qualitative approach composes the case study, where the researcher explores a single contemporary system of real life or multiple systems over time through data collection in detail and in depth involving multiple sources of information.

The organization selected for the study has the headquarters of its headquarters located in Rio Grande do Sul, with its main activity focused on the mechanical metal sector. The company had approximately 17,000 employees on 5 continents and more than 100 countries in mid-July 2013. This entire structure was built over 65 years of history.

Institutional statements are focused on worldwide recognition, characterizing itself as one of the most competitive business groups in their areas of activity, maintaining a solid economic and social image. Respect and appreciation of people are among their institutional values, in addition to customer satisfaction, economic and financial soundness, environment and communities, ethics and partnerships.

It is organization was selected for its economic relevance in the regional productive sector and for representing a consolidated company, nationally and internationally. It is noteworthy that in addition to having a family origin and professionalized management, it operates in the process of high complexity internationalization, for more than fifteen years, with joint ventures or subsidiaries.

For the process of interviewing and collecting data, two executives were chosen: one of the directivessummits in international business and another responsible for the human resources area. In order to maintain confidentiality, the executives were treated by Interviewee 1 (E1) and interviewed 2 (E2). In addition, secondary data were used for the development of the study, such as: reports, corporate yearbooks and institutional materials.

Two steps were performed for data collection. First the interviewees were gathered in the same environment and informed about the concepts in relation to the six cultural dimensions of acceptable leadership, which were charisma, team orientation, participatory leadership, orientation to the human, autonomy and self-protection.

After explaining the concepts, the interviewees invited them to answer a questionnaire in which the answers were transposed into a table that related the six dimensions and the countries with internationalized units. For the transposition of the results, the scale proposed by House and Javidan (2004) was used, being very low identified as VL, low identified as L, medium identified as M, high as H and very high as VH.

For the second stage, in-depth interviews were conducted based on a semi-structured interview script. At the end of their performance, they were transcribed.

Content analysis was the technique chosen (BARDIN, 2011). The NVivo software, version 9, was used for the data analysis procedure, being used for the preparation of the research database, as well as the organization and categorization of excerpts from the interviews. The next section will present the analysis of the results.

### **IV. ResultsAnalysis**

The cultural dimensions, which make up the important aspects of culturally acceptable leadership and the global geographic *cluster* model, based on Lord and Maher (1991), House and Javidan (2004); House et al. (2004); Javidan et al. (2008), Javidan and Walker (2013), Chhokar, Brodbeck and House (2013), were used to analyze the results obtained.

When the focus of analysis is directed to the studied organization it is possible to highlight 4 dimensions. To identify these, a survey of the countries where the company operates. This mapping is presented in Table 2, where we have the crossing between the countries where are the internationalized units under analysis and the cultural dimensions, presenting a scale of intensity distributed in: Very High (VI), High (H), Medium (M), Low (L) and Very Low (VL), based on studies conducted by Javidan et al. (2006).

**Table 2** – Cultural dimensions and countries where the organization operates

Dimensions Countries	Guidance for thehuman	Team orientation	Charisma	ParticipatoryLeadership	Self-protection	Autonomy
Argentina	H	H	H	H	L	M
Colombia	H	H	H	H	L	M
Mexico	H	H	H	H	L	M
India, India	H	H	H	H	L	M
South Africa	M	L	L	L	L	M
China	M	L	L	L	L	M
Russia	M	M	M	M	L	M
Egypt	M	L	L	L	M	M
Australia	M	L	L	L	M	M

Source: Elaborated by the authors from data collection and House and Javidan (2004).

With the defined dimensions and identification of the countries, the interviews were analyzed, where several aspects were recognized as of fundamental importance in the interviewees' speech. However, peculiarities are not described by regions where there are units of the company, because the clusters defined by the theory are constituted by very superficial and generalist aspects, indicating that a corporate method of preparation and development of global executives has not yet been implemented. However, in the scenario analyzed, there is the individual ability to identify the most appropriate alternatives when faced with the cultural challenges of everyday life. The results for each dimension present the results for each dimension.

The **orientation dimension for the human** is an aspect considered important for the organization's units in the Latin America and India cluster, which needs to be understood in an adaptation logic. This statement is validated by the testimony of interviewee 1 "The main challenge is to conquer the people there [...] because if people do not really support the project, will not walk [...] there is no mathematical formula for that." E1".

It is admitted to the existence of some variations in House's theory (2006). As an example, we have Brazil and Mexico that participate in the same cluster - Latin America - and that have relevant cultural habits that differ, such as the type of food and the times for meals. In addition, there are differences in how to trust and treat affinity among people from different cultures, but they do not yet appear in a systematized model in corporate training. This statement is accentuated by the testimony of interviewee 1 "He has to go there, face, talk and make the people collaborate and make their goals happen. That's the very important role.- E1."

Regarding the dimension of **the orientation for the team**, in the Latin American cluster and India there are demands for complementarity and mutual commitment among individuals in their respective activities. This dimension is validated when analyzed according to the speech of interviewee 2, "[...] the way (our unit) works is one, the way the other factory is different [...] productivity is different, the quality of the product is different, so the professionals who leave our manufactures to work outside have to have very clear this vision, of how they will manage things out there. -E2". From the interviewee's testimony it can be stated that in some countries the quality and productivity at work are different. Therefore, team management should be differentiated.

Two dimensions were evidenced in the clusters of Latin America and South Asia (India), they are: the **charisma dimension**, related to individuals, arousing attraction, credibility magnetism, understood how to know how to deal with legitimate motives and representations, and **participatory leadership**, how to know how to listen and then make shared decisions. Such evidence is found in the words of interviewee 1 "[...] firmness and fair collection, knowing how to listen, have respect for local customs and values and recognition of work well done [...] this all value. "E1".

Through the interviews it was not possible to evidence the other dimensions, such as: self-protection and autonomy. However, data were collected in the instrument of collecting dimensions versus countries, such as secondary data and with this information it was possible to trace some inferences. With the intuited of producing a grouping to identify cultural similarities, an analysis is proposed, as follows:

In presumptions to the **self-protection dimension** it is identified that the countries of Australia and Egypt, of the Middle East and Anglos cluster, respectively, have average intensity in relation to this dimension. In these regions people tend to protect themselves, protecting themselves in the face of risk arising from errors or changes, as well as embarrassing situations in the professional context.

The **autonomy dimension** has, according to the interviewees, an average intensity in all countries in which the organization has units. As respondents this reflects the business model based on the selective delegation, where the highest responsibility is the leader's. Table 3 presents a synthesis of cultural dimensions, theoretical concepts and research data.

**Table 3 - Cultural dimensions, concepts and testimonials**

<b>Dimension</b>	<b>Theoretical Concept</b>	<b>Search Data</b>
Guidance for the human	A human condition in a complex system where processes and decisions can be flexible within acceptable limits, employing the term "compassion" or "ethics of understanding" to improve coexistence and performance.	He's the one who has to go there, face, talk and get the people to collaborate and make their goals happen. That's the very important role. - E1."
Team orientation	It stimulates the relations of complementarity and mutual commitment between individuals, creating a notion that all are part of a single organism, with the idea of a common objective prevailing.	[...] productivity is different, the quality of the product is different, so professionals [...] it has to be very clear this view, of how they will manage things out there. -E2"
Self-protection	Maintenance in the positions of the strategic and structural configuration of a given context, considering individual and collective opportunities and threats in the face of pre-established objectives and performance.	People stand guard, protect themselves in the face of risk arising from errors or changes.
Charisma	Social expression of the singular type in the magnetism of attraction and credibility through legitimate motives and representations.	"[...] knowing how to listen, have respect for local customs and values" [...]."
Participatory leadership	It is based on the collective construction of actions and decisions through listening, communication with clear democratic content, added to the component of people's involvement in what is planned and executed.	"[...] firmness and fair collection and recognition to the job well done [...] this all value [...]."
Autonomy	Degree of freedom of actions delegated or represented with application with the organizational context, in teams or individuals in relation to work processes.	The company's business model understands that the leader holds greater responsibility in an operation and must delegate selectively.

Source: Prepared by the authors from House (2006).

With the end of the results analysis session from the six culturally acceptable leadership dimensions, it follows with the presentation of the final considerations and the limitations of the study.

### **V. Final Considerations**

Based on the evidence collected and analyzed in this case study, it was possible to verify that the dimensions structured in the literature, on culturally acceptable leadership, do not yet constitute a field of domain of the organization, considering the contrasts of adherence between implanted leadership profile and the profile of culturally acceptable image.

Similarly, the theoretical model of the six dimensions of culturally acceptable leadership and the 10 social clusters are useful for detecting cultural predominance, however there are conceptual limitations in the specificity of habits, customs of countries and multicultural values.

The cultural aspects evident in the units researched in Argentina, Colombia, Mexico, in the Latin America cluster, present with high adherence in virtually all dimensions, such as human orientation, team orientation, charisma and participatory leadership present aspects with high compliance, and autonomy and self-protection are the aspects with respectively medium and compliance in relation to the theoretical model.

In India's unit, of the South Asian cluster, there is considerable participation in the theoretical model, and the aspects are orientation for the human, team orientation, charisma and participatory leadership aspects of high conformity. Autonomy was identified with medium compliance and self-protection with low compliance aspects.

In the unit of South Africa (African language and dialects), of the Africa Sub-Sahara cluster, there is no adherence to the theoretical model, with the dimensions of orientation for the human and autonomy being dimensions of medium conformity and the orientation for team, self-protection, low compliance charisma and participatory leadership.

In china's unit, of the Cluster Asia Confucian, there is also partial adherence to the theoretical model, presenting the same values to those of the Sub-Sahara Africa cluster presented above.

In the unity of Russia, of the Eastern Europe cluster, there is partial adherence to the theoretical model, and the aspects are orientation for the human, team orientation, charisma, participatory leadership and autonomy dimensions of medium conformity. And in isolation self-protection was identified with low compliance.

In the unity of Egypt, of the Middle East cluster, there is also a partial adherence to the theoretical model, and the dimensions orientation for the human, self-protection and autonomy of medium conformity and the aspects of orientation for the team, charisma and participatory leadership of low conformity are also perceived.

In Australia's unit, from the Anglos cluster, there is also partial adherence to the theoretical model, presenting the same values as Egypt, the Middle East cluster. Being the dimensions orientation for the human, self-protection and autonomy of medium conformity and the aspects of orientation for the team, charisma and participatory leadership of low conformity.

As results of the research, two findings can be cited. The first refers to filling the matrix of leadership dimensions culturally versus social clusters. The second concerns the outstanding identification of one of the culturally acceptable leadership dimensions in the research company's architectural contexts and the recognition of other dimensions of strong performance.

The dimension with the largest indicators was the orientation for the human, with the highest evaluation in all clusters and the dimensions orientation for the team, charisma, participatory leadership and autonomy were with the same mean evaluation among the clusters. Among the countries evaluated in this study, Argentina, Colombia, Mexico and India presented the highest intensities, while Russia presented a median intensity and South Africa, China, Egypt and Australia were the countries with the lowest intensity.

It was possible to verify that the researched organization recognizes cultural variations significantly. The entity is aware of the need to empower its leaders and teams with skills in the field of multiculturalism, according to the realities they work with. However, the analysis of results demonstrates the lack of an effective conceptual and tooling model, which explains more accurate data regarding cultural diversities, enabling the identification and administration by leaders in their specific organizational contexts. When the theme is culture, many generic stereotypes are still used for the development of training programs and people development, since multiple cultures are more diverse than even science has managed to map so far.

Currently the globalized world presents itself as an arena of activities, organized in relationship networks, presenting greater or lesser cooperation and engagement in simultaneous and connected interactions, with multicultural teams, integrated by people of different ethnicities, creeds, behavior, genres, attitudes, etc. These teams operate in any country, in the most diverse productive sectors, in organizations with different resources and strategic purposes, so that for the organization to adapt culturally, through leaders adherent to the diversity of its teams can represent important challenges, even with gains on the horizon.

However, the culturally acceptable leadership dimensions, by social clusters, used in the theoretical framework in this research, play an important role as an initial indication about contexts, serving as general axes to be weighted and calibrated in the adequacy of the skills of global leaders, both in the preparation phase, adapting training and development programs, incentives and communication, so that a necessary movement to adapt to the reality of internationalization allows the implementation and delivery of the results expected by the organization.

It is therefore worth noting that there is room for future studies to advance in greater specificity in relation to other criteria and dimensions that can characterize different cultures with greater richness and accuracy of identity. Without such continuity in progress work in this field, the risk of adopting generic criteria will persist to identify and interact with such diverse social groups.

The limits of the study presented as a case study are restricted to a single organization of the body industry for public transport, with collections made with executives, not reaching the perceptions of different members of multicultural teams. As future studies, studies are suggested in other sectors, comparisons of the development of global leaders in different organizations, adjustment analyses of global executives from the perspective of adjustment and its temporal relationship with the Global Mindset concept, as a set of global competencies.

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